

EUTELSAT COMMUNICATIONS

SHAREHOLDERS' MEETING NOTICE TO COMBINED GENERAL MEETING

OF 26 NOVEMBER 2026 AT 2:00 P.M.
(welcome from 1:00 P.M.)

AT TOUR ACCOR SEQUANA
82 RUE HENRI FARMAN
92 130 ISSY-LES-MOULINEAUX

PLEASE BE ADVISED THAT NO WELCOME DRINKS NOR COCKTAILS AFTER THE SHAREHOLDERS' MEETING ARE SCHEDULED

WE STRONGLY INVITE YOU TO CONSULT OUR WEBSITE REGULARLY TO KNOW THE LATEST PROCEDURES REGARDING THE SHAREHOLDERS' GENERAL MEETING



As part of the Plan Vigipirate, you will be requested to prove your identity to security personnel on the day of the Shareholders' Meeting. Therefore, it is imperative that you have a form of identification and your admission card, that you avoid any gathering in front of the building and that you strictly follow the instructions given by admission security staff. The Company strongly recommends to its shareholders to consult its website (<https://www.eutelsat.com>) on a regular basis for the latest arrangements about for the Annual General Meeting.

If possible, come **without luggage** or large bags.

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HOW TO PARTICIPATE TO THE GENERAL MEETING

ATTENTION

Shareholders are invited to regularly consult the section dedicated to the General Meeting on the Company's website. This section will be updated in the event of changes to the terms of participation in the General Meeting.

<https://www.eutelsat.com/en/investors/shareholder-information.html>

The shareholders of the Company who will physically attend the General Meeting must comply with the health measures applicable on the day of the meeting.

The Shareholders' Meeting will be transmitted live and a recorded version will be available on the Company's website (both the live transmission and the recorded version will be accessible at the following address: <https://www.eutelsat.com/en/investors/shareholder-information.html>).

WHAT ARE THE CONDITIONS FOR PARTICIPATING IN THE GENERAL MEETING?

All the Company's shareholders are entitled to attend general meetings, irrespective of the number of shares held. Shareholders with registered shares are notified by individual letter and receive a General Meeting information package.

Shareholders with bearer shares are notified by the financial agent responsible for managing their securities account. Shareholders who cannot physically attend the General Meeting can vote by correspondence, give a proxy to the Chairman of the General Meeting or to a person of their choice or by giving a proxy without any indication of a given person. The Company also allows its registered shareholders to give voting instructions on the secure VOTACCESS platform accessible on the Société Générale Securities Services "Sharinbox" website. Regarding the shareholders holding bearer shares, they have to log on via their financial intermediary website.

OWNERS OF REGISTERED SHARES

At the latest on Thursday 19 November 2026 (5th business day before the General Meeting) at 00:00, Paris time, you must be registered as a shareholder with the Securities Department of Société Générale Securities Services (in the case of owners of fully-registered shares) or with the financial agent responsible for keeping your securities account (in the case of owners of administered registered shares).

OWNERS OF BEARER SHARES

Regardless of your chosen method of participation¹, the financial agent responsible for managing your securities account must send an ownership certificate (*certificat de participation*) certifying that you are still the owner of Company's shares **on Thursday 19 November 2026 (5th business day prior to the General Meeting) at 00:00, Paris time**, together with the admission card or postal voting form request, to Société Générale Securities Services.

¹ Attend the General Meeting in person, appoint the Chairman or another person as proxy, vote by post, or give voting instructions on internet.

Only ownership certificates established in accordance with the rules defined by the French Commercial Code, issued on the 5th business day preceding the general meeting of the Shareholders' General Meeting, i.e. **Thursday 19 November 2026**, will be accepted on the day of the Shareholders' General Meeting.

The ownership certificate (*certificat de participation*) is an exceptional means of participation for a shareholder, which should not be confused with one of the possibilities of participating to the Shareholders' General Meeting. This document is **limited only to cases of loss or non-receipt of the admission card**. The shareholder is not exempt from the obligation to return the duly completed voting form.

WRITTEN QUESTIONS

In accordance with Article R. 225-84 of the French Commercial Code, shareholders may submit written questions to the Company from the date on which the documents submitted to the General Meeting are published on the company's website.

These questions should be addressed to the Chairman of the Board of Directors at the corporate registered seat of the Company (32, boulevard Gallieni – 92130 Issy-les-Moulineaux, France), by registered letter with acknowledgment of receipt, or to the following e-mail address: shareholderrelations@eutelsat.com

These questions must be addressed no later than **Friday 20 November 2026 (4th business day preceding the date of the Shareholders' General Meeting)**.

To be taken into account, they must be accompanied by a certificate of registration.

Questions may, as the case may be, be replied to at the General meeting. Answers to written questions may be published directly on the Company's website at the following address: <https://www.eutelsat.com/en/investors/shareholder-information.html>.

IF YOU WISH TO RECEIVE FURTHER INFORMATION, PLEASE CONTACT

Société Générale Securities Services

Nomilia

From Monday to Friday – 8:30 am to 6:00 pm

Tel. Investor Relations: + 33 (0)2 51 85 67 89 (France et abroad), non-premium rate number, (invoice based on your operator contract and the country you are calling from)

Eutelsat Communications

Shareholders Relations Services

32, boulevard Gallieni

92130 Issy-les-Moulineaux

France

E-mail: shareholderrelations@eutelsat.com

HOW TO TAKE PART IN THE GENERAL MEETING

Shareholders have several options for exercising their voting rights:

1. By attending the General Meeting in person;
2. By appointing the Chairman of the General Meeting, or a given person as proxy, or without any indication of a given person;
3. By voting by post.

ATTENTION

In accordance with Article R. 22-10-28 of the French Commercial Code and with the Bylaws of the Company, it should be noted that once a shareholder has cast a postal vote or sent a proxy, or requested an admission card or an ownership certificate (*certificat de participation*) in accordance with Article R. 22-10-28 II of the French Commercial Code, he or she may no longer choose another method of participation, but may sell all or some of his or her shares.

In case of sale of all or part of his/her shares, if ownership is transferred before the fifth business day before the date of the General meeting (**Thursday 19 November 2026, at 00:00, Paris time**), the Company will invalidate or amend the postal vote, proxy form, admission card or ownership certificate (*certificat de participation*) in accordance with article R. 22-10-28 II of the French commercial Code, as appropriate. If the transfer of ownership occurs after 00:00 (Paris time), on the fifth business day before the date of the General meeting (**Thursday 19 November 2026, at 00:00, Paris time**), he or she will not have to be notified by the institution holding the account or taken into consideration by the Company, notwithstanding any agreement to the contrary.

The VOTACCESS website will be open from **Monday 9 November 2026, at 9:00 am, Paris time**.

The possibility of voting online prior to the General Meeting will expire on the day prior to the General Meeting, i.e. on **Wednesday 25 November 2026 at 3:00 pm, Paris time**.

However, to avoid traffic congestion on the VOTACCESS website, shareholders are advised not to wait until the day prior to the General Meeting to vote, to transmit their instructions for participating in the General Meeting or their voting instructions.

1. BY ATTENDING THE GENERAL MEETING IN PERSON

To facilitate the General Meeting access control formalities, it is recommended that you first request an admission card, by post or electronically.

- Admission card requests sent by post

- If you hold registered shares: please send your request for an admission card by sending out the single postal or proxy voting form in the prepaid envelope attached to the notice of the General Meeting to Société Générale Service Assemblées, CS 30812 – 44308 NANTES Cedex 3, **by inserting it into the pre-stamped envelope enclosed with the shareholder's general meeting notice** (if sent by post) and specify that you want to participate to the General Meeting and obtain an admission card, or go directly to the counter specially designed for this purpose, with an identity card, on the day of the

General Meeting. An admission card will be edited at the reception.

- If you hold bearer shares: your request for an admission card should be made to the financial agent responsible for managing your securities account, at the same time as your ownership certificate request. The admission card must be issued on **Thursday 19 November 2026 (5th business day before the General Meeting) at 00:00, Paris time.**

- Admission card requests sent electronically

- If you hold registered shares: your request should be made online on the secure VOTACCESS platform accessible via the Société Générale Securities Services “Sharinbox” website at: <https://sharinbox.societegenerale.com>. The holders of fully registered shares must log on using their access code (reminded on the proxy form) or their login email address if they have already activated their Sharinbox by SG Markets account, with their password sent by Post by Société Générale Securities Services. They then have to follow the online steps. If you lose or forget your password, you are invited to follow the procedure suggested online on the authentication page. The holders of administered registered shares must log on using their identification number that will be sent to them a few days before the vote opening. Once you have logged on, you must follow the instructions given on the screen in order to access the VOTACCESS website and request an admission card.
- If you hold bearer shares: you must check whether the financial agent responsible for managing your securities account is connected to the VOTACCESS website and, if so, whether this access is subject to any specific terms and conditions of use. If the financial agent responsible for managing your securities account is connected to the VOTACCESS website, you must identify yourself on your financial agent’s internet portal with your usual access codes. You must then click the icon on the line next to your Company’s shares and follow the instructions given on the screen in order to access the VOTACCESS website and request an admission card.

Shareholders who do not attend the General Meeting in person may vote by correspondence or give proxy by filling out the single postal or proxy voting form (the “**Form**”). The Form is available on the Company’s website.

2. BY APPOINTING THE CHAIRMAN OR A GIVEN PERSON AS YOUR PROXY

In the event that you give your proxy to the Chairman of the General Meeting, it will issue a **vote in favor** of the adoption of the draft resolutions **presented or approved by the Board of Directors** and an **unfavorable** vote for the adoption of **all the other draft resolutions**. To cast any other vote, the shareholder must choose a proxy who agrees to vote in the manner indicated by the shareholder.

In the event that you send a power of attorney to the Company **without indicating a proxy**, the Chairman of the General Meeting will vote **in favour** of the draft resolutions **presented or approved by the Board of Directors** and **against all other draft resolutions**.

- Proxy sent by post

- If you hold registered shares: the Form will be sent to you with the General Meeting notice. You simply need to fill out the Form by ticking the box next to the words “I hereby give proxy to the Chairman of the General Meeting” or, as the case may be, “I hereby give proxy to” with the surname and first name and the full address of the person representing, date and sign the Form, and return it to the following address: Société Générale Securities Services, by **inserting it into the prepaid envelope enclosed with the shareholder’s general meeting notice**.
- If you hold bearer shares: you must request this Form from the financial agent responsible for managing your securities account, from the date of the General Meeting notice.

In accordance with the provisions of Article R. 225-75 of the French Commercial Code, the request for the form must be received at least 6 days before the General Meeting, i.e. by **Friday 20 November 2026** at the latest. You then simply need to fill out the Form by ticking the box next to the words “I hereby give proxy to the Chairman of the General Meeting” or, as the case may be, “I hereby give proxy to” with the surname and first name of the person representing you, date and sign the Form, and return it to the financial agent responsible for managing your securities account, which will then attach an ownership certificate to the Form and send it to Société Générale Service Assemblées, CS 30812 – 44308 NANTES Cedex 3.

To be taken into account, the Forms must be received by Société Générale Securities Services' Service Assemblées Générales no later than **Monday 23 November 2026** (3 days before the General Meeting).

- **Proxy sent electronically**

- If you hold registered shares: you may appoint or revoke your proxy online on the secure VOTACCESS platform accessible on the Sharinbox website, at the following address: <https://sharinbox.societegenerale.com>. The holders of fully registered shares must log on using their access code (reminded on the proxy form) or their login email address if they have already activated their Sharinbox by SG Markets account, with their password sent by Post by Société Générale Securities Services. If you lose or forget your password, you are invited to follow the procedure suggested online on the authentication page. They then have to follow the online steps. The holders of administered registered shares must log on using their identification number that will be sent to them a few days before the vote opening. Once you have logged on, you must follow the instructions given on the screen in order to access the VOTACCESS website and give proxy to the Chairman of the General Meeting or appoint or revoke a proxy.
- If you hold bearer shares: you must check whether the financial agent responsible for managing your securities account is connected to the VOTACCESS website and, if so, whether this access is subject to any specific terms and conditions of use. If the financial agent in charge of managing your securities account is connected to the VOTACCESS website, you must identify yourself on your financial agent's internet portal with your usual access codes. You must then click the icon on the line next to your Company's shares and follow the instructions given on the screen in order to access the VOTACCESS website and give proxy to the Chairman of the General Meeting or appoint or revoke a proxy.

If the financial agent in charge of managing your securities is not connected to the VOTACCESS website, you may still give proxy to the Chairman of the General Meeting or appoint or revoke a proxy electronically, in accordance with the provisions of articles R. 22-10-24 and R. 225-79 of the French Commercial Code, as follows:

- You must send an e-mail bearing your electronic signature obtained from an accredited independent certifying agent to the following address: shareholderrelations@eutelsat.com, with the following information: the name of Eutelsat Communications, the date of the General Meeting, your surname, first name, address and banking details as well as a statement that you are giving proxy to the Chairman of the General Meeting or the surname and first name of the appointed or revoked proxy,
- You must ask the financial agent responsible for managing your securities account to send a written confirmation to Société Générale Service Assemblées, CS 30812 – 44308 NANTES Cedex 3. The written confirmation must be received no later than **Wednesday 25 November 2026** (one day before the General Meeting), **3:00 pm Paris time**.

3. BY VOTING BY POST

- By post

- If you hold registered shares: the Form will be sent to you with the General Meeting notice. You simply need to fill out the Form and tick the box next to the words “I vote by post”, date and sign the Form and return it duly completed to the following address: Société Générale Securities Services, by **inserting it into the prepaid envelope enclosed with the shareholder’s general meeting notice**.
- If you hold bearer shares: you must request this Form from the account-holding institution responsible for managing your securities account, from the date of the General Meeting notice. You then simply need to fill out the Form and tick the box next to the words “I vote by post”, date and sign the Form and return it duly completed to the financial agent responsible for managing your securities account, which will then attach an ownership certificate to the Form and send it to Société Générale Service Assemblées, CS 30812 – 44308 NANTES Cedex 3.

To be taken into account, the Forms must be received by Société Générale Securities Services’ *Service Assemblées Générales* **no later than Monday 23 November 2026** (3 days before the General Meeting).

Appointments or revocations of representatives expressed in paper form must be received no later than **Monday 23 November 2026** (3 days before the General Meeting).

Thus, no account will be taken of the forms or admission cards issued for a shareholder giving proxy to a third party on the back of that person, on the day of the General Meeting.

- By electronic means

- If you hold registered shares: you may vote online on the secure VOTACCESS platform accessible on the Sharinbox website, at the following address: <https://sharinbox.societegenerale.com>. The holders of fully registered shares must log on using their access code (reminded on the proxy form) or their login email address if they have already activated their Sharinbox by SG Markets account, with their password sent by Post by Société Générale Securities Services. If you lose or forget your password, you are invited to follow the procedure suggested online on the authentication page. They then have to follow the online steps. The holders of administered registered shares must log on using their identification number that will be sent to them a few days before the vote opening. Once you have logged on, you must follow the instructions given on the screen in order to access the VOTACCESS website and vote.
- If you hold bearer shares: you must check whether the financial agent responsible for managing your securities account is connected to the VOTACCESS website and, if so, whether this access is subject to any specific terms and conditions of use. If the financial agent responsible for managing your securities account is connected to the VOTACCESS website, you must identify yourself on your financial agent’s internet portal with your usual access codes. You must then click the icon on the line next to your Company’s shares and follow the instructions given on the screen in order to access the VOTACCESS website and vote.

IF YOU GIVE PROXY OR VOTE BY POST, THE DULY COMPLETED FORM SHOULD BE RETURNED AS SOON AS POSSIBLE.

If you hold registered shares, to the address on the prepaid envelope, using the enclosed prepaid envelope.

If you hold bearer shares, to the financial agent responsible for managing your securities account, together with your ownership certificate request.

If you hold registered shares: to receive notices of future General Meetings directly by email, please refer to the section entitled “Modernization of Communication Methods”.

HOW TO FILL IN THE VOTING FORM

1 - You wish to attend the General Meeting in person

Tick box **A**.

Date and sign in box **Z**. at the bottom of the Form.

2 - You wish to give proxy to the Chairman of the General Meeting

Tick box **C**.

Date and sign in box **Z**. at the bottom of the Form.

3 - You wish to vote by correspondence

Please tick the box **B**.

Each numbered box represents a proposed resolution presented or approved by the Board of Directors and set forth in the General Meeting Notice.

- To vote “**YES**” to the resolutions, **DO NOT TICK** the relevant boxes.
- To vote “**NO**” on some of the proposed resolutions, tick each relevant box – see **D**.
- To abstain “**ABS.**” on some of the proposed resolutions, tick each relevant box – see **D**.

Either way, please make sure that you have dated and signed in box Z at the bottom of the Form.

In order to vote on the resolutions presented by the shareholders and not approved by the Board of Directors, please fill Box D*

To vote, please tick the relevant box, meaning “YES”, “NO” or “ABS.”

In the event where amendments or new resolutions are proposed during the General Meeting, please fill Box D**

To vote, please tick the relevant box:

- “I appoint the Chairman of the General Meeting”
- “I abstain from voting”
- “I appoint to vote on my behalf”

If no choice is indicated in this box, a vote “against” will be recorded.

4 - You wish to give proxy to a given person (your spouse or another person — an individual or a legal entity— attending the General Meeting in person)

Tick the box facing **E**.

In box **E**, please specify the identity of the person —individual or legal entity— who will be representing you (surname, first name, address) or the corporate name and registered address.

Please make sure that you have dated and signed in box **Z** at the bottom of the Form.

5 - Please indicate your full name and your address in F

If this information is already shown, please check it.

If the person who signs is not a shareholder in his/her own name, he/she must indicate his/her surname, first name, address, and his/her capacity (legal agent, guardian).

In any case, box Z must be dated and signed by shareholder

A Important : Avant d'exercer votre choix, veuillez prendre connaissance des instructions situées au verso - Important : Before selecting please refer to instructions on reverse side
Quelle que soit l'option choisie, noircir comme ceci ■ la ou les cases correspondantes, dater et signer au bas du formulaire - Whichever option is used, shade box(es) like this ■, date and sign at the bottom of the form

☐ JE DÉSIRE ASSISTER À CETTE ASSEMBLÉE et demande une carte d'admission : dater et signer au bas du formulaire / I WISH TO ATTEND THE SHAREHOLDER'S MEETING and request an admission card: date and sign at the bottom of the form

EUTELSAT COMMUNICATIONS
S.A. au capital de 1 178 308 106 €
32, boulevard Gallieni
92130 Issy-les-Moulineaux
481 043 040 RCS NANTERRE

Assemblée Générale Mixte
du 26 novembre 2026 à 14h00
Tour Accor Sequana - 82 rue Henri Farman
92130 Issy-les-Moulineaux

Combined General Meeting
of November 26th, 2026 at 2:00 p.m.
Tour Accor Sequana - 82 rue Henri Farman
92130 Issy-les-Moulineaux

CADRE RÉSERVÉ À LA SOCIÉTÉ - FOR COMPANY'S USE ONLY

Identifiant - Account
Nominatif Registered
Porteur Bearer
Vote simple Single vote
Vote double Double vote
Nombre de voix - Number of voting rights

B **JE VOTE PAR CORRESPONDANCE / I VOTE BY POST**
Cf. au verso (2) - See reverse (2)
Je vote OUI à tous les projets de résolutions présentés ou agréés par le Conseil d'Administration ou le Directoire ou la Gérance, à l'EXCEPTION de ceux que je signale en noircissant comme ceci ■ l'une des cases "Non" ou "Abstention". / I vote YES all the draft resolutions approved by the Board of Directors, EXCEPT those indicated by a shaded box, like this ■, for which I vote "No" or "Abstention".

D Sur les projets de résolutions non agréés, je vote en noircissant la case correspondant à mon choix.
On the draft resolutions not approved, I cast my vote by shading the box of my choice.

C **JE DONNE POUVOIR AU PRÉSIDENT DE L'ASSEMBLÉE GÉNÉRALE**
Cf. au verso (3)
I HEREBY GIVE PROXY TO THE CHAIRMAN OF THE GENERAL MEETING
See reverse (3)

E **JE DONNE POUVOIR À :** Cf. au verso (4)
pour me représenter à l'Assemblée
I HEREBY APPOINT: See reverse (4)
to represent me at the above mentioned Meeting
M. ou Mme, Raison Sociale / Mr or Mrs, Corporate Name
Adresse / Address

ATTENTION : Pour les titres au porteur, les présentes instructions doivent être transmises à votre banque.
CAUTION: As for bearer shares, the present instructions must be valid only if they are directly returned to your bank.

Non, prénom, adresse de l'actionnaire (les modifications de ces informations doivent être adressées à l'établissement concerné et ne peuvent être effectuées à l'aide de ce formulaire). Cf. au verso (1)
Surname, first name, address of the shareholder (changes regarding this information have to be notified to relevant institution, no changes can be made using this proxy form). See reverse (1)

D* **D**** **F** **Z** In any case, please date and sign the form

Date & Signature

« Si le formulaire est renvoyé daté et signé mais qu'aucun choix n'est coché (carte d'admission / vote par correspondance / pouvoir au président / pouvoir à mandataire), cela vaut automatiquement pouvoir au Président de l'assemblée générale »
If the form is returned dated and signed but no choice is checked (admission card / postal vote / power of attorney to the President / power of attorney to a representative), this automatically applies as a proxy to the Chairman of the General Meeting

AGENDA

A°/ Ordinary

- Approval of the annual reports and accounts for the financial year ending 30 June 2026 (1st resolution)
- Approval of the reports and consolidated accounts for the financial year ending 30 June 2026 (2nd resolution)
- Allocation of the result for the financial year ending 30 June 2026 – no dividend distribution (3rd resolution)
- Approval of the Statutory Auditors' special report on the agreements referred to in Articles L. 225-38 *et seq.* of the French Commercial Code (4th resolution)
- Approval of an agreement referred to in Article L. 225-38 of the French Commercial Code relating to the underwriting agreement entered into the Company and certain financial institutions and/or investors (5th resolution)
- Approval of an agreement referred to in Article L. 225-38 of the French Commercial Code regarding the Strategic Assets Protection Agreement entered into between the Company, Eutelsat SA and the French state (6th resolution)
- Renewal of the term of office of Padraig Mc Carthy as Director (7th resolution)
- Renewal of the term of office of CMA CGM (8th resolution)
- Approval of the information relating to the remuneration of corporate officers for the financial year ending 30 June 2026 mentioned in I of Article L. 22-10-9 of the French Commercial Code (9th resolution)
- Approval of the fixed components of the total remuneration paid or allocated for the financial year ending 30 June 2026 to Mr. Dominique d'Hinnin, Chairman of the Board of Directors until August 4, 2025 (10th resolution)
- Approval of the fixed components of the total remuneration paid or allocated for the financial year ending 30 June 2026 to Mr. Eric Labaye, Chairman of the Board of Directors from August 4, 2025 (11th resolution)
- Approval of the fixed, variable and exceptional components of the total remuneration and benefits of any kind paid or allocated in connection with the term of office for the financial year ending 30 June 2026 to Mr. Jean-François Fallacher, Chief Executive Officer (12th resolution)
- Approval of the remuneration policy for the Chairman of the Board of Directors (13th resolution)
- Approval of the remuneration policy for the Chief Executive Officer (14th resolution)
- Approval of the remuneration policy for the Deputy Chief Executive Officers (15th resolution)
- Approval of the remuneration policy for Directors (16th resolution)
- Establishment of the total annual amount of the remuneration of the Board of Directors (17th resolution)
- Authorisation for the Board of Directors to purchase the Company's own shares (18th resolution)

B°/ Extraordinary

- Authorisation to the Board of Directors to reduce the share capital by cancelling shares acquired by the Company under its share buyback program (19th resolution)
- Delegation of authority to the Board of Directors to increase the share capital by the capitalisation of reserves, profits, bonuses or other amounts whose capitalisation would be permitted (20th resolution)
- Delegation of authority to the Board of Directors to issue ordinary shares and/or securities giving immediate or future access to ordinary shares of the Company, with preferential subscription rights for shareholders (21st resolution)
- Delegation of authority to the Board of Directors to issue ordinary shares and/or securities giving immediate or future access to ordinary shares of the Company, without shareholders' preferential subscription rights, in the context of a public offering (other than those specified in 1° of the article L. 411-2 of the French Monetary and Financial Code) (22nd resolution)
- Delegation of authority to the Board of Directors to issue ordinary shares and/or securities giving immediate or future access to ordinary shares of the Company, without shareholders' preferential subscription

rights, in the context of the public offerings referred to in 1° of Article L. 411-2 of the French Monetary and Financial Code, aimed exclusively at qualified investors and/or a limited circle of investors (23rd resolution)

- Authorisation to the Board of Directors to increase the number of shares to be issued in the event of an increase in the Company's share capital, with maintenance or cancellation of preferential subscription rights, decided according to the 21st to the 23rd resolutions (24th resolution)
- Delegation of authority to the Board of Directors to issue ordinary shares and/or securities giving immediate or future access to ordinary shares of the Company, without preferential subscription rights, in the event of a public exchange offer initiated by the Company (25th resolution)
- Delegation of powers to the Board of Directors to increase the share capital by issuing ordinary shares and/or securities giving immediate or future access to the Company's ordinary shares, without preferential subscription rights, in consideration of contributions in-kind up to a limit of 10% of the Company's share capital, except in the case of a public exchange offer initiated by the Company (26th resolution)
- Delegation of authority to the Board of Directors to increase the share capital by issuing ordinary shares and/or securities giving immediate and/or future access to the Company's share capital, without preferential subscription rights, reserved for members of a company savings plan in the Company or its Group (27th resolution)
- Amendment to the Company's Articles of Association (28th resolution)

C°/ Ordinary

- Powers for formalities (29th resolution)

DRAFT RESOLUTIONS AND RELATED EXTRACT OF THE BOARD OF DIRECTORS' REPORT

Dear Shareholder(s),

You will find below the draft resolutions associated with the agenda presented above and which will be submitted to the vote at the Eutelsat Communications SA General Meeting.

The corresponding extract from the Board of Directors' report precedes each draft resolution submitted to the vote.

This Board of Directors' report also refers to the universal registration document for the year ended 30 June 2026.

RESOLUTIONS WITHIN THE COMPETENCE OF THE ORDINARY MEETING

1. Approval of the annual and the consolidated accounts for the financial year ending 30 June 2026 (1st and 2nd resolutions)

EXPLANATORY STATEMENT

*The **1st and 2nd resolutions** concern the approval of the Company's annual accounts and the Group's consolidated accounts for the financial year ending 30 June 2026.*

The Company's financial statements for the year ended 30 June 2026 show a loss of € 609,005,222.25 compared to a loss of €490,468,430.70 in the previous year. The consolidated accounts show a consolidated net loss of € 458,896,727.72 compared to a consolidated net loss of €1,105,904,364.40 in the previous year.

For further information on the Company's accounts for the financial year ended 30 June 2026 as well as on the course of business during the financial year and since 1 July 2026, the Board of Directors invites you to refer to the annual and consolidated accounts for the said financial year as well as to the management report of the Board of Directors and the reports of the Statutory Auditors on these accounts, which have been made available to you under legal and regulatory provisions.

First resolution – Approval of the annual reports and accounts for the financial year ending 30 June 2026

The General Meeting, voting under the quorum and majority conditions required for ordinary general meetings, having taken note of the management report of the Board of Directors contained in the Universal Registration Document for the financial year ended 30 June 2026, the annual financial statements and the report of the Statutory Auditors on the annual financial statements for the financial year ended 30 June 2026:

- **approves** the annual accounts for the financial year ending 30 June 2026, showing a loss of €609,005,222.25, as presented to it, as well as the transactions reflected in these accounts and summarised in these reports,
- **approves** the total amount of non-deductible expenses and charges referred to in Article 39-4 of the French General Tax Code amounting to €2,725 and the associated corporate tax charge of €704 euros.

Second resolution – Approval of the reports and consolidated accounts for the financial year ending 30 June 2026

The General Meeting, voting under the quorum and majority conditions required for ordinary general meetings, having taken note of the Group management report of the Board of Directors contained in the Universal Registration Document, the consolidated financial statements and the report from the Statutory Auditors on the consolidated financial statements for the financial year ended 30 June 2026, **approves** the consolidated financial statements for the financial year ended 30 June 2026 as presented to it, which result in consolidated net loss of €458,896,727.72, as well as the transactions reflected in these financial statements and summarised in these reports.

2. Allocation of the result for the financial year ending 30 June 2026 (3rd resolution)

EXPLANATORY STATEMENT

The purpose of the 3rd resolution is to decide on the allocation of the result for the financial year ended 30 June 2026, which shows a loss of €609,005,222.25. It is recalled that this loss will be allocated to the "Retained Earnings" account, which, prior to such allocation, showed a negative balance of €965,879,193.45.

Following the allocation of this loss to the "Retained Earning" account, the latter would amount to a retained loss of €1,574,884,415.70.

The Board of Directors reminds you that no dividend will be distributed and proposes to allocate the loss for the financial year ended 30 June 2026 to the "Retained Earnings" account, the amount of which, after allocation, should amount to a retained loss of €1,574,884,415.70.

It should be recalled that the General Meeting of 30 September 2025 approved the allocation of the accumulated losses carried forward, as well as the principle of a share capital reduction due to losses, the implementation of which had been delegated to the Board of Directors for a period of six months. As this delegation was not exercised, it lapsed on 30 March 2026, without affecting the allocation of the accumulated losses carried forward, which had become final. This situation is described in the management report set out in section 7.1.2.5 of the Universal Registration Document.

Third resolution – Allocation of the result for the financial year ending 30 June 2026 – no dividend distribution

The General Meeting, voting under the quorum and majority conditions required for ordinary general meetings, on the proposal of the Board of Directors, noting the loss of €609,005,222.25, decides to allocate such loss on the "Retained earnings" account (which, before allocation, amounts to a negative amount of €965,879,193.45), which would amount after allocation to a retained loss of €1,574,884,415.70.

Under the legal provisions and as mentioned in the management report, the General Meeting notes that no dividends were voted for the 3 previous financial years.

3. Approval of the agreements referred to in Article L. 225-38 of the French Commercial Code (4th to 6th resolution)

EXPLANATORY STATEMENT

The Statutory Auditors' special report, and where relevant the complementary special report(s), describe(s) the agreements referred to in Article L. 225-38 of the French Commercial Code. In the 4th resolution, the Board of Directors proposes that you take note of the conclusions of this report and of the agreements previously approved by the General Meeting which continued during the financial year ended 30 June 2026.

The Board of Directors reminds you that on 30 June 2026 there was three regulated agreements previously approved by the General Meeting and which continued during the financial year ended 30 June 2026, it being:

- *The Tax Consolidation Agreement executed in 2007 between the Company and some of its French subsidiaries;*
- *The Shareholders' Agreement relating to OneWeb Holdings Limited, affiliate of the Company, entered into on 28 September 2023 between (i) the Secretary of State for Science, Innovation and Technology of United Kingdom, (ii) the Company, (iii) Eutelsat SA and (iv) OneWeb Holdings Limited, approved by the Board of Directors of the Company on 27 July 2023; and*
- *The Shareholders' agreement relating to the Company, entered into on 29 September 2025 between (i) the French State, (ii) Bharti Space Limited, (iii) the UK Government, (iv) CMA CGM Participations and (v) Fonds Stratégique de Participations, in the presence of the Company, approved by the Board of Directors on 29 September 2025.*

In accordance with the article L. 225-40-1 of the French Commercial Code, the Board of Directors re-examined these agreements during the meeting of August 6, 2026.

Furthermore, the Board of Directors informs you that two new agreements referred to in Article L. 225-38 of the French Commercial Code were entered into during the financial year ended 30 June 2026:

- *An underwriting agreement entered into between the Company and certain financial institutions and/or investors in connection with a capital increase transaction, the content of which is further described in **Annex 1**; and*
- *A Strategic Assets Protection Agreement entered into between the Company, Eutelsat SA and the French State, the content of which is further described in **Annex 1**.*

Fourth resolution – Approval of the Statutory Auditors' special report on the agreements referred to in Articles L. 225-38 et seq. of the French Commercial Code

The General Meeting, voting under the quorum and majority conditions required for ordinary general meetings, having taken note of the Statutory Auditors' special report on the agreements referred to in Articles L. 225-38 et seq. of the French Commercial Code, takes note of the conclusions of this report and of the agreements previously approved by the General Meeting which continued during the year ended 30 June 2026, and hereby **approves** the terms of the report in all its provisions.

Fifth resolution – Approval of the agreement referred to in Article L. 225-38 of the French Commercial Code regarding the underwriting agreement entered into between the Company and certain financial institutions and/or investors

The General Meeting, voting under the quorum and majority conditions required for ordinary general meetings, having taken note of the Statutory Auditors' special report on the agreements referred to in Articles L. 225-38 et seq. of the French Commercial Code, takes note of the conclusions of this report, and hereby **approves** the entry by the Company into an underwriting agreement on November 24, 2025 between with certain financial institutions and/or investors, authorized by the Board of Directors on 20 November 2025.

Sixth resolution – Approval of the agreement referred to in Article L. 225-38 of the French Commercial Code regarding the Strategic Assets Protection Agreement entered into between the Company, Eutelsat SA and the French State

The General Meeting, voting under the quorum and majority conditions required for ordinary general meetings, having taken note of the Statutory Auditors' special report on the agreements referred to in Articles L. 225-38 *et seq.* of the French Commercial Code, takes note of the conclusions of this report, and hereby **approves** the entry by the Company into the Strategic Assets Protection Agreement on June 25, 2026 with the French State and Eutelsat SA, authorized by the Board of Directors on 18 November 2025.

4. Board of Directors (7th and 8th resolutions)

EXPLANATORY STATEMENT

For your information, as of the date of this document, the Board of Directors is composed as follows:

Director ²	Age ³	Gender	Nationality	Independent	Board attendance rate for the financial year ending 30 June 2026	First nomination / co-optation	End of term ⁴
Eric Labaye Chairman of the Board of directors	65	M	French	Yes	N/A	4 August 2025	AGM 2029
Sunil Bharti Mittal Vice-Chairman of the Board of directors	68	M	Indian	No	70%	28 September 2023	AGM 2027
Fonds Stratégique de Participations with Agnès Audier as permanent representative	61	W	French	Yes	100%	4 November 2016	AGM 2027
Bharti Space Limited with Akhil Gupta as permanent representative	70	M	Indian	No	90%	28 September 2023	AGM 2029
Secretary of State for Science, Innovation and Technology of the United Kingdom with Alice Bunn as permanent representative	53	W	British	No	NA	28 September 2023	AGM 2027
Padraig Mc Carthy	66	M	Irish and Luxembourgish	Yes	100%	28 September 2023	AGM 2026
Florence Parly	63	W	French	Yes	80%	27 July 2023	AGM 2029

² The notion of independence in this column is defined in accordance with the Afep-Medef Code.

³ As of 30 September 2026

⁴ In accordance with the provisions of Article 14 of Eutelsat Communications' articles of association, the terms of office of the directors concerned shall expire at the end of the Eutelsat Communication's General Meetings listed in this column and held in the year during which the director's term of office expires.

CMA CGM with permanent representative Ramon Fernandez	59	M	French	Yes	100%	10 November 2022	AGM 2026
Lucia Sinapi-Thomas	62	W	French	Yes	NA	4 August 2025	AGM 2027
L'État français with Guillemette Kreis as permanent representative	46	W	French and British	No	NA	Appointed by decree dated 1 st August 2025	AGM 2029
Jean-Baptiste Massignon (Director proposed by the French State)	62	M	French	No	NA	21 November 2025	AGM 2029
Jérémy Gué (Director proposed by the French State)	57	M	French	No	NA	21 November 2025	AGM 2028

M. Pdraig Mc Carthy was appointed director by the Extraordinary General Meeting of 23 September 2023, until the AGM called to approve the financial statements for the financial year ending 30 June 2026.

Through the vote on the 7th resolution you are asked to renew the mandate of Pdraig Mc Carthy as director for a period of four (4) years, i.e., until the end of the Ordinary Annual General Meeting called to approve the accounts for the financial year ending 30 June 2030.

CMA CGM, whose permanent representative is Mr. Ramon Fernandez, was appointed as a director for a four-year term by the Extraordinary General Meeting held on 10 November 2022.

Under the 8th resolution, shareholders are requested to renew CMA CGM's term of office as a director for a further period of four (4) years, i.e., until the close of the annual ordinary general meeting convened to approve the financial statements for the fiscal year ending 30 June 2030.

Subject to the approval by this General Meeting of the renewal of the term of office of Pdraig Mc Carthy and CMA CGM at the end of this Combined General Meeting, the Board of Directors should be composed of 50% of Directors qualified as independent in light of the independence criteria of the Afep-Medef Corporate Governance Code of December 2022 and 41.66% women.

*The information in connection with the Directors whose renewal is submitted to the vote of this General Meeting is given in **Annex 2** to this report.*

Seventh resolution – Renewal of the term of office of Pdraig Mc Carthy as Director

The General Meeting, voting under the quorum and majority conditions required for ordinary general meetings, having been informed of the Board of Directors' report, **renews** Pdraig Mc Carthy's office as a corporate Director for a term of 4 years, i.e., until the end of the Ordinary Annual General Meeting called to approve the accounts for the financial year ending 30 June 2030.

Eighth resolution – Renewal of the term of office of CMA CGM as Director

The General Meeting, voting under the quorum and majority conditions required for ordinary general meetings, having been informed of the Board of Directors' report, **renews** CMA CGM's office as a corporate Director for a term of 4 years, i.e., until the end of the Ordinary Annual General Meeting called to approve the accounts for the financial year ending 30 June 2030.

5. Information on the Remunerations (9th resolution)

EXPLANATORY STATEMENT

Under the terms of the 9th resolution, you are asked to approve, in accordance with the provisions of Article L. 22-10-9 of the French Commercial Code, the information relating to the remuneration of the former Chairman of the Board of Directors, the Chairman of the Board of Directors, the Chief Executive Officer and the members of the Board of Directors for the financial year ended 30 June 2026, as described in the Company's Universal Registration Document, in Chapter 2.4.2 "Information concerning remuneration in compliance with Article L. 22-10-34 II of the French Commercial Code (ex-post vote)".

The guiding principles underlying the remuneration policy for corporate officers, now including the members of the Board of Directors, are set out in the Company's Universal Registration Document.

Ninth resolution – Approval of the information relating to the remuneration of corporate officers for the financial year ending 30 June 2026 mentioned in I of Article L. 22-10-9 of the French Commercial Code

The General Meeting, voting under the quorum and majority conditions required for ordinary general meetings, having taken note of the section on corporate governance drawn up according to the provisions of Articles L. 225-37 and L. 22-10-8 *et seq.* of the French Commercial Code and contained in the Universal Registration Document in accordance with Article L. 22-10-34 of the French Commercial Code, **approves** the information published according to I of Article L. 22-10-9 of the French Commercial Code, as presented in the Universal Registration Document - Chapter 2.4.2 "Information concerning remuneration in compliance with Article L. 22-10-34 II of the French Commercial Code (ex-post vote)".

6. Approval of the elements of the remuneration paid during or allocated during the financial year ending 30 June 2026 to the Chairman of the Board of Directors and the Chief Executive Officer (10th to 12th resolutions)

EXPLANATORY STATEMENT

Under Articles L. 22-10-9 and L. 22-10-34 of the French Commercial Code, the elements of the remuneration due or allocated in respect of the financial year ending 30 June 2026 are submitted to the shareholders for approval at the General Meeting.

Details of each component of remuneration (in particular the reasons for any changes compared with the previous financial year and the achievement of ex-post targets), as well as their standardised presentation under the recommendations of the AFEP-MEDEF Code and the AMF, are included in the Universal Registration Document – Chapter 2.4.2 “Information concerning remuneration in compliance with Article L. 22-10-34 II of the French Commercial Code (ex-post vote)”.

The Board of Directors requests that your General Meeting approve the elements of the remuneration due or allocated for the financial year ending 30 June 2026 to:

- *Mr. Dominique d’Hinnin, Chairman of the Board of Directors until August 4, 2025, by the vote of the **10th resolution***
- *Mr. Eric Labaye, Chairman of the Board of Directors from August 4, 2025, by the vote of the **11th resolution**,*
- *Mr. Jean-François Fallacher, Chief Executive Officer, by the vote of the **12th resolution**.*

Tenth resolution – Approval of the fixed components of the total remuneration paid or allocated for the term for the financial year ending 30 June 2026 to Mr. Dominique d’Hinnin, Chairman of the Board of Directors until August 4, 2025

The General Meeting, voting under the quorum and majority conditions required for ordinary general meetings, under II of Article L. 22-10-34 of the French Commercial Code, having taken note of the section on corporate governance drawn up under the provisions of Articles L. 225-37 *et seq.* of the French Commercial Code and contained in the Universal Registration Document, **approves** the fixed components of the remuneration paid during the financial year ending 30 June 2026, or allocated in connection with the same financial year, to Mr. Dominique d’Hinnin, in his capacity as Chairman of the Board of Directors, as presented in the Universal Registration Document - Chapter 2.4.2 “*Information concerning remuneration in compliance with Article L. 22-10-34 II of the French Commercial Code (ex-post vote)*”, and notes that he does not benefit from any variable or exceptional remuneration or benefits in kind.

Eleventh resolution – Approval of the fixed components of the total remuneration paid or allocated for the term for the financial year ending 30 June 2026 to Mr. Eric Labaye, Chairman of the Board of Directors from August 4, 2025

The General Meeting, voting under the quorum and majority conditions required for ordinary general meetings, under II of Article L. 22-10-34 of the French Commercial Code, having taken note of the section on corporate governance drawn up under the provisions of Articles L. 225-37 *et seq.* of the French Commercial Code and contained in the Universal Registration Document, **approves** the fixed components of the remuneration paid during the financial year ending 30 June 2026, or allocated in connection with the same financial year, to Mr. Eric Labaye, in his capacity as Chairman of the Board of Directors, as presented in the Universal Registration Document - Chapter 2.4.2 “*Information concerning remuneration in compliance with Article L. 22-10-34 II of the French Commercial Code (ex-post vote)*”, and notes that he does not benefit from any variable or exceptional remuneration or benefits in kind.

Twelfth resolution – Approval of the fixed, variable and exceptional components of the total remuneration and benefits of any kind paid or allocated in connection with the term of office for the financial year ending 30 June 2026 to Mr. Jean-François Fallacher, Chief Executive Officer

The General Meeting, voting under the quorum and majority conditions required for ordinary general meetings, under II of Article L. 22-10-34 of the French Commercial Code, having taken note of the section on corporate governance drawn up under the provisions of Articles L. 225-37 *et seq.* of the French Commercial Code and contained in the Universal Registration Document, **approves** the fixed components of the total remuneration and benefits of any kind paid during the financial year ending 30 June 2026, or allocated in connection with the same financial year, to Mr. Jean-François Fallacher, Chief Executive Officer, as presented in the Universal Registration Document - Chapter 2.4.2 “*Information concerning remuneration in compliance with Article L. 22-10-34 II of the French Commercial Code (ex-post vote)*”.

7. Approval of the remuneration policy applicable to the Chairman, executive officers and Directors (13th to 16th resolutions)

EXPLANATORY STATEMENT

Under the provisions of Article L. 22-10-8 II of the French Commercial Code, supplemented by the provisions of Article R. 22-10-14 of the French Commercial Code, the remuneration policy applicable to the Chairman of the Board of Directors, the Chief Executive Officer, the Deputy Chief Executive Officers, and the Directors for the performance of their term of office shall be subject to the approval of the General Meeting.

*This remuneration policy, adopted by the Board of Directors on the recommendation of the Remuneration Committee, is presented in the paragraphs of the Universal Registration Document Chapter 2.4.1 “*Compensation policy (ex-ante vote)*” for the Chairman of the Board, the Chief Executive Officer, the Deputy Chief Executive Officer, and for the Directors.*

*According to Article L. 22-10-34 II. of the French Commercial Code, the variable or exceptional remuneration elements resulting from the implementation of these remuneration policies may only be paid after the approval of the shareholders at the general meeting ruling on the accounts for the financial year ending 30 June 2027. These items are identified in the paragraphs of the Universal Registration Document Chapter 2.4.1 “*Compensation policy (ex-ante vote)*”.*

Under the aforementioned text, it is recalled that if the General Meeting rejects the resolution, the remuneration of the corporate officer concerned will be determined under the remuneration granted in the previous financial year or, in the absence of remuneration granted in the previous financial year, under the existing practices within the Company.

The Board of Directors requests your General Meeting to approve the principles and criteria of remuneration attributable in connection with their term of office to the:

- *Chairman of the Board of Directors, by the vote of the **13th resolution**;*
- *Chief Executive Officer, by the vote of the **14th resolution**;*
- *Deputy Chief Executive Officers, by the vote of the **15th resolution**; and*
- *Directors, by the vote of the **16th resolution**.*

Thirteenth resolution – Approval of the remuneration policy for the Chairman of the Board of Directors

The General Meeting, voting under the quorum and majority conditions required for ordinary general meetings, having taken note of the Board of Directors’ report on resolutions and the corporate governance report referred to in Article L. 225-37 of the French Commercial Code, as well as the information presented in Chapter 2.4.1 “*Compensation Policy (Ex Ante Vote)*” of the Universal Registration Document, **approves**, pursuant to Article L. 22-10-8 of the French Commercial Code, the compensation policy applicable to the Chairman of the Board of Directors, as presented in Chapter 2.4.1 “*Compensation Policy (Ex Ante Vote)*” of the Universal Registration Document, it being specified that such compensation does not include any variable or exceptional component or any benefit in kind.

Fourteenth resolution – Approval of the remuneration policy for the Chief Executive Officer

The General Meeting, voting under the quorum and majority conditions required for ordinary general meetings, having taken note of the Board of Directors' report on resolutions and the corporate governance report referred to in Article L. 225-37 of the French Commercial Code, as well as the information presented in Chapter 2.4.1 "Compensation Policy (Ex Ante Vote)" of the Universal Registration Document, **approves**, pursuant to Article L. 22-10-8 of the French Commercial Code, the compensation policy applicable to the Chief Executive Officer (Directeur général), as presented in Chapter 2.4.1 "Compensation Policy (Ex Ante Vote)" of the Universal Registration Document.

Fifteenth resolution – Approval of the remuneration policy for the Deputy Chief Executive Officers

The General Meeting, voting under the quorum and majority conditions required for ordinary general meetings, having taken note of the Board of Directors' report on resolutions and the corporate governance report referred to in Article L. 225-37 of the French Commercial Code, as well as the information presented in Chapter 2.4.1 "Compensation Policy (Ex Ante Vote)" of the Universal Registration Document, **approves**, pursuant to Article L. 22-10-8 of the French Commercial Code, the compensation policy applicable to the Deputy Chief Executive Officers (Directeurs généraux délégués), as presented in Chapter 2.4.1 "Compensation Policy (Ex Ante Vote)" of the Universal Registration Document.

Sixteenth resolution – Approval of the remuneration policy for the Directors

The General Meeting, voting under the quorum and majority conditions required for ordinary general meetings, having taken note of the Board of Directors' report on resolutions and the information presented in Chapter 2.4.1 "Compensation Policy (Ex Ante Vote)" of the Universal Registration Document, **approves**, pursuant to Article L. 22-10-8 of the French Commercial Code, the compensation policy applicable to the Directors, as presented in Chapter 2.4.1 "Compensation Policy (Ex Ante Vote)" of the Universal Registration Document.

8. Remuneration of the Board of Directors (17th resolution)

EXPLANATORY STATEMENT

*In accordance with the Directors' remuneration policy set out in the **16th resolution**, it is proposed that the overall remuneration envelope of the members of the board of Directors be maintained at **€1,690,000** in accordance with article L. 225-45 of the French Commercial Code.*

Seventeenth resolution – Establishment of the total annual amount of the remuneration of the Board of Directors

The General Meeting, voting under the quorum and majority conditions required for ordinary general meetings, having taken note of the Board of Directors' report on resolutions, having taken note of the information contained in the section on corporate governance in the Universal Registration Document, according to Article L. 22-10-8 of the French Commercial Code, **decides** to fix the amount of remuneration that may be allocated to members of the Board of Directors at a maximum total gross sum of **€1,690,000** for the current financial year starting on 1 July 2026 and ending on 30 June 2027. This amount, applicable to the current financial year, will be maintained until a further decision of the General Meeting.

9. Authorisation to the Board of Directors to purchase the Company's shares and, if necessary, to cancel them (18th and 19th resolutions)

EXPLANATORY STATEMENT

The General Meeting held on 20 November 2025 authorised the Board of Directors to purchase the Company's shares for a period of 18 months from the date of the Meeting so that this authorisation will expire during the financial year 2026-2027.

*By means of the **18th resolution**, the Board of Directors proposes that this authorisation be renewed for a maximum period of 18 months from the date of this General Meeting.*

The maximum purchase price per share shall not exceed €12 and the total amount of funds allocated to the purchase could not exceed €250 million.

The shares may be purchased to a) retain shares for subsequent remittance as payment or exchange, in the context of any external growth transactions, b) enable market activity in the context of the liquidity contract, c) remit shares on the exercise of rights attached to securities giving access to the Company's capital, as well as to carry out any hedging transactions related to these securities, d) allocate or sell shares to eligible employees or corporate officers of the Company or its group, in particular in the context of performance share grants, profit-sharing, stock option grants or any employee savings plan, e) to cancel all or part of the shares thus repurchased and to reduce the share capital accordingly, f) to implement any market practice that may be permitted by the Autorité des Marchés Financiers ("AMF"), and g) more generally, to carry out any transaction in compliance with applicable regulations.

It is expressly provided in the draft resolution submitted to you that the acquisition, sale, exchange or transfer of shares may not be carried out during the period of a public offer, even if fully settled in cash, for the Company's shares.

During the financial year ended 30 June 2026, a buyback programme was initiated in September 30, 2025, under which 150,000 shares were repurchased, and the liquidity programme was maintained. The Board of Directors has already decided that, if the new programme submitted to you is adopted, the liquidity contract will be maintained.

*By the **19th resolution**, the Board of Directors seeks authorisation from your General Meeting, acting in an extraordinary capacity, with the option of sub-delegation, to reduce the share capital by cancelling, within the limit of 10% of the share capital per 24-month period, on one or more occasions, all or part of the ordinary shares acquired by the Company under a share buyback programme.*

This authorisation would be granted to the Board of Directors for a maximum period of 18 months from the date of this General Meeting.

Eighteenth resolution – Authorisation for the Board of Directors to purchase the Company's own shares

The General Meeting, voting under the quorum and majority conditions required for ordinary general meetings, having taken note of the Board of Directors' report and voting under (i) the applicable legal provisions, in particular those of Articles L. 22-10-62 *et seq.* of the French Commercial Code, (ii) the General Regulation of the Autorité des marchés financiers ("**AMF**") and the market practices accepted by the AMF, and (iii) Regulation (EU) No. 596/2014 of 16 April 2014 on market abuse, in its Articles 5 and 13:

- 1° Terminates** with immediate effect, the unused portion of the authorisation granted by the General Meeting of 20 November 2025 in its 24th resolution;
- 2° Authorises** the Board of Directors, with the option of sub-delegation in accordance with legal and regulatory provisions, taking into account any shares that may be held directly or indirectly by the Company, to purchase or arrange for the purchase of the Company's shares up to a limit of 10% of the total number of shares making up the share capital (adjusted, if necessary, to take into account any capital increases or reductions that may take place during the term of the programme), under the terms and conditions set out in Articles L. 22-10-62 *et seq.* of the French Commercial Code, in particular:
 - the maximum unit purchase price must not exceed 12 euros (excluding acquisition costs), it being specified that the Board of Directors may, however, adjust the aforementioned purchase price in the event of a transaction giving rise either to an increase in the nominal value of the shares or to the creation and allocation of free shares, as well as in the event of a division of the nominal value of the

shares or consolidation of shares, or any other transaction involving shareholders' equity, to take account of the impact of the transaction concerned on the value of the shares,

- the maximum amount of funds for the purchase of shares under this resolution shall not exceed 250 million euros,
- the purchases of shares made by the Company by virtue of this authorisation may under no circumstances lead it to hold, directly or indirectly, more than 10% of the shares comprising the Company's share capital,
- the acquisition, sale, exchange or transfer of these shares may be carried out (i) at any time, except during a public offer period, even if fully settled in cash, for the Company's shares (ii) under the conditions and within the limits, in particular in terms of volume and price, provided for by the laws in force on the date of the transactions in question, and (iii) by any means, in particular on the market or by mutual agreement, including by the acquisition or sale of blocks of shares, through option mechanisms, such as the purchase and sale of call or put options, derivative financial instruments traded on a regulated or mutual agreement market, or warrants or securities giving access to the Company's share capital under the conditions provided for by the market authorities, in compliance with the laws and regulations in force and at the times the Board of Directors, or the person acting on the delegation of the Board of Directors, shall decide,
- the shares bought back and kept by the Company will be deprived of voting rights and will not give a right to the payment of the dividend;

3° Decides that these share purchases may be made to:

- purchase the Company's shares for retention and subsequent remittance in exchange or as payment in the context of any external growth, merger, demerger or contribution transactions, in compliance with the limit of 5% of its share capital provided for by Article L. 22-10-62 paragraph 6 of the French Commercial Code,
- purchase or sell shares to stimulate the secondary market or to ensure the liquidity of the Company's shares within the framework of a liquidity contract concluded with an investment services provider and in compliance with the code of ethics recognised by the AMF,
- retain shares and, where applicable, remit them at a later date on the occasion of the exercise of rights attached to securities giving access by any means, immediately or in the future, to shares in the Company by redemption, conversion, exchange, presentation of a warrant or in any other manner, as well as to carry out any hedging operation in respect of the obligations of the Company (or of one of its subsidiaries) linked to these securities, under the conditions provided for by the market authorities and at the times that the Board of Directors or the person acting on the delegation of powers of the Board of Directors shall decide,
- allocate or transfer shares in the Company to employees or corporate officers of the Company or of companies or groupings related to it within the meaning of the regulations in force, under the conditions and under the procedures provided for by law, in particular in the context of (i) the free allocation of shares as provided for by Articles L. 225-197-1 and L. 22-10-59 *et seq.* of the French Commercial Code, (ii) participation in the fruits of the company's expansion, (iii) allocations of stock options granted under the conditions provided for in Articles L.225-177 and L. 22-10-56 *et seq.* of the French Commercial Code, or (iv) any employee savings plan,
- cancel all or part of the shares thus repurchased and to reduce the share capital accordingly, subject to authorisation by the Extraordinary General Meeting and on the terms indicated therein, or any other subsequent authorisation,
- implement any market practice that may be accepted by the AMF, and
- more generally, carry out any operation under the regulations in force;

4° Grants the Board of Directors all powers, with the option of sub-delegation under the legal and regulatory conditions, to implement this authorisation, and in particular to place all orders on the stock market or off-market, to allocate or reallocate the shares acquired to the various purposes, under the applicable legal and regulatory conditions, enter into any agreements, draw up and amend any documents, in particular to keep registers of share movements, draw up any documents, make any declarations and carry out any formalities with the AMF or any other authority, and generally do anything else that is necessary;

- 5° **Acknowledges** that the Board of Directors will report to the Annual General Meeting on the transactions carried out under this authorisation; and
- 6° **Decides** that this authorisation is granted to the Board of Directors for a maximum period of 18 months from the date of this General Meeting.

RESOLUTIONS WITHIN THE COMPETENCE OF THE EXTRAORDINARY MEETING

Nineteenth resolution – Authorisation for the Board of Directors to reduce the share capital by cancelling shares acquired by the Company under its share buyback program

The General Meeting, voting under the quorum and majority conditions required for extraordinary general meetings, having taken note of the report of the Board of Directors and the special report of the Statutory Auditors, and voting under the applicable legal provisions and in particular those of Article L. 22-10-62 of the French Commercial Code:

1. **Terminates** with immediate effect the unused portion of the authorisation granted by the General Meeting of 20 November 2025 by its 25th resolution;
2. **Authorises** the Board of Directors, with the option of sub-delegation under the legal and regulatory conditions, to reduce the share capital by cancelling all or part of the Company's shares that it may hold under the share buyback programme authorised by the 24th resolution of this General Meeting, or other share buyback programmes authorised prior or after the date of this General Meeting, on one or more occasions, up to a limit of 10% of the Company's share capital (adjusted, where applicable, under transactions affecting the share capital after the date of this General Meeting) per 24 month period;
3. **Resolves** that the excess of the purchase price of the ordinary shares over their nominal value shall be charged to "Share premium" or to any available reserve account;
4. **Grants** all powers to the Board of Directors to carry out the capital reduction resulting from the cancellation of the shares and the aforementioned allocation, in particular to determine the final amount of the capital reduction, to set the terms and conditions thereof, to record the completion thereof and to amend the Articles of Association accordingly;
5. **Grants** the Board of Directors full powers, with the option of sub-delegation under the legal and regulatory conditions, to carry out all formalities, procedures and declarations with the AMF or any other authority and, in general, to do all that is materially necessary;
6. **Acknowledges** that the Board of Directors, should it make use of this authorisation, will report to the next Ordinary General Meeting on the transactions carried out under it, under the applicable legal and regulatory provisions; and
7. **Decides** that this authorisation is granted to the Board of Directors for a maximum period of 18 months from the date of this General Meeting.

10. Authorisations or Delegations to the Board of Directors to increase the share capital (20th to 27th resolutions)

EXPLANATORY STATEMENT

In the 20th to 27th resolutions, the Board of Directors proposes that you renew, for a maximum period of twenty-six (26) months from the date of this General Meeting, certain of the authorisations or delegations of authority allowing it to increase the capital, whether immediately or in a deferred way, by issuing ordinary shares and/or securities giving access to the Company's capital.

The purpose of these resolutions is to provide the Company with some financial flexibility in the implementation of capital increases for the completion of a number of transactions, to enable the financing of the Group's operations and to be able to seize any opportunities offered by the financial markets.

Although the delegations granted by the Shareholders' Meeting of November 20, 2025 remain in force, it is proposed that the Shareholders' Meeting grant new delegations which, to the extent not previously used, will replace the corresponding existing delegations, in particular in order to update the applicable limits and references to the Company's share capital following the capital increase with shareholders' preferential subscription rights carried out on December 16, 2025.

Furthermore, the delegation of authority granted by the Shareholders' General Meeting of 30 September 2025 under its 16th resolution, which was substantially used in connection with the rights issue completed on 16 December 2025, is proposed for renewal.

French law now allows the Board of Directors, acting pursuant to a delegation granted by the General Meeting, to freely set the issue price of shares and securities giving access to the share capital in the context of capital increases without preferential subscription rights through a public offering.

However, it is proposed to the General Meeting that this freedom be circumscribed by stipulating that the price must be equal to (a) the volume-weighted average price (VWAP) of the Company's shares on the regulated market of Euronext Paris during the trading session immediately preceding the determination of the issue price, or (b) the volume-weighted average price (VWAP) of the Company's shares on the regulated market of Euronext Paris during the trading session at the time the issue price is determined, in each case subject, where applicable, to a maximum discount of 10%. This framework ensures that shareholders that do not have preferential subscription rights are not significantly disadvantaged by the issue price of shares in these two types of transactions. The benchmarks chosen are the stock market price preceding the setting of the issue price or the stock market price at the time of setting, in order to allow the Board of Directors to adjust as closely as possible to the spot price. The maximum discount of 10% is that previously required by law.

*The Board of Directors proposes, in the interest of the shareholders, to expressly provide for the suspension during a public offer period of the delegations and authorisations granted to the Board of Directors to increase the share capital under the **20th to 27th resolutions**. The Board of Directors specifies that this suspension is not proposed for the delegation of authority granted within the framework of the long-term incentive policy for employees and corporate officers under the **27th resolution** insofar as this is a common mechanism for remunerating employees and corporate officers, and the amount of which is not likely to influence the course or outcome of an offer.*

Resolu- tion No.	<u>Authorisations</u> granted at the Meeting	Duration/ex- piry date of the delegation	Maximum nominal amount/Cap applicable for each resolu- tion	Overall cap common to several resolu- tions	Sub-cap common to several res- olutions
24	<p>Increase in the number of shares to be issued in the event of a capital increase with maintenance or cancellation of PSR decided according to the 20th and 23rd resolutions</p> <p><i>The Board of Directors requests an authorization to increase the amount of an initial capital increase, carried out with maintenance or cancellation of the PSR according to the 21st to 23rd resolutions, when it notes that there is an excess demand for subscriptions under the conditions laid down by law. This option would be granted within the limit of 15% of the amount of the initial issue and at the same price as that retained for the initial issue.</i></p>	<p>Maximum 26 months from the GM of 26 Nov 2026</p> <p>26 Jan. 29</p>	<p>15% of the amount of the initial issue and at the same price as that retained for the initial issue</p>	NA	NA

Resolu- tion No.	Delegations of authority to the Board to issue ordinary shares	Duration and expiration/ex- piry date of the delegation	Maximum nominal amount/Cap applicable for each resolu- tion	Overall cap common to several res- olutions	Sub-cap com- mon to sev- eral resolu- tions
20	<p>Increase in share capital by incorporation of reserves, profits, bonuses or others</p> <p><i>The capital increases likely to result from this resolution could be realised, at the discretion of the Board of Directors, either by the free allocation of new shares or by increasing the nominal value of the existing shares.</i></p> <p><i>In the event of a capital increase through the allocation of free shares, the Board of Directors could decide that fractional rights would not be negotiable or transferable and that the corresponding shares would be sold, with the proceeds of the sale being allocated to the holders of the rights under the legal conditions.</i></p>	<p>Maximum 26 months from the GM of 26 Nov 2026</p> <p>26 Jan. 29</p>	<p>Ordinary shares: €236 million (independent cap)</p> <p>Debt Securities: NA</p>	NA: Cap is set autonomously and distinctly from the other resolutions	NA
21	<p>Issue of ordinary shares of the Company giving immediate or future access to ordinary shares of the Company with retention of PSR to shareholders</p> <p><i>The PSR gives all shareholders the right to subscribe for the share capital increase in proportion to their interest.</i></p> <p><i>In the event of an issue of securities giving deferred access to new shares, the decision would entail waiver by the shareholders of the right to subscribe for the shares liable to be obtained from the securities initially issued for which preferential rights are maintained.</i></p>	<p>Maximum 26 months from the GM of 26 Nov 2026</p> <p>26 Jan. 29</p>	<p>Ordinary shares: €236 million</p> <p>Securities: €1bn</p>	<p>Overall cap</p> <p>Ordinary shares: €236 million</p> <p>Securities: €1bn</p>	NA
22	<p>Issuance of ordinary shares of the Company with cancellation of the PSR in the context of a public offering (other than those specified in 1° of the article L. 411-2 of the French Monetary and Financial Code)</p> <p><i>The securities issued would be offered within the framework of a public offering with the cancellation of the preferential subscription right, it being specified that the Board of Directors could institute, in favour of the holders of ordinary shares, a priority right, irreducibly and, where applicable, reducibly, on all or part of the issue, for a period which, under the legal and regulatory provisions currently in force, could not be less than three (3) stock market days.</i></p> <p><i>The price of the ordinary shares shall be at least equal to, at the Board of Directors' discretion (a) the volume-weighted average price of the share during the trading session preceding the setting of the issue price or (b) the volume-weighted average price of the share during the trading session at the time the issue price is set, in both cases, possibly reduced by a maximum deduction of 10%</i></p> <p><i>For the securities, the price should be such that the amount received immediately by the Company, plus, if applicable, the amount that may be received subsequently by the Company, is, for each ordinary share issued as a result of the issue of these securities, at least equal to the amount of the issue price of the ordinary shares, determined under the preceding paragraph, after correction, if applicable, of this amount to take into account the difference in the date of entitlement to dividends.</i></p>	<p>Maximum 26 months from the GM of 26 Nov 2026</p> <p>26 Jan. 29</p>	<p>Ordinary shares: €150 million</p> <p>Debt Securities: €1bn</p>		<p>Sub-cap</p> <p>Ordinary shares: €150 million</p>

23	<p>Issuance of ordinary shares of the Company with the cancellation of the PSR in the context of a public offering addressed exclusively to qualified investors</p> <p><i>With this resolution the Board of Directors may reserve the issue of issue ordinary shares and/or securities exclusively at qualified investors or a restricted circle of investors, under the same conditions described above under the 21st resolution.</i></p>	<p>Maximum 26 months from the GM of 26 Nov 2026</p> <p>26 Jan. 29</p>	<p>Ordinary shares: €150 million</p> <p>Debt Securities: €1bn</p>	<p>Overall cap</p> <p>Ordinary shares: €236 million</p> <p>Securities: €1bn</p>	<p>Sub-cap</p> <p>Ordinary shares: €150 million</p>
25	<p>Issuance of ordinary shares of the Company with the cancellation of the PSR in the event of a public exchange offer initiated by the Company</p> <p><i>The Board of Directors proposes that you grant it a delegation of authority, with the cancellation of the PSR, to issue ordinary shares and/or securities giving access to ordinary shares of the Company, in France or abroad, with a view to remunerating securities contributed to a public exchange or mixed offer initiated by the Company for the securities of another company admitted to trading on a regulated market, under the conditions and subject to the reservations set out in Article L. 22-10-54 of the French Commercial Code.</i></p>	<p>Maximum 26 months from the GM of 26 Nov 2026</p> <p>26 Jan. 29</p>	<p>Ordinary shares: €150 million</p> <p>Debt Securities: €1bn</p>		
26	<p>Issuance of ordinary shares of the Company with the cancellation of the PSR, in remuneration of contributions in-kind within the limit of 10% of the share capital of the Company, except in the case of a public exchange offer initiated by the Company</p> <p><i>This resolution authorises the Board of Directors to issue ordinary shares of the Company, with a view to remunerating contributions granted to the Company and consisting of equity securities or securities giving access to the share capital, within the limit of a nominal amount of the capital increase which may not exceed 10% of the Company's share capital.</i></p>	<p>Maximum 26 months from the GM of 26 Nov 2026</p> <p>26 Jan. 29</p>	<p>Ordinary shares: 10% of the share capital</p> <p>Debt Securities: €1bn</p>		
27	<p>Issuance of ordinary shares a without PSR, reserved for members of a company savings plan of the Company or its Group</p> <p><i>This resolution is proposed as part of the long-term incentive policy for employees and corporate officers of the Group. The capital increase which will result from the use of this delegation of authority will be strictly reserved for members of a savings plan of the Company or its Group.</i></p> <p><i>As an exception, this delegation of authority is not suspended during a public offer period.</i></p>	<p>Maximum 26 months from the GM of 26 Nov 2026</p> <p>26 Jan. 29</p>	<p>Ordinary shares: €6 million</p>		

Twentieth resolution – Delegation of authority to the Board of Directors to increase the share capital by capitalisation of reserves, profits, bonuses or other amounts whose capitalisation would be permitted

The General Meeting, voting under the conditions of quorum and majority required for extraordinary general meetings, having taken note of the report of the Board of Directors, noting that the share capital has been fully paid up and voting under the applicable legal provisions, and in particular those of Articles L. 225-129-2 and L. 22-10-50 of the French Commercial Code:

1. **Terminates** with immediate effect, the unused portion of the delegation granted by the General Meeting of 20 November 2025 by its 26th resolution;
2. **Delegates** to the Board of Directors its power to decide to increase the share capital, with the option of sub-delegation under the legal and regulatory conditions, on one or more occasions, at the times and on the terms it shall determine and in the proportions it shall determine, by incorporation into the capital of reserves, profits, premiums or any other sums the capitalisation of which shall be legally and statutorily permissible, in the form of a free allocation of shares or an increase in the par value of the existing shares, or by a combination of these two methods;

3. **Decides** that the aggregate nominal amount of capital increases that may be carried out, whether immediately or in the future, pursuant to all issuances made under this delegation, shall not exceed a nominal amount of **236 million euros**, it being specified that this amount is set autonomously and separately from any other cap on capital increases. It is specified that to this amount shall be added, where applicable, the nominal amount of additional shares to be issued to preserve the rights of the holders of securities or other rights giving access to the capital, under the applicable legal and regulatory provisions and, where applicable, the contractual stipulations providing for other cases of adjustment;
4. **Grants** the Board of Directors full powers, with the option of sub-delegation under the legal and regulatory conditions, to implement this delegation, in particular for the following purposes:
 - to determine all the terms and conditions of the authorised operations and, in particular, to determine the amount and nature of the reserves and bonuses to be incorporated into the capital, to determine the number of new shares to be issued in euros, or the amount by which the par value of the existing shares making up the capital will be increased, to determine the date, even retroactively, as from which the new shares will carry dividend rights or the date on which the increase in the par value will take effect, and proceed, where applicable, with all deductions from the issue premiums, and, in particular, those of the expenses incurred by the realisation of the issues,
 - to decide that, under the provisions of Article L. 22-10-50 of the French Commercial Code, fractional rights will not be negotiable or transferable and that the corresponding shares will be sold; the sums from the sale will be allocated to the holders of the rights under the conditions provided for by the law and regulations,
 - to take all measures to protect the rights of holders of securities giving access to the Company's capital under legal and regulatory provisions, as well as contractual stipulations, and
 - to take all necessary measures for the realisation of the issues and, if necessary, to postpone them, to conclude all agreements and, more generally, to do all that is necessary to ensure the successful completion of the planned issues, to record the capital increase(s) resulting from any issue carried out by the use of this delegation and to amend the Articles of Incorporation accordingly;
5. **Acknowledges** that the Board of Directors, should it make use of this delegation, will report to the next ordinary general meeting on the transactions carried out under it, under applicable legal and regulatory provisions;
6. **Decides** that this delegation is granted for a maximum period of twenty-six (26) months from the date of this General Meeting; and
7. **Decides** that the Board of Directors may not, without the prior authorisation of the General Meeting, make use of this delegation as from the filing by a third party of a draft public offer for the company's securities until the end of the offer period.

Twenty-First Resolution – Delegation of authority to the Board of Directors to issue ordinary shares and/or securities giving access, immediately or in the future, to ordinary shares of the Company, while maintaining the shareholders' preferential subscription rights.

The General Meeting, voting under the quorum and majority requirements applicable to extraordinary general meetings, having reviewed the report of the Board of Directors and the Statutory Auditors' special report, noting that the share capital has been fully paid up, and acting in accordance with the applicable legal provisions, in particular Articles L. 225-129-2, L. 225-132 to L. 225-134, L. 228-91 and L. 228-92 of the French Commercial Code:

1° Notes that the delegation granted by the General Meeting of 30 September 2025 pursuant to its sixteenth resolution was substantially utilised in connection with the capital increase with shareholders' preferential subscription rights completed on 16 December 2025;

2° Delegates to the Board of Directors, with power to sub-delegate in accordance with applicable laws and regulations, the authority to decide, on one or more occasions, at such times and in such proportions as it shall determine, in France and/or abroad, with maintenance of shareholders' preferential subscription rights, the issuance of ordinary shares of the Company and/or securities giving access, by any means, immediately and/or in the future, at any time or on a fixed date, to ordinary shares of the Company to be issued, such securities being subscribable either in cash or by way of set-off against receivables; the shares to be issued shall carry the same rights as existing shares, subject to their dividend entitlement date;

3° Decides that the issuance of preferred shares and securities giving access to preferred shares is expressly excluded from the scope of this delegation;

4° Decides that the aggregate nominal amount of capital increases that may be carried out immediately and/or in the future pursuant to this delegation may not exceed **a nominal ceiling of €236 million** and shall count against the aggregate nominal ceiling applicable to all capital increases that may result from this resolution and the 22nd, 23rd, and 25th to 27th resolutions submitted to this General Meeting, which is set at and may not exceed €236 million (the “**Overall Cap on Capital Increase Cap**”). It is specified that to this amount shall be added, where applicable, the nominal amount of additional shares to be issued to preserve the rights of the holders of securities or other rights giving access to the capital, under the applicable legal and regulatory provisions and, where applicable, the contractual stipulations providing for other cases of adjustment;

5° Decides that the securities giving access to the Company's share capital issued pursuant to this resolution may, in particular, consist of share subscription warrants (bons de souscription d'actions), debt securities, be combined with the issuance of such debt securities, or permit their issuance as intermediary securities; such securities may notably take the form of subordinated or unsubordinated securities, with fixed or indefinite maturity, and may be denominated in euros, foreign currencies, or any monetary units established by reference to a basket of currencies. The aggregate nominal amount of debt securities that may be issued pursuant to this delegation may not exceed **€1 billion**, or its equivalent in euros at the date of the issuance decision, and shall count against the aggregate nominal ceiling applicable to all debt securities that may be issued pursuant to this resolution and the 22nd, 23rd, 25th and 26th resolutions submitted to this General Meeting, which is set at and may not exceed €1 billion (the “**Overall Cap on Debt Securities Issues**”). This ceiling is independent of the amount of debt securities whose issuance may be decided or authorized by the Board of Directors pursuant to Articles L. 228-40, L. 228-92 (last paragraph) and L. 228-93 (last paragraph) of the French Commercial Code, or under the conditions referred to in Article L. 228-36-A of the French Commercial Code;

6° Authorizes the Board of Directors to take all necessary measures to preserve the rights of holders of securities or other rights giving access to the share capital that are outstanding on the date of implementation of this delegation;

7° Notes that shareholders shall be entitled, under the conditions provided by law, to exercise their preferential subscription rights on an irreducible basis (à titre irréductible) in respect of ordinary shares and securities giving access to the Company's share capital issued pursuant to this resolution. In addition, the Board of Directors may grant shareholders a preferential subscription right on a reducible basis (à titre réductible), exercisable proportionately to their subscription rights and, in any event, within the limits of their requests;

8° Notes that if subscriptions on an irreducible basis and, where applicable, on a reducible basis, do not absorb the entire issuance of ordinary shares or securities giving access to the Company's share capital, the Board of Directors may, in such order as it deems appropriate, use one and/or more of the following options:

- limit the issuance to the amount of subscriptions received, provided that such amount represents at least three-quarters of the intended issuance;
- freely allocate all or part of the unsubscribed securities;
- offer all or part of the unsubscribed securities to the public, on the French or international market, or through a private placement in France or abroad;

9° Notes that this resolution entails, in accordance with Article L. 225-132 of the French Commercial Code, the shareholders' waiver of their preferential subscription rights to the ordinary shares to which the securities issued pursuant to this delegation may entitle their holders, in favor of the holders of such securities;

10° Decides that issuances of share subscription warrants may be carried out by way of a subscription offer, but may also be made through a free allotment to holders of existing shares, and that, in the event of a free allotment of share subscription warrants, the Board of Directors may decide that fractional entitlement rights shall not be tradable and that the corresponding securities shall be sold;

11° Decides that the issue price of securities giving access to the Company's share capital shall be such that the amount received immediately, plus, where applicable, the amount that may subsequently be received, shall be at least equal, for each ordinary share issued pursuant to this delegation, to the nominal value of an ordinary share of the Company on the date of issuance of such securities;

12° Grants full powers to the Board of Directors, with power to sub-delegate in accordance with applicable laws and regulations, to implement this delegation and, in particular, to:

- determine the amounts, dates and terms of the issuances, as well as the form and characteristics of the securities to be created;

- determine the terms and pricing of the issuances, the modalities for access to the Company's share capital (the Board of Directors may notably decide to issue securities giving future access to existing and/or newly issued shares), and set the amounts to be issued in euros, foreign currencies or units of account referenced to multiple currencies, as applicable and in compliance with prevailing laws;
- in the event of the issuance of debt securities, determine whether such securities are subordinated or unsubordinated, set their fixed and/or floating interest rate or capitalization features, the currency of issuance, maturity, fixed or variable redemption price, with or without premium, amortization terms based on market conditions, and the conditions under which such securities shall give entitlement to Company shares, it being specified that such securities may also be repurchased on the market or be subject to a tender or exchange offer by the Company;
- determine the date from which issued securities shall carry rights, with or without retroactive effect, and, where applicable, the conditions of their repurchase;
- suspend, where appropriate, the exercise of rights giving entitlement to shares attached to existing securities for a period not exceeding three (3) months;
- determine, where applicable, the arrangements for preserving the rights of holders of securities and other rights giving access to the share capital, in accordance with applicable legal and regulatory provisions and, where relevant, contractual provisions providing for other adjustment events;
- where applicable, charge issuance costs against the related share premium accounts;
- take all measures necessary to carry out the issuances and, where appropriate, postpone them, enter into all agreements and, more generally, take all actions necessary to ensure the successful completion of the contemplated issuances, record the capital increase(s) resulting from any issuance made pursuant to this delegation and amend the by-laws accordingly;

13° Notes that should the Board of Directors make use of this delegation, it shall report to the next ordinary general meeting on the transactions carried out pursuant thereto, in accordance with applicable legal and regulatory provisions;

14° Decides that this delegation is granted to the Board of Directors for a maximum period of twenty-six (26) months from the date of this General Meeting;

15° Decides that the Board of Directors may not, without the prior authorization of the General Meeting, make use of this delegation from the filing by a third party of a proposed public offer for the Company's securities until the end of the offer period.

Twenty-second resolution – Delegation of authority to the Board of Directors to issue ordinary shares and/or securities giving immediate or future access to ordinary shares of the Company, without shareholders' preferential subscription rights, in the context of a public offering (other than those specified in 1° of the article L. 411-2 of the French Monetary and Financial Code)

The General Meeting, voting under the quorum and majority conditions required for extraordinary general meetings, having taken note of the report of the Board of Directors and the special report of the Statutory Auditors, noting that the share capital has been fully paid up and voting under the applicable legal provisions, in particular those of Articles L. 225-129-2, L. 225-136, L. 22-10-51, L. 228-91 and L. 228-92 of the French Commercial Code:

1. **Terminates** with immediate effect, the unused portion of the delegation granted by the General Meeting of 20 November 2025 by its 27th resolution;
2. **Delegates** to the Board of Directors, with the option of sub-delegation under the legal and regulatory conditions, its power to decide on the issue, with the cancellation of the shareholders' preferential subscription rights, within the framework of a public offering (other than those specified in 1° of the article L. 411-2 of the French Monetary and Financial Code), on one or more occasions, at the time or times it shall determine and in the proportions it shall determine, in France and/or abroad, of ordinary shares of the Company and/or securities giving access by any means, immediately and/or in the future, at any time or on a fixed date, to ordinary shares to be issued by the Company, which may be subscribed for either in cash or by offsetting debts; the shares to be issued will confer the same rights as the old shares, subject to their dividend date;
3. **Decides** that issues of preference shares and securities giving access to preference shares are expressly excluded under this delegation;

4. **Decides** that the nominal amount of the share capital increases that may be carried out immediately and/or in the future according to this delegation may not exceed **a nominal cap of 150 million euros**, shall count against the aggregate nominal sub-cap applicable to capital increases with cancellation of shareholders' preferential subscription rights that may result from this resolution and the 23rd and 25th to 27th resolutions submitted to this General Meeting, which is set at and may not exceed **€150 million** (the "**Sub-Cap on Capital Increases without Preferential Subscription Rights**"), and shall also count against the Overall Cap on Capital Increases. It is specified that to this amount shall be added, where applicable, the nominal amount of additional shares to be issued to preserve the rights of the holders of securities or other rights giving access to the capital, under the applicable legal and regulatory provisions and, where applicable, the contractual stipulations providing for other cases of adjustment;
5. **Decides** that the securities giving access to the Company's capital thus issued under this resolution may, in particular, consist of share warrants or debt securities or be associated with the issue of such securities, or allow their issue as intermediate securities; they may take the form of subordinated or unsubordinated securities, with or without a fixed term, and may be issued either in euros or in foreign currencies, or in any monetary unit established with reference to several currencies; the nominal amount of the debt securities that may be issued may not exceed **a cap of one (1) billion euros** or its equivalent in euros on the date of the issuance decision and will be deducted from the Overall Cap on Debt Security Issuance; it is independent from the amount of debt securities whose issue would be decided or authorised by the Board of Directors under Articles L. 228-40, L. 228-92 last paragraph and L. 228-93 last paragraph of the French Commercial Code or under the conditions referred to in Article L. 228-36-A of the French Commercial Code;
6. **Decides** to cancel the shareholders' preferential subscription rights to the Company's ordinary shares and/or securities giving access to the Company's share capital issued pursuant to this resolution, and to offer such securities by way of a public offering; the Board of Directors may, however, under legal and regulatory provisions, grant the Company's shareholders an irreducible and, where applicable, reducible priority right, on all or part of the issue, during the period and under the conditions that it shall determine, and which must be exercised in proportion to the number of ordinary shares of the Company by each holder of the Company's ordinary shares; this priority right will not give rise to the creation of negotiable rights;
7. **Decides** that if the subscriptions have not absorbed the entire issue of ordinary shares or securities giving access to the Company's capital, the Board of Directors may use one or other of the following options in the order it deems appropriate,
 - limit the issue to the amount of subscriptions received, provided that this amount reaches at least three-quarters of the issue decided,
 - freely distribute all or part of the unsubscribed securities,
 - offer all or part of the unsubscribed securities to the public;
8. **Acknowledges** that this resolution entails the waiver by the Company's shareholders of their preferential subscription rights to the ordinary shares to which the securities issued based on this delegation may entitle them;
9. **Decides** that:
 - the issue price of the ordinary shares of the Company shall be at least equal to, at the Board of Directors' discretion (a) a the volume-weighted average price (VWAP) of the Company's shares on the regulated market of Euronext Paris during the trading session immediately preceding the determination of the issue price, or (b) the volume-weighted average price (VWAP) of the Company's shares on the regulated market of Euronext Paris during the trading session at the time the issue price is determined, in each case subject, where applicable, to a maximum discount of 10%.
 - the price of the securities giving access to the Company's capital shall be such that the amount received immediately, plus, if applicable, the amount that may be received subsequently, is, for each ordinary share of the Company issued as a result of the issue of these securities, at least equal to the minimum price defined in the preceding paragraph after correction, if applicable, of this amount to take into account the difference in the dividend date;
10. **Acknowledges** that the issue(s) authorised by this resolution may be decided concurrently with an issue(s) decided under the 23rd resolution;

11. **Grants** the Board of Directors all powers, with the option of sub-delegation in accordance with legal and regulatory provisions, to implement this delegation and, in particular, to:
- determine the amounts, dates and terms of the issues and the form and characteristics of the securities to be created,
 - determine the conditions and prices of the issues, the terms of access to the Company's capital (the Board of Directors may, in particular, decide to issue securities giving future access to existing shares and/or shares to be issued), set the amounts to be issued in euros, in foreign currency or in units of account fixed by reference to several currencies, as necessary and in compliance with the legislation in force,
 - decide, in the event of the issue of debt securities, whether they are subordinated or not, to set their fixed and/or variable interest rate or with capitalisation, the currency of the issue, their duration, the fixed or variable redemption price, with or without a premium, the terms of amortisation according to market conditions and the conditions under which these securities will give the right to shares in the Company, it being specified that these securities may also be the subject of repurchases on the stock market, or of a purchase or exchange offer by the Company,
 - determine the date on which the securities to be issued will become effective, with or without retroactive effect, and, if applicable, the conditions for their redemption,
 - suspend, if necessary, the exercise of share allotment rights attached to existing securities for a period which may not exceed three (3) months,
 - set the terms and conditions according to which the rights of holders of securities or other rights giving access to the share capital will be preserved, where applicable, under the legal and regulatory provisions and, where applicable, the contractual stipulations providing for other cases of adjustment,
 - if necessary, make any deductions from the issue premium(s), in particular for expenses incurred in connection with the issues,
 - take all necessary measures for the realisation of the issues and, if necessary, to postpone them, to enter into all agreements and, more generally, to do all that is necessary to ensure the successful completion of the envisaged issues, to record the capital increase(s) resulting from any issue carried out by the use of this delegation and to amend the Articles of Association accordingly;
12. **Acknowledges** that the Board of Directors, should it make use of this delegation, will report to the next ordinary general meeting on the transactions carried out under it, under the applicable legal and regulatory provisions;
13. **Decides** that this delegation is granted to the Board of Directors for a period of twenty-six (26) months from the date of this General Meeting; and
14. **Decides** that the Board of Directors may not, without the prior authorisation of the General Meeting, make use of this delegation of authority as from the filing by a third party of a draft public offer for the company's securities until the end of the offer period.

Twenty-third resolution – Delegation of authority to the Board of Directors to issue ordinary shares and/or securities giving immediate or future access to ordinary shares of the Company, without shareholders' preferential subscription rights, in the context of the public offerings referred to in 1° of Article L. 411-2 of the French Monetary and Financial Code, aimed exclusively at qualified investors and/or a limited circle of investors

The General Meeting, voting under the quorum and majority conditions required for extraordinary general meetings, having taken note of the report of the Board of Directors and the special report of the Statutory Auditors, noting that the share capital is fully paid up and voting under the applicable legal provisions, in particular those of Articles L. 225-127, L. 225-128, L. 225-129, L. 225-129-2, L. 225-136, L. 22-10-51, L. 228-91 and L. 228-92 of the French Commercial Code and 1° of Article L. 411-2 of the French Monetary and Financial Code,

1. **Terminates**, with immediate effect, the unused portion of the delegation granted by the General Meeting of 20 November 2025 in its 28th resolution;

2. **Delegates** to the Board of Directors, its power to decide on the issue with the option of sub-delegation under the legal and regulatory conditions, with the cancellation of the shareholders' preferential subscription right, within the framework of a public offer mentioned in 1° of Article L. 411-2 of the French Monetary and Financial Code, i.e. an offer exclusively to a limited circle of investors acting on their own behalf or to qualified investors, on one or more occasions, at such time or times and in such proportions as it shall determine, in France and/or abroad, ordinary shares of the Company and/or securities giving access by any means, immediately and/or in the future, at any time or on a fixed date, to ordinary shares to be issued by the Company, which may be subscribed for either in cash or by offsetting debts; the shares to be issued will confer the same rights as the old shares, subject to their dividend date;
3. **Decides** that issues of preference shares and securities giving access to preference shares are expressly excluded under this delegation;
4. **Decides** that the nominal amount of the share capital increases that may be carried out immediately and/or in the future according to this delegation may not exceed **a nominal cap of 150 million euros** or the equivalent value of this amount in euros, it being specified that this amount shall be deducted from the Sub-Cap on Capital Increases with the Waiver of Preferential Subscription Rights and from the Overall Cap on Capital Increases. It is specified that to these amounts shall be added, as necessary, the nominal amount of additional shares to be issued to preserve, under the applicable legal and regulatory provisions and, as necessary, contractual stipulations providing for other cases of adjustment, the rights of the holders of securities or other rights giving access to the capital. It is specified that, where applicable, these amounts shall be increased by the nominal amount of any additional shares to be issued in order to preserve, in accordance with the applicable laws and regulations and, where relevant, with contractual provisions providing for other adjustment events, the rights of holders of securities or other rights granting access to the share capital;
5. **Decides** that the securities giving access to the Company's capital thus issued under this resolution may, in particular, consist of share warrants or debt securities or be associated with the issue of such securities, or allow their issue as intermediate securities; they may take the form of subordinated or unsubordinated securities, with or without a fixed term, and may be issued either in euros or in foreign currencies, or in any monetary unit established with reference to several currencies; the nominal amount of debt securities that may be issued according to this delegation may not exceed **a nominal cap of one (1) billion euros** or their equivalent value in euros on the date of the decision to issue, it being specified that this amount shall be deducted from the Overall Cap on Debt Securities Issuance; it is independent of the amount of debt securities whose issue would be decided or authorised by the Board of Directors under Articles L. 228-40, L. 228-92 last paragraph and L. 228-93 last paragraph of the French Commercial Code or under the conditions referred to in Article L. 228-36-A of the French Commercial Code;
6. **Decides** to cancel the shareholders' preferential subscription rights to the ordinary shares of the Company or to the securities giving access to the share capital of the Company issued pursuant to this resolution;
7. **Decides** that if the subscriptions have not absorbed the totality of an issue of ordinary shares of the Company or of securities giving access to the share capital of the Company, the Board of Directors may use one or other of the following options, in the order it deems appropriate:
 - limit the issue to the amount of subscriptions received, provided that this amount reaches at least three-quarters of the issue decided,
 - freely distribute all or part of the unsubscribed securities;
8. **Acknowledges** that this resolution entails the waiver by the Company's shareholders of their preferential subscription rights to the ordinary shares to which the securities issued based on this delegation may entitle them;
9. **Decides** that:
 - the issue price of the ordinary shares of the Company shall be at least equal to, at the Board of Directors' discretion (a) the volume-weighted average price (VWAP) of the Company's shares on the regulated market of Euronext Paris during the trading session immediately preceding the determination of the issue price, or (b) the volume-weighted average price (VWAP) of the Company's shares on the regulated market of Euronext Paris during the trading session at the time the issue price is determined, in each case subject, where applicable, to a maximum discount of 10%;
 - the issue price of the securities giving access to the Company's capital shall be such that the amount received immediately, plus any amount that may be received subsequently, shall be, for

each ordinary share of the Company issued as a result of the issue of such securities, at least equal to the minimum price defined in the preceding paragraph, after correction, if necessary, of this amount to take account of the difference in the date of dividend entitlement;

10. **Acknowledges** that the issue(s) authorised by this resolution may be decided concurrently with an issue or the issues decided under the 22nd resolution;
11. **Grants** the Board of Directors powers, with the option of sub-delegation under the legal and regulatory conditions, to implement this delegation and in particular to:
 - determine the amounts, dates and terms of the issues and the form and characteristics of any issue and the securities issued,
 - determine the conditions and subscription price, the terms of access to the Company's capital (the Board of Directors may, in particular, decide to issue securities giving future access to existing shares and/or shares to be issued), set the amounts to be issued in euros, in a foreign currency or in units of account determined by reference to several currencies, as the case may be, and in compliance with the legislation in force,
 - decide, in the event of the issue of debt securities, whether they are subordinated or not, to set their fixed and/or variable interest rate or with capitalisation, the currency of the issue, their duration, the fixed or variable redemption price, with or without a premium, the terms of amortisation according to market conditions and the conditions under which these securities will give the right to shares in the Company, it being specified that these securities may also be the subject of repurchases on the stock market, or of a purchase or exchange offer by the Company,
 - determine the date on which the securities to be issued will become effective, with or without retroactive effect, and, if applicable, the conditions for their redemption,
 - suspend, if necessary, the exercise of share allocation rights attached to existing securities for a period not exceeding three months,
 - set the terms and conditions according to which the rights of holders of securities or other rights giving access to the share capital will be preserved, where applicable, under the legal and regulatory provisions and, where applicable, the contractual stipulations providing for other cases of adjustment,
 - if necessary, make any deductions from the issue premium(s), in particular for expenses incurred in connection with the issues,
 - take all necessary measures for the realisation of the issues and, if necessary, postpone them, conclude all agreements and, more generally, do all that is necessary to ensure the successful completion of the envisaged issues, record the capital increase(s) resulting from any issue carried out under this delegation, take all measures and decisions and carry out all formalities useful for the issue, listing and financial servicing of the securities issued under this delegation and amend the Articles of Association accordingly;
12. **Acknowledges** that the Board of Directors, should it make use of this delegation, will report to the next ordinary general meeting on the transactions carried out under it, under the applicable legal and regulatory provisions;
13. **Decides** that this delegation is granted to the Board of Directors for a period of 26 months from the date of this General Meeting; and
14. **Decides** that the Board of Directors may not, without the prior authorisation of the General Meeting, make use of this delegation of authority as from the filing by a third party of a draft public offer for the Company's securities until the end of the offer period.

Twenty-fourth resolution – Authorisation to the Board of Directors to increase the number of shares to be issued in the event of an increase in the Company's share capital with maintenance or cancellation of the preferential subscription right, decided according to the 21st to 23rd resolutions

The General Meeting, voting under the quorum and majority conditions required for extraordinary general meetings, having taken note of the report of the Board of Directors and the special report of the Statutory

Auditors, noting that the share capital has been fully paid up and voting under the applicable legal and regulatory provisions, in particular, those of Articles L. 225-135-1 and R. 225-118 of the French Commercial Code:

1. **Terminates**, with immediate effect, the unused portion of the delegation granted by the General Meeting of 20 November 2025 in its 29th resolution;
2. **Authorises** the Board of Directors to decide, within thirty (30) days of the closing of the subscription to the initial issue, for each of the issues decided according to the 21st to 23rd resolutions of this General Meeting, to increase the number of securities to be issued, up to a limit of 15% of the initial issue, subject to compliance with the cap provided for in the resolution according to which the issue is decided, and at the same price as that used for the initial issue;
3. **Authorises** the Board of Directors to sub-delegate, under the conditions provided for by law and within the limits it has previously set;
4. **Acknowledges** that the Board of Directors, should it make use of this authorisation, will report to the next Ordinary General Meeting on the transactions carried out under it, under the applicable legal and regulatory provisions;
5. **Decides** that this authorisation is granted to the Board of Directors for a period of twenty-six (26) months from the date of this General Meeting; and
6. **Decides** that the Board of Directors may not, without the prior authorisation of the General Meeting, make use of this authorisation as from the filing by a third party of a draft public offer for the Company's shares until the end of the offer period.

Twenty fifth – Delegation of authority to the Board of Directors to issue ordinary shares and/or securities giving immediate or future access to ordinary shares of the Company, without preferential subscription rights, in the event of a public exchange offer initiated by the Company

The General Meeting, voting under the quorum and majority conditions required for extraordinary general meetings, having taken note of the report of the Board of Directors and the special report of the Statutory Auditors and voting under the applicable legal provisions, in particular those of Articles L. 225-129 to L. 225-129-6, L. 22-10-54 and L. 228-91 *et seq.* of the French Commercial Code:

1. **Terminates**, with immediate effect, the unused portion of the delegation granted by the General Meeting of 20 November 2025 in its 30th resolution;
2. **Delegates** to the Board of Directors, with the option of sub-delegation under the legal and regulatory conditions, its competence to decide on the issue of ordinary shares of the Company and/or securities giving access by any means, immediately and/or in the future, to ordinary shares of the Company, as consideration for securities tendered to a public exchange offer initiated in France and/or abroad, under local rules, by the Company for securities of a company whose shares are admitted to trading on a regulated market of a State party to the Agreement on the European Economic Area or a member of the Organisation for Economic Cooperation and Development;
3. **Decides**, insofar as necessary, to cancel the shareholders' preferential subscription right to these ordinary shares and/or securities to be issued in favour of the holders of these securities;
4. **Acknowledges** that this delegation entails the waiver by the shareholders of their preferential subscription rights to the ordinary shares to which the securities issued based this delegation may give entitlement;
5. **Decides** that the nominal amount of the capital increases that may be carried out immediately and/or in the future according to this delegation may not exceed **the nominal cap of 150 million euros** and shall be deducted from the Sub-Cap on Capital Increases with the Waiver of Preferential Subscription Rights and from the Overall Cap on Capital Increases. It is specified that to these amounts shall be added, as necessary, to the nominal amount of additional shares to be issued to preserve, under the applicable legal and regulatory provisions and, as necessary, contractual stipulations providing for other cases of adjustment, the rights of the holders of securities or other rights giving access to the capital;
6. **Decides** that the securities giving access to the Company's capital thus issued under this resolution may, in particular, consist of share warrants or debt securities or be associated with the issue of such securities, or allow their issue as intermediate securities; they may take the form of subordinated or unsubordinated securities, with or without a fixed term, and may be issued either in euros or in foreign currencies, or in any monetary unit established with reference to several currencies; the nominal amount of the debt securities that may be issued may not exceed **a cap of one (1) billion euros** or its equivalent in euros on the date of the issuance decision and will be deducted from the Overall Cap on Debt Security Issuance; it is

independent of the amount of debt securities whose issue would be decided or authorised by the Board of Directors under Articles L. 228-40, L. 228-92 last paragraph and L. 228-93 last paragraph of the French Commercial Code or under the conditions referred to in Article L. 228-36-A of the French Commercial Code;

7. **Grants** the Board of Directors all powers, with the option of sub-delegation in accordance with legal and regulatory provisions, to implement this delegation and in particular:
 - to set the exchange ratio and, if applicable, the amount of the cash balance to be paid,
 - to record the number of shares contributed to the exchange,
 - to determine the dates, terms and conditions of issue, in particular, the price and dividend entitlement date, which may be retroactive, of the new ordinary shares, as well as, where applicable, those of the securities giving immediate and/or future access to the Company's ordinary shares,
 - to suspend, if necessary, the exercise of the rights attached to these securities for a maximum period of three (3) months under the conditions provided by the legal and regulatory provisions,
 - to take all necessary measures to protect the rights of holders of securities or other rights giving access to the capital, under the applicable legal and regulatory provisions and, where applicable, the contractual stipulations providing for other cases of adjustment,
 - to record the difference between the issue price of the new ordinary shares and their nominal value on the liabilities side of the balance sheet in an "Additional paid-in capital" account, to which all shareholders' rights will be attached,
 - to proceed, if necessary, with the charging to the said "Contribution Premium" of all costs and duties incurred by the authorised operation,
 - to take all useful measures and conclude all agreements to successfully complete the authorised operation, record the resulting capital increase(s) and amend the Articles of Association accordingly;
8. **Acknowledges** that the Board of Directors, should it make use of this delegation, will report to the next ordinary general meeting on the transactions carried out under it, under the applicable legal and regulatory provisions;
9. **Decides** that this delegation is granted to the Board of Directors for a period of twenty-six (26) months from the date of this General Meeting;
10. **Decides** that the Board of Directors may not, without the prior authorisation of the General Meeting, make use of this delegation of authority as from the filing by a third party of a draft public offer for the company's securities until the end of the offer period.

Twenty sixth resolution – Delegation of powers to the Board of Directors to increase the share capital by issuing ordinary shares and/or securities giving immediate or future access to ordinary shares of the Company, without preferential subscription rights, in consideration of contributions in-kind up to a limit of 10% of the Company's share capital, except in the case of a public exchange offer initiated by the Company

The General Meeting, voting under the quorum and majority conditions required for extraordinary general meetings, having taken note of the report of the Board of Directors and the special report of the Statutory Auditors, and voting under the applicable legal provisions, in particular those of Articles L. 225-129 to L. 225-129-6, L. 22-10-53 and L. 228-91 *et seq.* of the French Commercial Code:

1. **Terminates**, with immediate effect, the unused portion of the delegation granted by the General Meeting of 20 November 2025 in its 31st resolution;
2. **Delegates** to the Board of Directors, with the option of sub-delegation under the legal and regulatory conditions, all powers to decide, based on the report of the contribution auditor referred to in Article L. 22-10-53 of the French Commercial Code (subject to the provisions of Article L. 225-147-1 of the French Commercial Code), to issue ordinary shares in the Company and/or securities giving access by any means, immediately and/or in the future, to shares in the Company to remunerate contributions in-kind granted to the Company and consisting of equity securities or securities giving access to the capital, when the provisions of Article L. 22-10-54 of the French Commercial Code are not applicable;

3. **Decides** that the nominal amount of the capital increases that may be carried out immediately and/or in the future according to this delegation is set at 10% of the Company's share capital (as it exists on the date of use by the Board of Directors of this delegation) and shall be deducted from the Sub-Cap on Capital Increases with the Waiver of Preferential Subscription Rights and from the Overall Cap on Capital Increases;
4. **Decides** that the securities giving access to the Company's capital thus issued under this resolution may, in particular, consist of share warrants or debt securities or be associated with the issue of such securities, or allow their issue as intermediate securities; they may in particular take the form of subordinated or unsubordinated securities, with or without a fixed term, and may be issued either in euros or in foreign currencies, or in any monetary unit established with reference to several currencies; the nominal amount of the debt securities that may be issued may not exceed **a cap of one (1) billion euros** or its equivalent in euros on the date of the issuance decision and will be deducted from the Overall Cap on Debt Security Issuance ; it is independent of the amount of debt securities whose issue would be decided or authorised by the Board of Directors under Articles L. 228-40, L. 228-92 last paragraph and L. 228-93 last paragraph of the French Commercial Code or under the conditions referred to in Article L. 228-36-A of the French Commercial Code;
5. **Decides**, insofar as necessary, to cancel, the preferential subscription right of the shareholders to the ordinary shares and securities thus issued in favour of the holders of the equity securities or securities, which are the subject of the contributions in kind;
6. **Acknowledges** that this delegation entails the waiver by the shareholders of their preferential subscription rights to the ordinary shares to which the securities issued based on this delegation may give entitlement;
7. **Grants** the Board of Directors all powers, with the option of sub-delegation under the legal and regulatory conditions, to implement this delegation, in particular:
 - to rule, on the report of the contribution auditor(s) mentioned in Article L. 22-10-53 of the French Commercial Code, on the valuation of the contributions;
 - to determine all the terms and conditions of the authorised operations and, in particular, to evaluate the contributions as well as the granting, if necessary, of particular advantages, to determine the number of securities to be issued in remuneration of the contributions as well as the date of entitlement to dividends, if necessary, retroactively, of the securities to be issued,
 - to proceed, as the case may be, with any deduction from the contribution premium(s), and in particular those of the costs incurred by the realisation of the issues,
 - to record the completion of the capital increase and amend the Articles of Association accordingly,
 - to take all necessary measures for the realisation of the issues and, if necessary, to postpone them, to conclude all agreements, to carry out all formalities required for the admission to trading of the shares issued and to carry out all publicity formalities required to ensure the proper completion of the operations;
8. **Acknowledges** that the Board of Directors, should it make use of this delegation, will report to the next ordinary general meeting on the transactions carried out under it, under the applicable legal and regulatory provisions;
9. **Decides** that this delegation is granted to the Board of Directors for a period of twenty-six (26) months from the date of this General Meeting; and
10. **Decides** that the Board of Directors may not, without the prior authorisation of the General Meeting, make use of this delegation of powers as from the filing by a third party of a draft public offer for the company's shares until the end of the offer period.

Twenty seventh – Delegation of authority to the Board of Directors to increase the share capital by issuing ordinary shares and/or securities giving immediate and/or future access to the Company's share capital, without preferential subscription rights, reserved for members of a company savings plan of the Company or its Group

The General Meeting, voting under the conditions of quorum and majority required for extraordinary general meetings, having taken note of the report of the Board of Directors and the special report of the Statutory

Auditors, and voting under the provisions of Articles L. 3331-1 *et seq.* of the French Labour Code and Articles L. 225-129 *et seq.* and L. 225-138 *et seq.* of the French Commercial Code:

1. **Terminates**, with immediate effect, the unused portion of the delegation granted by the General Meeting of 20 November 2025 in its 32nd resolution;
2. **Delegates** to the Board of Directors, with the option of sub-delegation under the legal and regulatory conditions, its competence to decide to increase the share capital of the Company, on one or more occasions, and at its sole discretion, at the times and according to the terms that it shall determine by issuing ordinary shares as well as any other securities giving immediate or future access to the Company's share capital, reserved for employees and former employees who are members of a company savings plan in the Company and, where applicable, in French or foreign companies that are linked to it under the conditions of Article L. 225-180 of the French Commercial Code and Article L. 3344-1 of the French Labour Code, or by the free allocation of ordinary shares or securities giving access to existing or future ordinary shares of the Company, in particular by incorporating reserves, profits or bonuses into the capital, within legal and regulatory limits;
3. **Decides** that the capital increases that may be carried out under this resolution may not exceed a **nominal amount of 6 million euros**, it being specified that this cap shall be deducted from the Sub-Cap on Capital Increases with the Waiver of Preferential Subscription Rights and from the Overall Cap on Capital Increases. It is specified that to these amounts shall be added, as necessary, to the nominal amount of additional shares to be issued to preserve, under the applicable legal and regulatory provisions and, as necessary, contractual stipulations providing for other cases of adjustment, the rights of the holders of securities or other rights giving access to the capital;

If the subscriptions have not absorbed the entire issue of securities, the capital increase shall only be carried out up to the amount of securities subscribed;

4. **Decides** that the issue price of the ordinary shares or securities to be issued according to this resolution shall be set under the conditions of Article L. 3332-19 of the French Labour Code, it being specified that the maximum discount set, according to Article L. 3332-19 of the French Labour Code, concerning the average of the last quoted prices during the twenty (20) stock market sessions preceding the date of the decision of the Board of Directors setting the opening date of subscriptions may not exceed 30% or 40% depending on whether the securities thus subscribed, directly or indirectly, correspond to assets whose unavailability period is less than ten (10) years or greater than or equal to ten (10) years; however, the General Meeting expressly authorises the Board of Directors to remove or reduce the above-mentioned discount, if it deems it appropriate, in particular, to take into account, *inter alia*, locally applicable legal, accounting, tax and social security regimes;
5. **Authorises** the Board of Directors to grant free shares to be issued or already issued or other securities giving access to the Company's capital to be issued or already issued, by way of the contribution or, as necessary, the deduction, provided that the taking into account of their pecuniary countervalue evaluated at the subscription price, does not have the effect of exceeding legal or regulatory limits;
6. **Decides** to cancel, in favour of the said members of a company savings plan, the preferential subscription right of the shareholders to the ordinary shares or other securities giving access to the capital to be issued, where applicable allocated free of charge, and to the ordinary shares to which the securities issued based on this resolution may give right;
7. **Decides** that the characteristics of the other securities giving access to the Company's capital shall be determined by the Board of Directors under the applicable laws and regulations;
8. **Grants** the Board of Directors full powers, with the option of sub-delegation under the legal and regulatory conditions, to implement this resolution and, in particular, to:
 - set the terms and conditions of the transactions and determine the dates and terms of the issues and free allocations of shares or other securities that will be carried out under this authorisation,
 - set the opening and closing dates for subscriptions, the dates of entitlement to dividends, and the procedures for paying up the shares and other securities giving access to the Company's capital,
 - grant time limits for the payment of shares and, if applicable, other securities giving access to the Company's capital,
 - determine that issues may be made directly to beneficiaries or through collective bodies,

- determine, under the law, the list of companies or groupings whose employees and former employees may subscribe to the ordinary shares or securities issued and, if applicable, receive the ordinary shares or securities giving access to the Company's capital allocated free of charge,
 - set the length of service conditions to be met by the beneficiaries of the ordinary shares or securities subject to each free allocation, the subject of this resolution,
 - determine, if applicable, the nature of the securities allocated free of charge, as well as the terms and conditions of this allocation,
 - take all necessary measures to protect the rights of holders of securities or other rights giving access to the capital under applicable laws and regulations and, where applicable, contractual stipulations providing for other cases of adjustment,
 - record the completion of the capital increases up to the amount of the shares or securities giving access to the Company's capital that are effectively subscribed,
 - determine, if necessary, the amount of the sums to be incorporated into the capital within the limit set above, and the item or items of shareholders' equity from which they are to be drawn,
 - conclude all agreements, carry out, directly or through an agent, all operations and formalities related to the increases in share capital and make the corresponding amendments to the Articles of Association for these capital increases,
 - take all necessary measures for the completion of the issues and, if necessary, postpone them, and on its decisions alone and, if it deems it appropriate, charge the costs of the capital increases to the amount of the premiums relating to these increases and deduct from this amount the sums necessary to bring the legal reserve up to one-tenth of the new capital after each increase, and apply for the admission to the stock exchange of the securities created wherever it sees fit;
9. **Acknowledges** that the Board of Directors, should it make use of this authorisation, will report to the next Ordinary General Meeting on the transactions carried out under it, under the applicable legal and regulatory provisions; and
10. **Decides** that this delegation is granted to the Board of Directors for a period of 26 months from the date of this General Meeting.

11. Amendment to the Company's Articles of Association (28th resolution)

STATEMENT OF REASONS

Decree No. 2026-94 of 13 February 2026 on the modernisation of communication methods with shareholders of certain commercial companies (adopted for the implementation of Law No. 2024-537 of 13 June 2024 aimed at increasing business financing and enhancing France's attractiveness) established electronic communication as the standard method for convening shareholders' meetings and transmitting pre-meeting documentation to shareholders holding their shares in registered form.

As the Company is also listed on the *London Stock Exchange*, and in order for this new provision to apply, the Board of Directors proposes that shareholders approve an amendment to the articles of association of Eutelsat Communications (Article 10 - Form of Shares – Identification of shareholders and Article 21 - General Meetings). This proposed amendment to the Company's articles of association is the subject of the following resolution.

We also invite you to refer to the proposed amendment to the articles of association (the "Proposed Amendment"), available on the Company's website at the following address: www.eutelsat.com.

Twenty-eight resolution – Amendment to the Company's Articles of Association

The General Meeting, acting in accordance with the quorum and majority requirements applicable to extraordinary general meetings, having considered the report of the Company's Board of Directors and the draft of the Company's new Articles of Association, **resolves** to amend Article 10 (**Form of Shares – Identification of shareholders**) of the Company's Articles of Association as follows (the remaining of the Article remaining unchanged):

Article 10	
Initial drafting of the articles of association	The new version of the articles of association
<p>Article 10 - Form of Shares – Identification of shareholders</p> <p>The shares are held in registered or in bearer form, at the option of each shareholder and are recorded in an account in accordance with the conditions set forth in applicable laws and regulations.</p> <p>The Company may at any time, in accordance with applicable laws and regulations and in particular Articles L.228-2 et seq. and R. 228-2 et seq. of the French Commercial Code, request to be provided with information about the owners of securities carrying immediate or deferred voting rights at Meetings of Shareholders.</p> <p>[...]</p>	<p>Article 10 - Form of Shares – Identification of shareholders</p> <p>The shares are held in registered or in bearer form, at the option of each shareholder and are recorded in an account in accordance with the conditions set forth in applicable laws and regulations.</p> <p>The Company may, subject to and in accordance with applicable law and these Articles, send or supply all types of notices, documents or information (including for the avoidance of doubt, notices of Meetings of Shareholders) to shareholders of the Company by electronic means and/or by making such notices, documents or information available on a website.</p> <p>The Company may at any time, in accordance with applicable laws and regulations and in particular Articles L.228-2 et seq. and R. 228-2 et seq. of the French Commercial Code, request to be provided with information about the owners of securities carrying immediate or deferred voting rights at Meetings of Shareholders.</p> <p>[...]</p>

resolves to amend Article 21 (General Meetings) of the Company's Articles of Association as follows (the remaining of the Article remaining unchanged):

Article 21	
Initial drafting of the articles of association	The new version of the articles of association
<p>Article 21 – General meetings</p> <p>The Shareholders' collective decisions are made in Meetings of Shareholders, as provided by law. Any duly constituted Meeting of Shareholders represents all of the shareholders of the Company.</p> <p>The resolutions of the Meetings of Shareholders are binding on all shareholders, even those who are absent, dissenting or incapable.</p> <p>Meetings of Shareholders are called and meet in accordance with applicable laws and regulations.</p> <p>[...]</p>	<p>Article 21 – General meetings</p> <p>The Shareholders' collective decisions are made in Meetings of Shareholders, as provided by law. Any duly constituted Meeting of Shareholders represents all of the shareholders of the Company.</p> <p>The resolutions of the Meetings of Shareholders are binding on all shareholders, even those who are absent, dissenting or incapable.</p> <p>Meetings of Shareholders are called and meet in accordance with applicable laws and regulations and with this Articles of Association.</p> <p>[...]</p>

RESOLUTION WITHIN THE COMPETENCE OF THE ORDINARY MEETING

11. Powers for legal formalities (29th resolution)

EXPLANATORY STATEMENT

*In the **29th resolution**, the Board of Directors invites you to grant all powers to the bearer of an original, a copy or an extract of the minutes of the Meeting to carry out all publicity formalities inherent to the holding of this General Meeting.*

Twenty-ninth resolution – Powers for formalities

The General Meeting gives full powers to the bearer of an original, copy or extract of the minutes of this General Meeting to carry out all necessary formalities.

Annex 1

Description of the agreements referred to in Article L. 225-38 of the French Commercial Code

1. Description of the Strategic Assets Protection Agreement

Parties to the Agreement

The strategic assets protection agreement (the “Agreement”) has been entered into by and between the Company, Eutelsat SA and the French State.

Approval by the Board of Directors

At its meeting held on November 18, 2025, the Board of Directors authorized the execution of the Agreement in accordance with Article L. 225-38 of the French Commercial Code.

In accordance with Article L. 225-40 of the French Commercial Code, Ms. Guillemette Kreis, representing the French State, did not take part in the discussions or vote relating to the Agreement.

The Agreement was entered into on June 25, 2026 and will be submitted to the approval of the Company's shareholders at the General Meeting.

Purpose of the Agreement

The purpose of the Agreement is to establish a framework governing the oversight, security, location and continuity of the Group's activities identified as “sensitive” in France (the “Sensitive Activities”), carried out by the Company, Eutelsat SA and certain designated subsidiaries.

In this context, the Agreement notably grants specific rights to the French State over certain strategic assets and resources considered essential to the performance of such Sensitive Activities (the “Industrial Capabilities”).

Main provisions

The principal terms of the Agreement relate in particular to the following matters:

- Governance of Eutelsat SA and strategic subsidiaries: issuance by Eutelsat SA of a golden share granting the French State particular rights with respect to Eutelsat SA and certain strategic subsidiaries (Fransat S.A. and Konnect Africa France S.A.S.), including representation rights and approval rights over certain reserved matters.
- Commitments of Eutelsat and the Company: commitments notably relating to the conditions for providing certain satellite communication services to the French State.
- Commitments relating to Sensitive Activities and Industrial Capabilities: obligations regarding the localization in France (and, where applicable, the European Union), as well as commitments relating to intellectual property and the protection of sensitive information.
- Information and consultation: implementation of information, consultation and, in certain cases, prior approval mechanisms in relation to certain sensitive transactions.
- Term: the Agreement is entered into for a term of thirty (30) years, automatically renewable for successive ten (10)-year periods.

Financial terms

The Agreement does not give rise to any payment by the Company.

2. Description of the underwriting agreement

In connection with the share capital increase with maintenance of shareholders' preferential subscription rights carried out on December 16, 2025 (the "Rights Issue"), the Company entered into an underwriting agreement (the "Underwriting Agreement") with a banking syndicate comprising BNP Paribas, Crédit Agricole Corporate and Investment Bank, Goldman Sachs Bank Europe SE, Natixis and Société Générale, acting as joint global coordinators, joint bookrunners and joint lead managers (the "Global Coordinators"), and Intesa Sanpaolo S.p.A., acting as co-bookrunner (together, the "Underwriters").

The Board of Directors, at its meeting held on November 20, 2025, authorized the execution of the Underwriting Agreement in accordance with Article L. 225-38 of the French Commercial Code.

In accordance with Article L. 225-40 of the French Commercial Code, Ms. Agnès Audier, permanent representative of the Fonds Stratégique de Participations ("FSP"), did not take part in the deliberations or vote relating to this agreement.

The Underwriting Agreement was executed on November 24, 2025 and is submitted to the approval of the shareholders' general meeting pursuant to Article L. 225-40 of the French Commercial Code.

Ms. Agnès Audier, in her capacity as permanent representative of FSP, a member of the Company's Board of Directors, also serves as a director of Crédit Agricole S.A., the parent company of Crédit Agricole Corporate and Investment Bank.

The Underwriting Agreement was entered into in order to secure the successful completion of the Rights Issue, in an aggregate amount of approximately €670 million (including share premium), for which the prospectus was approved by the Autorité des marchés financiers under number 25-456.

Pursuant to the Underwriting Agreement, the Underwriters have undertaken, on a joint but not several basis, and subject to the prior fulfillment of the subscription commitments made by, among others, the French State (through the Agence des Participations de l'État), Bharti Space Limited, CMA CGM Participations and FSP, up to their respective shareholding percentages (the "Subscription Commitments"), to procure subscriptions for, or failing which to subscribe themselves, all of the new shares to be issued, other than those covered by the Subscription Commitments.

It is specified that such undertaking does not constitute a "garantie de bonne fin" within the meaning of Article L. 225-145 of the French Commercial Code.

The Board of Directors considered that the Underwriting Agreement was in the Company's best interests, in particular for the following reasons:

- the Underwriting Agreement is necessary for the completion of the Rights Issue;
- Crédit Agricole Corporate and Investment Bank has recognized expertise in large-scale equity capital markets transactions in France and internationally;
- the terms of Crédit Agricole Corporate and Investment Bank's involvement are aligned with those of the other Global Coordinators and reflect customary market conditions;
- the Underwriting Agreement contains representations and warranties that are standard for this type of transaction.

In consideration for their commitments, the Underwriters are entitled to receive an underwriting fee, calculated as a percentage of the gross amount of the Rights Issue underwritten (net of the amount subject to the Subscription Commitments). Crédit Agricole Corporate and Investment Bank's underwriting fee amounts to approximately €975,646.

In addition, the Company paid the Underwriters an additional commission equal to 0.525% of the gross proceeds of the Capital Increase, less the amount covered by the Subscription Commitments. This commission was allocated among the Underwriters pro rata to their respective commitments. The portion payable to Crédit Agricole Corporate and Investment Bank amounted to approximately €195,130.

Annex 2
Information relating to the candidates or Directors whose renewal is submitted to the vote of the Meeting

Name	Position and profile
<p>Padraig Mc Carthy, born on 27 September 1960</p>	<p>Term of office: his re-election as a director is proposed for a term ending at the close of the Eutelsat Communications Annual General Meeting of Shareholders considering the financial statements for the 2029–2030 financial year of Eutelsat Communications.</p> <p>Independent: Yes</p> <p>Current director of Eutelsat Communications: Yes</p> <p>Experience: Padraig Mc Carthy has over 30 years of global senior leadership experience in the satellite and space industry. An honors commerce graduate from University College Cork Ireland, Padraig began his career in Audit with KPMG Cork, where he qualified as a Chartered Accountant working in both Audit and Business re-organisation. After working with Norton S.A. in Luxembourg (subsidiary of Saint-Gobain) as European Finance Director of the Construction Products Division, he joined the satellite services business SES S.A. as Financial Controller in 1995.</p> <p>He has served in various finance and business leadership positions during his 23-year tenure at SES including CFO of SES Astra from 2002 to 2011 and CFO of SES SA from 2013 to 2018.</p> <p>After SES in 2018, Padraig joined NewSpace Capital GP S.A., a private equity company that invests in growth stage companies operating in the space ecosystem, serving as CFO and Board Member from September 2018 to May 2021. He is currently a Senior Advisor and Partner in NewSpace Capital.</p> <p>He has extensive Board experience in the Space sector, having served in various Board roles for SES for wholly owned and non-wholly companies, in addition to other Board and advisory roles for both private and public companies.</p> <p>He is also since October 2018 an independent Director on the Board of Shurgard Self Storage Limited, a Euronext listed company.</p>
<p>CMA CGM, represented by Ramon Fernandez, born on 25 June 1967</p>	<p>Term of office: his re-election as a director is proposed for a term ending at the close of the Eutelsat Communications Annual General Meeting of Shareholders called to approve the financial statements for the 2029–2030 financial year of Eutelsat Communications.</p> <p>Independent: Yes</p> <p>Current director of Eutelsat Communications: Yes</p> <p>Experience: Compagnie Maritime d’Affrètement – Compagnie Générale Maritime (CMA-CGM) is a French container shipping company with its global headquarters in Marseille. Its comprehensive transport offering encompasses maritime transport, port handling and land-based logistics. It is a world leader in container shipping and the leading French company in this sector.</p> <p>Ramon Fernandez has been Group Chief Financial Officer at CMA CGM since April 2023. He previously worked at Orange for nine years, from 2014 to 2023, as Deputy Chief Executive Officer, responsible for financial performance and development. From 2009 to 2014, he held the post of Director-General of the French Treasury, during which time he also chaired the Paris Club and served as Governor</p>

	<p>of the African Development Bank and Alternate Governor of the World Bank. He was Chief of Staff at the Ministry of Labour from 2008 to 2009, and Economic Adviser to the President of the French Republic from 2007 to 2008.</p> <p>Ramon Fernandez is also a member of the board of directors of AXA, the Fondation Nationale des Sciences Politiques, and the Jean Monnet Institute.</p> <p>He is a graduate of Sciences Po and the ENA.</p>
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BUSINESS ACTIVITIES AND SUMMARY OF THE COMPANY'S SITUATION FOR THE FINANCIAL YEAR ENDED 30 JUNE 2026 AND SINCE THE 1ST OF JULY 2026

In accordance with the provisions of Articles R.225-113 *et seq.* of the French Commercial Code, you will find below a description of the Company's business activities during the previous financial year ended 30 June 2026, insofar as the financial statements for the financial year ended 30 June 2026 have been prepared but have not yet been submitted to the General Shareholders' Meeting for approval, and for the current financial year.

General presentation

Eutelsat Group is one of the world's leading satellite telecommunications operators, specializing in the provision of connectivity and video services across the globe. Formed from the combination of Eutelsat and One-Web in 2023, the Group is the first fully integrated GEO-LEO satellite operator, with a fleet of 31 geostationary satellites and a low Earth orbit (LEO) constellation of over 649 satellites. The Group serves customers across four key market segments: Video—where it distributes more than 5800 television channels—and the high-growth markets of Mobile Connectivity, Fixed Connectivity, and Government Services. Thanks to its unmatched orbital assets and ground infrastructure, Eutelsat Group delivers integrated solutions to meet the needs of customers worldwide. The Company's headquarters are located in Issy-les-Moulineaux. Eutelsat Group employs over 1700 people representing 50 different nationalities. The Group is committed to providing secure, resilient, and environmentally responsible connectivity services, with the goal of helping to bridge the digital divide.

The Company is listed on the Paris Stock Exchange (Euronext Paris) and the London Stock Exchange under the ticker symbol ETL.

Further details regarding the Company's activity for the financial year ended 30 June 2026 will be available in the management report on the consolidated and company financial statements, which can be consulted on the Company's website (www.eutelsat.com). Full details of the Company's activity will also be described in the Universal Registration Document for the financial year ended 30 June 2026.

For more information on the Company's activities, including its business activities since the beginning of the financial year ended 30 June 2026, please refer to the financial reports and press releases available on the Company's website.

Main highlights of the year ended 30 June 2026 and business activity

The main highlights of the fiscal year are the following:

- FY 2025-26 results in line with objectives, with Operating Verticals revenues of 1,197 million euros and adjusted EBITDA margin of 51.2%;
- LEO revenues up nearly 70% to 297 million euros, representing 25% of Group total;
- CENTAURE contract, that could potentially reach c. 350 million euros marking the first call-off contract under the NEXUS framework agreement with the French Armed Forces Ministry;
- successful 5 billion euros re-financing package, resulting in a solid and diversified funding structure;
- Gross Capex stood at 594 million euros, below the 900 million euros level anticipated at the time of the First Half results.

For further information on the Company's activities, including the progress of its business operations since the beginning of the financial year ended 30 June 2026, shareholders are invited to refer to the Company's financial communications and press releases available on the Company's website.

Significant Events Since 30 June 2026

- On 22 July 2026, the Federal Communications Commission (FCC) voted to release 160 MHz of upper C-band spectrum for nationwide terrestrial wireless use. The spectrum will be auctioned in 2027. The

FCC order provides the framework for the reallocation of 160 MHz of the upper C-band spectrum to support the continued expansion of advanced wireless services across the United States, while ensuring the continuity of critical satellite services. The framework also establishes the orderly transition process for existing satellite operators in the coming years. Under the terms of the order, Eutelsat could receive incentive payments of 504 million dollars (443 million euros) before tax, subject to compliance with the transition protocol and the milestones set for 2031. Eutelsat could also be reimbursed for the costs incurred during the transition process.

- On 7 August 2026, Eutelsat welcomed the successful completion of the IRIS² programme's First Rendez-Vous, marking the transition from programme definition to execution and paving the way for the full industrial execution of Europe's sovereign multi-orbit connectivity infrastructure. As leader of the low Earth orbit (LEO) segment, Eutelsat will be responsible for the design, deployment and operation of the IRIS² LEO constellation, comprising 264 dual Mil-Ka/Ku band satellites and 66 Mil-Ka band satellites. The announcement secures the long-term evolution of Eutelsat's LEO roadmap beyond the replenishment of its OneWeb constellation, reinforcing the Company's commitment to provide enhanced connectivity solutions through 2040. As a consequence of the increased scope of the IRIS² programme, Eutelsat will invest 2.23 billion euros in the shared infrastructure of IRIS² and a further 1.16 billion euros in the commercial infrastructure supporting increased capacities and greater revenue generation, phased over the period 2027-2034. In return, Eutelsat will gain access to over twice the current OneWeb capacity. Revenues generated from this capacity are estimated at over 10 billion euros over the period 2032-2040. To provide customers with continuity of service while supporting future growth, Eutelsat plans to strengthen and extend the OneWeb constellation through 2034 by deploying an additional 229 satellites on top of the already procured 440 GEN1 satellites. The project is fully consistent with Eutelsat's financial framework, and Eutelsat's capital expenditure plan remains unchanged up to FY 2029.
- On 29 October 2026, the Group published its financial information for the first quarter of fiscal year 2026-27⁵, which was in line with expectations.

⁵ See the press release relating to the first quarter of fiscal year 2026-27, available on the Company's website for further details.

– TABLE OF RESULTS FOR THE PAST FIVE FINANCIAL PERIODS

**7.4.5 TABLE OF THE RESULTS FOR THE LAST FIVE FINANCIAL PERIODS
(ART. R. 225-102 OF THE CODE DE COMMERCE)**

<i>(In €)</i>					
Balance sheet date	30/06/2026	30/06/2025	30/06/2024	30/06/2023	30/06/2022
Financial Year duration (months)	12	12	12	12	12
CAPITAL AT YEAR END					
Share capital	1,178,308,106	475,178,378	475,178,378	248,926,325	230,544,995
Number of shares					
■ ordinary	1,178,308,106	475,178,378	475,178,378	248,926,325	230,544,995
■ preferred dividend					
Maximum number of shares to be issued					
■ by converting bonds					
■ for each subscription right					
OPERATIONS AND RESULTS					
Revenues excl. tax	5,552,651	5,691,397	3,605,155	5,078,527	2,608,723
Earning before taxes, employees' profit-sharing, depreciation, and amortisation	(52,634,815)	(40,799,674)	(34,245,170)	(20,940,946)	180,621,167
Income tax	(6,544)	232,086	(343,012)	48,814	(4,828,228)
Mandatory employee profit-sharing scheme					
Depreciation and amortisation	556,376,951	449,436,671	1,369,763,317	605,609	457,116
Net income	(609,005,222)	(490,468,431)	(1,403,665,476)	(21,595,350)	184,992,279
Amount distributed					214,406,845
EARNINGS PER SHARE					
Earning after taxes, employees' profit sharing, depreciation, and amortisation	(0.52)	(1.03)	(2.95)	(0.09)	0.80
Earning before taxes, employees' profit sharing, depreciation, and amortisation	(0.04)	(0.09)	(0.07)	(0.08)	0.80
Dividend distributed				0.93	0.93
STAFF					
Average headcount	3	–	1	1	2
Total payroll	3,306,647	1,852,252	2,050,465	1,747,351	2,444,098
Amounts paid in employee benefits					
(Social security, corporate social fund, etc.)	920,814	531,846	659,187	851,714	933,365

HOW TO CONTACT US

- Internet: www.eutelsat.com
- Email: shareholderrelations@eutelsat.com
- Phone: +33 (0)1 53 98 47 02
Société Générale Securities Services number for registered shareholding subscriptions:
+ 33 (0)2 51 85 67 89 (France and abroad), non-premium rate number, (invoice based on your operator contract and the country you are calling from)

ACCES MAP TO THE GENERAL MEETING

Tour Accor (Sequana), 82 rue Henri Farman - 92 130 Issy-Les-Moulineaux, France



PUBLIC TRANSPORT

-  Tramway 2, Henri Farman station (Pont de Bezons/Porte de Versailles line) : **direct access**
-  RER C, Issy Val de Seine station (Versailles/Saint-Quentin-en-Yvelines line) : **8 min by foot**
-  Métro line 8, Balard station (Balard/Créteil-Préfecture line) : **10 min by foot**
-  Métro line 12, Porte de Versailles station (connection T2)
-  Bus: 39, 126, 189, 290, 394 lines - Bus stop Issy Val-de-Seine; PC 1 line - Bus stop Pont du Garigliano

VÉLIB'



Stations: 19 rue Bara and 61 rue Henri Farman, at the foot of the building

BY CAR

From the inner ring, exit Porte de Sèvres or Quai d'Issy

From the outer ring, exit Porte de Versailles.

Several public parking areas are available nearby:

- At 56, rue Camille Desmoulins in Issy-les-Moulineaux
- At 7, rue Rouget de Lisle in Issy-les-Moulineaux
- At Aquaboulevard, Parking Indigo 4-6 rue Louis Armand - 75015 Paris

MODERNIZATION OF COMMUNICATION PROCEDURES

NEW PROCEDURES FOR SUBMITTING DOCUMENTS FROM 2027 ONWARDS

Shareholders requesting additional documents as referred to in Article R. 225-88 of the Commercial Code may view them on our website, under the 'Shareholders' section: <https://www.eutelsat.com/investors/shareholders>, which can also be accessed via this QR code:



In accordance with Decree No. 2026-94 of 13 February 2026, concerning the modernisation of procedures for communicating with shareholders, these documents will no longer be sent by post as from 1 January 2027.

NEW PROCEDURES FOR NOTIFICATION OF MEETINGS FOR REGISTERED SHAREHOLDERS

Registered shareholders of Eutelsat Communications receive their Annual General Meeting notification pack by post each year.

In accordance with the aforementioned decree and with effect from 1 January 2027, Eutelsat Communications will introduce the practice of sending notices of General Meetings by email to its registered shareholders.

It is therefore necessary for the Company to hold a valid email address for each shareholder registered in the register (shareholders who have not provided an email address will receive a standard letter of invitation by post).

HOW TO PROVIDE YOUR EMAIL ADDRESS?

If your Sharinbox account is already activated: please check that your contact email address is correctly entered on the website <https://sharinbox.societegenerale.com/fr/>. If your Sharinbox account is not yet activated: activate your account on the website <https://sharinbox.societegenerale.com/fr/> and enter your contact email address in your profile. Need help? A 'Login Help' section is available on the website to guide you through each step. You can also contact the helpline on 02.51.85.67.89 (standard rate number; charges apply according to your mobile provider's terms and your country of origin) from Monday to Friday, 9.00 am to 6.00 pm (Paris time).

You may also submit your email address to the following email address: shareholderrelations@eutelsat.com, enclosing with your submission a certificate of shareholding (*attestation d'inscription en compte*).

REQUEST FOR PRINTED MATERIAL AND INFORMATION

Request to be sent to:

Eutelsat Communications

Service des Relations Investisseurs

32, boulevard Gallieni

92130 Issy-les-Moulineaux

France

ANNUAL GENERAL MEETING OF SHAREHOLDERS ON 26 NOVEMBER 2026

The hereunder, (Mr./Mrs./Ms...)

SURNAME

OR COMPANY NAME

First name

Full surface e-mail address

No° Street

Area code City

Email address

Owner of registered Eutelsat Communications shares (account N°.....)

and/or of bearer Eutelsat Communications shares held by⁽¹⁾

hereby request that Eutelsat Communications – Service des Relations Investisseurs - 32, boulevard Gallieni, 92130 Issy-les-Moulineaux send to the above-mentioned address, the printed materials and other information relative to the Combined General Meeting of the Shareholders of 26 November 2026 pursuant to Article R. 225-88 of the French Code de commerce.

Done in on..... 2026

Signature

NOTA

Pursuant to Article R. 225-88 of the French *Code de commerce*, registered shareholders may ask the Company, by a single request, that the documents and information mentioned in Articles R. 225-81 and R. 225-83 of the Decree be sent to them for all subsequent shareholders' general meetings.

⁽¹⁾ *Shareholders whose shares are held in bearer form should indicate the name and address of the financial intermediary.*

