REMUNERATION FOR 2025

DECISIONS OF THE BOARD OF DIRECTORS' MEETING OF 5 FEBRUARY 2026
2025 REMUNERATION OF GROUP SENIOR MANAGEMENT[1]

At the proposal of the Compensation Committee, the Board of Directors' meeting of 5 February 2026, subject to approval by the General Meeting of 27 May 2026, made the following decisions concerning the remuneration and post-employment benefits of the Group Senior Management for 2025.

I – REMUNERATION OF THE BOARD MEMBERS

The total remuneration of directors was set at EUR 1,835,000 as of 1 January 2024. This remuneration includes a fixed part, the individual amount of which is linked to the responsibilities of each director (Committee Chairman, Committee member) and a variable part linked to attendance. The full amount was paid to the Directors in respect of 2025.

The Chairman and the Chief Executive Officer do not receive any remuneration as Board members.

The table below shows the individual distribution of Board members' remuneration for 2025:

REMUNERATION OF NON-EXECUTIVE CORPORATE OFFICERS FOR 2025

In EUR	**For the 2025 financial year**
ARNOLD Ingrid-Helen	69,233
BARLOW Laura	48,292
CONNELLY William	271,471
CONTAMINE Jérôme	214,909
COSSA-DUMURGIER Béatrice	18,218
COTE Diane	176,748
EKMAN Ulrika	168,627
HOUSSAYE France (1)	99,644
KLEIN Olivier	63,330
MESSEMER Annette	166,740
POUPART-LAFARGE Henri	119,334
PRAUD Johan (2)	76,865
de RUFFRAY Benoît	118,748
SCHAAPVELD Alexandra	111,183
WETTER Sébastien	111,657
TOTAL	**1,835,000**

(1) Paid to SNB Societe Generale trade union

(2) Paid to CGT Societe Generale trade union

[1] Full details of the remuneration of Group Senior Management are presented in the Universal Registration Document.

II – CHAIRMAN OF THE BOARD OF DIRECTORS

Lorenzo Bini Smaghi's annual remuneration was set at EUR 925,000 in May 2018 for the duration of his term of office. This remuneration remained unchanged when his term as Director and Chairman was renewed at the General Meeting of 17 May 2022.

Lorenzo Bini Smaghi does not receive remuneration in his capacity as Director. To ensure his total independence when fulfilling his duties, he does not receive any variable compensation, securities or any compensation contingent on the performance of Societe Generale or the Group.

He has been provided with company accommodation for the performance of his duties in Paris until the end of September 2025.

III – REMUNERATION OF THE CORPORATE OFFICERS FOR 2025

A - Fixed remuneration for 2025

As Chief Executive Officer, Slawomir Krupa's annual fixed remuneration was set at EUR 1,650,000 as of his appointment by the Board of Directors on 23 May 2023. It remained unchanged in the 2025 financial year.

Annual fixed remuneration for Pierre Palmieri, Deputy Chief Executive Officer, was increased to EUR 1,200,000 from 1 January 2025. Prior to this date, his annual fixed remuneration was EUR 900,000 effective from his appointment by the Board of Directors on 23 May 2023.

B - Annual variable remuneration due in respect of 2025

In accordance with the rules set by the Board of Directors and approved by the General Meeting of 20 May 2025, the annual variable remuneration granted for 2025 is based on the achievement of financial and non-financial objectives, respectively accounting for 65% and 35% of annual variable remuneration.

The weight of **the financial objectives** corresponds to 65% of the target annual variable remuneration, which is equal to 120% of the fixed annual remuneration for the Chief Executive Officer and 100% for the Deputy Chief Executive Officer.

The Group's financial performance is based on two indicators: Return On Tangible Equity (ROTE) and the Cost-to-income ratio, weighted equally. The Core Equity Tier 1 ratio is used as a threshold criterion for the financial portion of annual variable remuneration and the overall rate of achievement of financial targets will be determined as follows:

- if a minimum level of the Core Equity Tier 1 ratio defined ex ante by the Board of Directors is not achieved, the achievement rate of the financial criteria will be deemed zero;
- beyond a certain level of the Core Equity Tier 1 ratio defined ex ante by the Board of Directors, the rate achieved, or two other indicators will be taken into account with an equal weighting;
- if the Core Equity Tier 1 ratio falls between these two limits, the financial criteria overall achievement rate will be determined considering the three indicators (ROTE, C/I and CET1 ratio) taken into account with an equal weighting. The observed achievement rate will be considered for the ROTE and C/I and the achievement rate of the CET1 ratio will be deemed zero.

Covering both financial and operational aspects, these indicators are directly linked to the Group's strategy. They are defined and evaluated on the basis of budgetary data and do not include any element considered exceptional by the Board of Directors.

For ROTE and Cost-to-income ratio, the achievement rates are calculated as follows:

- compliance with the budgetary target equates to an achievement rate of 100% of the target variable;
- the budgetary target is guided by three points pre-defined by the Board of Directors and allowing for an achievement rate of 125% (a high point), an achievement rate of 90% (an intermediate point) and an achievement rate of 50% (a low point), below which the achievement rate is deemed null.

The achievement rate of each objective is defined on a straight-line basis between these limits.

Each of the financial performance criteria is capped at 125% of its target weighting. As such, the maximum financial portion is capped at 81.25% of the target annual variable remuneration, with the latter corresponding to 120% of annual fixed remuneration for the Chief Executive Officer and 100% for the Deputy Chief Executive Officer.

The non-financial targets are divided between common targets for General Management involving CSR targets (20% weighting), regulatory compliance and transformation (7.5% weighting), and specific targets for the Chief Executive Officer and Deputy Chief Executive Officer (7.5% weighting).

Attainment of the non-financial targets is assessed based on key indicators that may be quantified either based on meeting milestones or based on a qualitative evaluation by the Board of Directors. These indicators are defined in advance by the Board of Directors. The achievement rate can be anywhere between 0 and 100% of the maximum non-financial portion. In the event of exceptional performance, the achievement rate of some non-financial targets can be increased to 120% by the Board of Directors, but on the condition that it is quantifiable, and the overall non-financial target achievement rate may not exceed 100%.

B.1 – Summary of the results of the evaluation of the financial and non-financial objectives for 2025

The breakdown of achievement levels per objective validated by the Board of Directors is presented in the table below:

	S. Krupa		P. Palmieri	
	Weight	**Achievement rate**	**Weight**	**Achievement rate**
Financial targets: 65% (1)				
Groupe ROTE	32.5%	40.6%	32.5%	40.6%
Groupe Cost-to-income ratio	32.5%	40.6%	32.5%	40.6%
TOTAL FINANCIAL TARGETS	**65.0%**	**81.3%**	**65.0%**	**81.3%**
% achievement of financial targets	125.0 %		125.0 %	
Non-financial targets: 35%				
CSR	20.0%	14.5%	20.0%	14.5%
Regulatory compliance & Transformation	7.5%	8.8%	7.5%	8.8%
Specific scope of responsibility	7.5%	9.0%	7.5%	9.0%
TOTAL NON-FINANCIAL TARGETS	**35.0%**	**32.3%**	**35.0%**	**32.3%**
% achievement of non-financial targets	92.1%		92.1%	
OVERALL 2025 TARGET ACHIEVEMENT RATE	**113.5%**		**113.5%**	

Note: In this table, rates have been rounded for presentation purposes.
ROTE: Return on tangible equity.
(1) The level of achievement of the CET1 ratio makes it possible to integrate, in equal parts, the rate of achievement of two other indicators in the calculation of the overall financial criteria achievement rate.

As a result, the following annual variable remuneration amounts were awarded in respect of 2025:

- EUR 2,247,003 for Slawomir Krupa, corresponding to a financial performance of 125.0% and a non-financial performance estimated by the Board of Directors at 92.1%.
- EUR 1,361,820 for Pierre Palmieri, corresponding to a financial performance of 125.0% and a non- financial performance estimated by the Board of Directors at 92.1%.

The table below shows the history of the total amount of fixed remuneration and annual variable remuneration.

Fixed and annual variable remuneration of Chief Executive Officers

	2023[1]			2024			2025			
	Fixed remuneration + annual variable remuneration			Fixed remuneration + annual variable remuneration			Fixed remuneration + annual variable remuneration			
(En EUR)	Fixed rem.	Annual variable rem.	Annual fixed and variable rem.	Fixed rem.	Annual variable rem.	Annual fixed and variable rem.	Fixed rem.	Annual variable rem.	As % of fixed rem.	Annual fixed and variable rem.
S. Krupa[1]	994,583	1,110,492	2,105,075	1,650,000	2,239,875	3,889,875	1,650,000	2,247,003	136%	3,897,003
P. Palmieri[1]	542,500	504,769	1,047,269	900,000	1,018,125	1,918,125	1,200,000	1,361,820	113%	2,261,820

Gross remuneration in EUR, as calculated upon award.

(1) The term of S. Krupa as Chief Executive Officer and the term of P. Palmieri as Deputy Chief Executive Officer began on 23 May 2023. The remuneration is prorated considering the duration of the corporate office in 2023.

The Board of Directors has set the terms for vesting and payment of annual variable remuneration as follows:

- a portion vested in March 2026, representing 40% of the total allocated amount, half of which, converted into share equivalents, is unavailable and deferred for one year;
- 60% of the total amount awarded remains unvested and is deferred over five years on a pro rata basis; three-fifths of this portion is awarded as shares or share equivalents, subject to two performance conditions: Group profitability and Core Tier One levels. The Board of Directors reviews the target achievement rates ahead of the definitive vesting of deferred variable remuneration. A one-year holding period applies after each definitive vesting date of payments in shares or share equivalents.

If the Board deems that a decision taken by the corporate officers has particularly significant consequences for the Company's results or image, it may decide not only to reconsider payment of the deferred annual variable remuneration in full or in part, but also to recover, for each award, all or part of the sums already distributed over a six-year period.

B.2 - Achievement of 2025 financial objectives

Achievement of financial targets in 2025

In 2025, the Group exceeded all the objectives communicated to the market in terms of revenue growth, cost reduction, cost-to-income ratio improvement and profitability (ROTE), while strengthening its CET1 solvency ratio. The Group thus set an all-time record in 2025 in terms of net banking income and net income, group share.

The Group's reported net income reached EUR 6,002 million, up sharply by 43% compared to 2024, with a profitability (ROTE) of 10.2% and by 9.6% excluding net gains on other assets, also a strong improvement compared to the 2024 level of 6.9%.

Reported revenues increased by 6.8% on a constant scope, supported by the very good performance of all the Group's businesses, in particular the strong growth of French Retail Banking, Private Banking & Insurance (RPBI) and the Mobility and International Retail Banking pillar (MIBS), as well as the continued growth of Global Banking and Investor Solutions.

The Group's cost/income ratio stood at 63.6%, a strong improvement over the year (69.0% in 2024) with operating expenses down 2.0% on a constant scope.

The cost of risk stabilised at 26 basis points in 2025, at a level similar to that of 2024 and at the lower end of the Group's target.

Finally, at 31 December 2025, the Group's Common Equity Tier 1 ratio stood at 13.5%, or approximately 320 basis points above the regulatory requirement set on 31 December 2025.

B.3 - Achievement of non-financial objectives for 2025

The objectives and results of the Board of Directors' assessment are summarised in the table below.

Indicator	Description	Weight in the Total	Weighted achievement rate (1)
Common goals: 7.5%			
▪ **Regulatory Compliance**	▪ Quality of the relationships with supervisory bodies and implementation of ECB recommendations	2.5%	2,8%
▪ **Transformation**	▪ Launch and management of the Group's Performance and Efficiency Program	5.0%	6,0%
		7.5%	**8.8%**
Collective CSR targets: 20%			
▪ **Client experience**	▪ Improving the client experience: measured based on the change in NPS for the main activities	10.0%	7,5%
▪ **Responsible employer**	▪ Developing our priorities as a responsible employer, measured through compliance with commitments to promote women to and ensure international profiles for senior managerial positions, and commitments for an improved employee engagement rate	5.0%	1,0%
▪ **Implementation of the CSR strategy**	▪ Rolling out the CSR strategy of the Group and compliance with alignment targets compatible with commitments made by the Group regarding the energy and environmental transition	5.0%	6,0%
		20.0%	**14.5%**
Specific objectives for areas of responsibility: 7.5%			
S. Krupa, Chief Executive Officer			
▪ Continued implementation of the strategy presented at the Capital Markets Day event ▪ Preparation of the strategic plan ▪ Quality of the relationships with investors and the market's perception		7.5%	9.0%
		7.5%	**9.0%**
P. Palmieri, Deputy Chief Executive Officer			
▪ Continued deployment of the post-acquisition strategy for the Ayvens activities ▪ Compliance with the 2025 milestones for the Africa, Mediterranean Basin and Overseas France perimeter and for European entities ▪ Continued work on the implementation, management and good governance of the Group's ESG programs		7.5%	9.0%
		7.5%	**9.0%**

(1) Weighted by the respective weight of each criterion; rounded percentages for presentation purposes in this table.

In order to assess the achievement of non-financial objectives and after consulting the Compensation Committee, the Board of Directors took the following components into account.

Concerning the common objectives of the Chief Executive Officers:

With regard to the common objective of **regulatory compliance** as measured by improving the quality of relations with supervisors and the implementation of the ECB's recommendations, the Board of Directors considered that the objective had been exceeded.

The Board of Directors took into account the exceeding of the quantifiable targets set for the assessment of this objective concerning the volume of closures of open recommendations and the sharp reduction in the share of overdue recommendations in open recommendations. The Board noted the overall improvement of the system with General Management heavily involved in the governance and monitoring of these matters. It also noted the improvement in relations and dialogue with supervisors in Europe and outside Europe and the quality of the dialogue with regulators.

Regarding the common objective of **transformation** with the launch and management of the Group's Performance and Efficiency Programme, the Board of Directors considered that the objective has been exceeded.

The Board of Directors took into account in its evaluation the particularly successful launch of the Group's Performance and Efficiency Programme with a strong involvement of the General Management in the implementation and governance of this project in 2025.

In line with the Group's ambition for sustainable performance and operational efficiency, nearly 2,000 employees contributed to a Group-wide participatory approach, generating several thousand ideas to optimise tools and purchasing, simplify processes and organisations, pool teams and strengthen automation and the use of artificial intelligence.

A specific structure for monitoring, supporting and planning all these initiatives has been set up at Group level and is monitored by General Management.

Concerning the assessment of the collective CSR objectives of the Chief Executive Officers:

This year, the Board of Directors paid particular attention to **improving the customer experience** in the scope of French Retail Banking, Private Banking & Insurance (RPBI). It noted that the Net Promoter Score (NPS) of the activities had improved on nearly 90% of the scope and that this subject had been supported by the General Management with successful initiatives to raise employee awareness of this major strategic area for the Group.

In terms of the other businesses, the NPS of Global Banking and Investor Solutions (GBIS), already high, continued to grow in certain segments such as corporate clients in Western Europe. International Retail Banking and Mobility Services and Leasing (MIBS) activities grew in particular in the corporate client segment but slowed down in the retail segment in an already high NPS environment. The Board of Directors took into consideration the situation of Ayvens, which has been impacted by the IT migrations underway in a number of regions. These migrations have now been completed.

Overall, the Board of Directors considered this target partially met.

Regarding the group’s **responsible employer** objective, the Board of Directors considered it had only been partially achieved. It noted the decline in the results of the employee barometer and, more specifically, in the engagement index in a context of strong transformation of the Group. With regards to diversity, including the representation of women in senior management, the target has been partially achieved (2 out of 5 of the targets have been achieved) regarding the intermediate objectives set. The 2026 targets have not been reviewed, and it was considered that the previously defined targets applied.

On the other hand, the Board of Directors considered that the objective relating to the **roll out of the CSR strategy**, respecting trajectories compatible with the commitments made for the energy and environmental transition, had been exceeded.

For its assessment, the Board of Directors has taken into account the exceeding of the interim targets set in 2025 to achieve these long-term targets in terms of reducing exposures on its financing portfolio to the oil and gas production sector and the implementation of actions to meet the commitment to contribute up to EUR 500 billion to sustainable finance by the end of 2030 (including EUR 400 billion of funding).

Regarding the assessment of the specific targets for each Executive Officer’s remit:

Assessment of the specific targets of Slawomir Krupa, Chief Executive Officer

The Board of Directors considered that the objectives set at the beginning of the year had been exceeded. This assessment was based on the following elements:

Regarding the continued implementation of the Capital Markets Day strategy, the Group has achieved important milestones over the past 2 years, including the completion of the redesign of the business portfolio, the improvement of the operational performance of Retail Banking (SGRF) and the implementation of the IT transformation strategy, including the reduction of IT costs, which decreased, far exceeding the net savings target and more than a year ahead of schedule.

The retail bank's 2030 strategy aimed at restoring commercial momentum and the quality of the customer experience while improving profitability, was presented and validated by the Board of Directors in September 2025.

Finally, the quality of dialogue with investors has also improved significantly, resulting in the price-to-book being multiplied by over 2.5 in 2025.

Assessment of objectives specific to Pierre Palmieri, Deputy Chief Executive Officer

The Board of Directors considered that the objectives were generally exceeded with regards to the objectives defined in the scope of supervision of the Deputy Chief Executive Officer. This assessment was based on the following elements:

Regarding the implementation of the Audit's recommendations within its scope, the quantitative objective of reducing open or late recommendations was clearly exceeded.

Regarding **the continued deployment of the post-acquisition strategy for Ayvens' activities**, the financial trajectories defined for 2025 have been exceeded and the share price increased by 75% in 2025. The IT migrations were carried out within the ambitious timeframes defined at the beginning of the year and the legal restructuring was also finalised.

Regarding **the fulfilment of the 2025 milestones on the scope of retail banking in Africa, the Mediterranean Basin and Overseas and European entities**, the Board of Directors based its assessment on the closing of 4 new disposals in Africa and the disposal, underway, of two other subsidiaries.

Regarding KB, the deployment of the new digital bank was carried out beyond expectations (number of customers migrated, quality of service, NPS, budget).

Regarding the **continuation of work on the implementation, management and good governance of the Group's ESG programmes,** the transition to the run phase of the ESG by Design programme and the implementation of the monitoring and controls of the Group's voluntary commitments are now effective. Finally, the group is adhering to its programme for the development of the EBA prudential transition plan.

Overall, the Executive Board considered that these objectives were exceeded.

C - Long-term incentives awarded in respect of 2025

The plan allocated in respect of 2025 provides for the following terms and conditions:

- Long-term incentives will be awarded in a single instalment, with a vesting period of five years, followed by a one-year holding period after vesting; shares or share equivalents will be granted in this respect;
- The performance conditions governing vesting of LTIs are as follows:
    - for 33.33% of the LTI award, the relative performance of the Societe Generale share, as measured by the increase in Total Shareholder Return (TSR) compared with that for 11 comparable European banks over the full vesting period. Consequently, the full number of shares or share equivalents will only vest if Societe Generale's TSR falls in the first quartile of the sample panel. If it falls slightly above the median value, the vesting rate will be 50% of the total number of shares or share equivalents granted. No shares or share equivalents will vest if the TSR performance is below the median value;
    - for 33.33% of the LTI award, the Group's future profitability;
    - for 33.33% of the LTI award, CSR performance.
- Regarding the condition of the Group's future profitability, the Board of Directors' meeting of 5 February 2026 decided that this condition will be measured by the level of Group ROTE over the period 2027-2029:
    - the ROTE to be achieved in 2027 and 2028 will be equal to that of 2026 or the amount set by the Board of Directors based on the new targets announced to the market before 1 January 2027. Each year counts for 25% of the condition;
    - the ROTE for 2029 matches the target which will be announced to the market before 1 January 2027, making up 50% of the condition;
    - low and high points around the targets define the achievement rate, which cannot exceed 100%.

- Regarding the CSR condition, the targets set by the Board of Directors on 5 February 2026 are as follows:
  - Half of the target is linked to the Group's commitment to reduce exposure to the oil and gas production sector.

    For this criterion, if the target of the 80% reduction in exposure as at 31 December 2030 compared to the exposure as at 31 December 2019 is achieved, the vesting would be 100%. If the target is not reached, the vesting would be nil.
  - Half of the target is linked to the Group's commitment to contribute EUR 500 billion to sustainable finance by the end of 2030.

    For this criterion, if the target of the contribution of EUR 500 billion by 31 December 2030 is reached, the vesting would be 100%. If the level of EUR 425 billion is reached, the vesting would be 75%. Below EUR 425 billion, the vesting would be nil.
- If the Group is not profitable in the year preceding the definitive vesting of long-term incentives, no payment will be made, regardless of the Societe Generale share performance, the Group's CSR performance, and achievement of the Group's future profitability target;
- The Board of Directors reviews the satisfaction of the performance conditions ahead of the vesting of any long-term incentives.

Definitive vesting is subject to a condition of presence in the Group as an employee or in an executive position throughout the vesting period. However, and subject to the faculty for the Board of Directors to decide to make an exception under special circumstances:

- in the event of death, disability or incapacity, the shares will be retained and full payments made;
- if a beneficiary retires or leaves due to a change of control, the shares will be retained and full payments made, provided the Board of Directors is satisfied that the performance conditions have been met;
- if a beneficiary leaves the Group due to changes in its structure or organisation, or due to their term of office not being renewed (except where the Board deemed their performance to be inadequate), payments will be made on a pro rata basis according to the time spent in office compared to the overall vesting period, provided the Board of Directors is satisfied that the performance conditions have been met.

Lastly, a "malus" clause also applies to the beneficiaries' long-term incentives. Accordingly, if the Board deems that a decision made by the Executive Corporate Officers has had particularly significant consequences on the Company's results or image, it may decide to reconsider payment of the long-term incentives in full or in part.

The final value of the vesting is capped at EUR 145 per share, i.e. approximately 1.8 times the value of the net assets per share of the Societe Generale Group at 31 December 2025.

In compliance with current regulations, the total variable component (i.e. annual variable remuneration plus long-term incentives) is in all events capped at 200% of the fixed component. To the extent that the ratio between the variable component awarded and the fixed remuneration for 2025 shows that the regulatory ratio for the Chief Executive Officer was exceeded, the Board of Directors applied the rule by reducing the number of instruments allocated under the long-term incentive scheme in order to comply with this ratio.

The table below indicates the book value of the long-term incentives and the maximum number of corresponding shares for each Corporate Officer in respect of 2025, after adjustment:

<table>
<tr><th></th><th colspan="4">Long term incentives in respect of 2025</th></tr>
<tr><th></th><th>Attributable amount on a book value basis (IFRS)(1)</th><th>Amount awarded on a book value basis (IFRS)(1)</th><th>Maximum number of shares or share equivalents attributable (2)</th><th>Maximum number of shares or share equivalents awarded(2)</th></tr>
<tr><td>Slawomir Krupa</td><td>EUR 1,150,000</td><td>EUR 1,038,460</td><td>20,440</td><td>18,458</td></tr>
<tr><td>Pierre Palmieri</td><td colspan="2">EUR 860,000</td><td colspan="2">15,286</td></tr>
</table>

(1)Based on the share price on the day preceding the Board of Directors' meeting of 5 February 2026, at which the LTIs were awarded.

(2)The number of instruments awarded corresponds to the total IFRS value of the award divided by the IFRS share value based on the share price on the day preceding the Board of Directors' meeting of 5 February 2026.

D - Estimate of the complementary pension contribution (art. 82)

As a reminder, following the revision of the complementary allocation scheme for non-classified executives at 31 December 2018, a complementary fixed-contribution pension plan (art. 82) was established for members of the Management Committee effective 1 January 2019. Slawomir Krupa and Pierre Palmieri are eligible for this pension scheme.

Under the scheme, the Company pays a yearly contribution into an individual Article 82 pension account opened in the name of the eligible beneficiary, calculated on the portion of their fixed remuneration exceeding four annual French Social Security ceilings. The rate set for the Company's contribution is 8%. As required by AFEP-MEDEF code, the annual contributions are subject to the following performance condition: they will only be paid in full if at least 80% of the performance conditions of the variable remuneration for that same year are met. For a performance of 50% and below, no payment will be made. For a rate of attainment between 80% and 50%, the calculation of the payment for the year will be carried out in a linear manner.

The following table presents a calculation of the contribution for 2025 based on the rate of achievement of the objectives of annual variable remuneration:

	Overall targets achievement rate	% vesting for art. 82 contribution	Contribution for 2025
Slawomir Krupa	113.5%	100%	EUR 116,928
Pierre Palmieri	113.5%	100%	EUR 80,928

Pay Ratios

The pay ratios for the Chief Executive Officer is down from 2024 to 53 times average compensation and 73 times median compensation of Societe Generale SA's employees, a scope that includes its foreign branches. The evolution from 2021 to 2025 is presented below.

	2021	2022	2023(1)	2024	2025
Ratio to mean employee remuneration	45:1	33:1	44:1	55:1	53:1
Ratio to median employee remuneration	64:1	47:1	60:1	77:1	73:1

(1) For 2023, the calculation of the ratio is attached to the position and not to the person, it is calculated on the basis of the remuneration of Frédéric Oudéa for his corporate office from 1 January to 23 May 2023 and that of Slawomir Krupa for the period from 24 May to 31 December 2023.

A full presentation of the pay ratios and the method of calculation is included in the Universal Registration Document.