

1. Administrative and management bodies

1.1. Management method and statutory information

Pursuant to article 15 "Executive management" of the bylaws, it falls to the Board of Directors to decide between the two methods of managing the company, namely separating or combining the offices of Chief Executive Officer and Chairman of the Board of Directors. This decision must be made in

the event of any appointment or renewal of the term of office of the Chairman or Chief Executive Officer.

The management method adopted remains in force until the end of the term of office of the first of these.

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

On May 25, 2022, the Board of Directors voted to combine the offices of Chief Executive Officer and Chairman of the Board of Directors and reappointed Cyrille Bolloré as Chairman and Chief Executive Officer.

Subject to the powers expressly accorded by law to Shareholders' Meetings and to the Board of Directors and within the scope of the corporate purpose, the Chairman and Chief Executive Officer is granted all powers to act in the name of the company in any circumstances.

VICE-CHAIRMAN

The Board of Directors may appoint from among its members one or more Vice-Chairmen responsible for chairing Board meetings if the Chairman is absent or unable to attend, if this absence is not being covered by the Vice-Chairman and Managing Director.

Yannick Bolloré and Cédric de Bailliencourt were confirmed as Vice-Chairmen by the Board of Directors at its May 25, 2022 meeting.

1.2. Operating methods of Executive management as provided for in article L. 225-51-1 of the French commercial code [Code de commerce] (article L. 225-37-4, 4° of the French commercial code [Code de commerce])

After confirming that the governance method chosen was particularly suited to the specific characteristics of the company and its ownership structure and that it enabled efficient responsiveness in the decision-making process, as well as speed in the management and development of the company's

activities, the Board of Directors on May 25, 2022 maintained the option of not separating the functions of Chairman and Chief Executive Officer and renewed Cyrille Bolloré's term as Chairman and Chief Executive Officer.

1.3. Powers and possible limitations by the Board of Directors of the powers of the Chief Executive Officer (article L. 22-10-10, 3° of the French commercial code [Code de commerce])

If the Board of Directors chooses not to separate the functions of Chairman of the Board of Directors, the Chairman assumes, under his/her responsibility, the company's Executive management.

The Chairman and Chief Executive Officer shall submit all operations of genuine strategic importance to the Board's approval.

As Chairman of the Board of Directors and pursuant to article L. 225-51 of the French commercial code (*Code de commerce*), the Chairman and Chief Executive Officer organizes and directs the work of the Board, about which he/she reports to the General Shareholders' Meeting. He/she ensures the proper functioning of the corporate bodies and ensures in particular that the directors are able to fulfill their missions.

On March 14, 2024, the Chairman and Chief Executive Officer was granted the authority by the Board to issue bonds, endorsements and guarantees to

third parties on behalf of the company for a period of one year for the Group's day-to-day operations, up to an overall limit of five hundred million euros (500,000,000 euros), it being specified that an unlimited amount of bonds, endorsements and guarantees may be granted to the tax and customs authorities.

Furthermore, on March 14, 2024, the Board of Directors renewed the authorization granted to the Chairman and Chief Executive Officer to carry out, i) any bond issue, and establish the terms and conditions thereof, and ii) any issue of complex securities that are debt securities granting rights to the allocation of other debt securities or giving access to existing equity securities, up to an overall limit of seven hundred million euros (700,000,000 euros).

BALANCED DISTRIBUTION OF POWERS

The balance of powers within the Board is based on its composition, its diversity, the quality of its members and their independence, as well as that of the two Committees – the Audit Committee and the Compensation and Appointments Committee.

Directors demonstrate a great deal of diligence and are very involved, and the fact that recently-appointed and long-standing directors complement one another contributes to the quality of the discussions and analysis.

In addition, the strong involvement of directors representing employees, who are appointed by two separate bodies – the Group Works Committee and the Joint Committee of European Companies – helps ensure compliance with governance rules.

The Company's bylaws and the Board of Directors' internal rules of procedure contain provisions for convening directors by any means, without notice,

and for directors to participate in Board meetings by videoconference or other means of telecommunication.

In accordance with the Board of Directors' internal rules of procedure, the Board must approve any material transaction which is not in line with the strategy announced or which is likely to change the scope of the company's business.

The Board's internal rules of procedure provide the option for non-executive directors to meet periodically without the executive or internal directors and, during these meetings, to assess the performance of the Chairman and Chief Executive Officer and discuss any other matters they wish to address.

This option was exercised on March 12, 2024 by the independent and employee directors, who met without the corporate officer and the internal directors or employees.

1.4. Composition of the Board of Directors (article L. 22-10-10, 1° of the French commercial code [Code de commerce])

1.4.1. GENERAL RULES

In accordance with the law, the directors are appointed by the Ordinary General Meeting on the proposal of the Board of Directors, after consultation of the Compensation and Appointments Committee, and the Board may, under the conditions provided by law, make provisional appointments. They may be dismissed at any time by decision of the General Shareholders' Meeting. The Board must be comprised of at least 3 and at most 18 members, subject to the waiver provided for by law in the event of a merger. Their term of office is three years and they may be reappointed. The Extraordinary General Meeting of May 27, 2020 amended the statutory provisions setting the conditions for appointing directors representing employees.

The bylaws provide that when the number of directors representing employees is 2 (the number of directors appointed by the Ordinary General Meeting being more than 8), one of the employee directors is appointed by the Group Works Committee and the second by the Joint Committee of European Companies, a common body established as part of the transformation of Bolloré into a European company.

The Group Works Committee, at its meeting of October 12, 2023, and the Joint Committee of European Companies, at its meeting on September 13, 2023, appointed the directors representing employees for a period of three years from November 23, 2023.

The Board is composed of 11 members appointed by the Ordinary General Meeting and 2 employee directors appointed by the Group Works Committee and by the Joint Committee of European Companies.

1.4.1.1. MEMBERS OF THE BOARD APPOINTED BY THE ORDINARY GENERAL MEETING OR BY THE BOARD OF DIRECTORS UNDER THE CONDITIONS PROVIDED BY LAW

Cyrille Bolloré (Chairman and Chief Executive Officer), Yannick Bolloré (Vice-Chairman), Cédric de Bailliencourt (Vice-Chairman), Bolloré Participations SE (represented by Elsa Berst), Chantal Bolloré, Marie Bolloré, Sébastien Bolloré, Virginie Courtin, Sophie Johanna Kloosterman, Alexandre Picciotto and François Thomazeau.

Of the 11 members of the Board and in accordance with the independence criteria confirmed by the Board of Directors at its meeting of March 14, 2024, Virginie Courtin, Sophie Johanna Kloosterman, Alexandre Picciotto and François Thomazeau are considered independent.

1.4.1.2. MEMBER OF THE BOARD APPOINTED BY THE GROUP WORKS COMMITTEE

Gildas Hémerly.

1.4.1.3. MEMBER OF THE BOARD APPOINTED BY THE JOINT COMMITTEE OF EUROPEAN COMPANIES

Jean-Christophe Mandelli.

The Ordinary General Meeting may, on the proposal of the Board of Directors, appoint a panel of observers to be invited to attend Board meetings with advisory status only.

Directors must refrain from trading in company securities (i) during a period of thirty calendar days before publication of the annual and half-year financial statements and (ii) during a period of fifteen calendar days before publication of quarterly information, (iii) at all times when aware of any

information which, if made public, would be liable to affect the share price for as long as the information in question has not been made public.

At its meeting on March 20, 2014, the Board of Directors included a provision in its internal rules of procedure requiring each director to allocate 10% of the compensation received for performing his/her duties (formerly directors' fees) as a director to purchasing Bolloré SE securities until the value of his/her shares reaches the equivalent of one year of compensation received.

1.4.2. MEMBERS OF THE BOARD OF DIRECTORS AS OF MARCH 14, 2024
(DATE OF APPROVAL BY THE BOARD OF THE 2023 FINANCIAL STATEMENTS)

	Nationality	Date of birth	Gender	First appointed	Date of last reappointment	End of office	Independent director	Attendance rate at Board meetings	Member of the Board Committees	Attendance rate at Committee meetings
Cyrille Bolloré Chairman and Chief Executive Officer	French	07/19/1985	M	03/14/2019	05/25/2022	2025 (AGM approving the 2024 financial statements)	-	100%	-	-
Yannick Bolloré Vice-Chairman	French	02/01/1980	M	06/10/2009	05/25/2022	2025 (AGM approving the 2024 financial statements)	-	100%	-	-
Cédric de Bailliencourt Vice-Chairman	French	07/10/1969	M	12/12/2002	05/25/2022	2025 (AGM approving the 2024 financial statements)	-	100%	-	-
Chantal Bolloré	French	09/06/1943	F	06/03/2016	05/25/2022	2025 (AGM approving the 2024 financial statements)	-	100%	-	-
Marie Bolloré	French	05/08/1988	F	06/09/2011	05/24/2023	2026 (AGM approving the 2025 financial statements)	-	100%	-	-
Sébastien Bolloré	French	01/24/1978	M	06/10/2010	05/25/2022	2025 (AGM approving the 2024 financial statements)	-	80%	-	-
Virginie Courtin	French	06/09/1985	F	05/29/2019	05/25/2022	2025 (AGM approving the 2024 financial statements)	Yes	100%	Audit Committee CNR ⁽²⁾	100%
Gildas Hémeri ⁽¹⁾ Director representing the employees	French	08/07/1970	M	11/23/2023	-	11/23/2026	NA	NA	CNR ⁽²⁾	NA
Sophie Johanna Kloosterman	Dutch	09/30/1987	F	07/30/2021	-	2024 (AGM approving the 2023 financial statements)	Yes	100%	Audi Committee	100%
Jean-Christophe Mandelli ⁽³⁾ Director representing the employees	French	09/28/1965	M	11/23/2023	-	11/23/2026	NA	NA	-	-
Elsa Berst representative of Bolloré Participations SE	French	02/20/1985	F	06/29/1992	05/25/2022	2025 (AGM approving the 2024 financial statements)	-	100%	-	-
Alexandre Picciotto	French	05/17/1968	M	06/04/2015	05/26/2021	2024 (AGM approving the 2023 financial statements)	Yes	100%	-	-
François Thomazeau	French	06/07/1949	M	03/22/2007	05/25/2022	2025 (AGM approving the 2024 financial statements)	Yes	100%	Audit Committee CNR ⁽²⁾	100%

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS:

The terms of office of Nicolas Alteirac and David Macmillan, directors representing the employees, expired on November 22, 2023. Jean-Christophe Mandelli was appointed director representing employees by the Joint Committee of European Companies on September 13, 2023, with effect from November 23, 2023. Gildas Hémeri was elected director representing employees by the Group Works Committee on October 12, 2023, with effect from November 23, 2023. Elsa Berst was appointed permanent representative of Bolloré Participations SE to replace Céline Merle-Béral, effective January 9, 2024.

NA: not applicable.

(1) Appointment by the Group Works Committee.

(2) Compensation and Appointments Committee.

(3) Appointment by the Joint Committee of European Companies.

Corporate offices whose terms expired in the previous five years**Corporate offices held in French companies**

— *Corporate offices held within the Bolloré Group*

- Chairman of the Board of Directors of Financière Moncey⁽¹⁾ and Société Industrielle et Financière de l'Artois⁽¹⁾;
 - Deputy Chief Executive Officer of Financière de l'Odet⁽¹⁾;
 - Chairman of JCDecaux Bolloré Holding.
- *Other corporate offices*
- Member of the Supervisory Board of Vallourec⁽¹⁾;
 - Member of the Management Board of Vivendi SE⁽¹⁾.

Chantal Bolloré

Business address

Tour Bolloré
31-32, quai de Dion-Bouton
92811 Puteaux Cedex, France

Expertise and management experience

A graduate of the École des langues orientales, Chantal Bolloré had a career as a press attaché at *Jour de France* and as a journalist, notably at the *Figaro*. She also worked in publishing and is now retired.

Number of company shares held: 3,440,716 (including 2,700,000 in usufruct).

Corporate offices currently held**Corporate offices held in French companies**

— *Corporate offices held within the Bolloré Group*

- Director of Bolloré SE⁽¹⁾, Société Industrielle et Financière de l'Artois⁽¹⁾ and Financière Moncey⁽¹⁾;

Marie Bolloré

Business address

Tour Bolloré
31-32, quai de Dion-Bouton
92811 Puteaux Cedex, France

Expertise and management experience

Since 2018: Director of the Systems and Telecoms Division, Bolloré Group.
From 2016 to 2018: Chief Executive Officer, Department of electric mobility applications of Bolloré Group.

2014: Marketing Manager – Blue Solutions.

2012-2013: Master 2 in Management, Business Process Manager course at the University of Paris-IX-Dauphine.

2010-2011: Master 1 in marketing at the University of Paris-IX-Dauphine.

2006-2010: Degree in management at the University of Paris-IX-Dauphine.

Number of company shares held: 1,853,342 (including 1,656,118 in bare ownership).

Corporate offices currently held**Corporate offices held in French companies**

— *Corporate offices held within the Bolloré Group*

- Chairwoman of IER;
- Chairwoman of the Supervisory Board of Compagnie du Cambodge⁽¹⁾;
- Director of Bolloré SE⁽¹⁾, Compagnie de l'Odet SE⁽¹⁾, Société Industrielle et Financière de l'Artois⁽¹⁾, Bolloré Participations SE, Financière V, Omnium Bolloré and Polyconseil;

Sébastien Bolloré

Business address

51, boulevard de Montmorency
75016 Paris, France

Expertise and management experience

After attending school at Gerson and Saint-Jean-de-Passy, Sébastien Bolloré obtained his baccalaureate and studied management at the ISEG and then at UCLA (California).

Spending more than half of his time in Australia, Sébastien Bolloré advises the Group on new media and technological developments.

Deputy Chief Executive Officer of Compagnie de l'Odet⁽¹⁾.

Number of company shares held: 1,636,221 (including 1,635,021 in bare ownership).

Corporate offices currently held**Corporate offices held in French companies**

— *Corporate offices held within the Bolloré Group*

Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*

- Chairman of Redlands Farm Holding.
- *Other corporate offices*
- Permanent representative of Bolloré Participations SE on the Board of Socfinasia⁽¹⁾;
 - Permanent representative of Bolloré Participations SE on the Board of Socfin⁽¹⁾;
 - Permanent representative of Bolloré Participations SE on the Boards of Induservices, Terrasia, Socfinal and Socfinde;
 - Director of African Investment Company SA;
 - Permanent representative of Pargefi Helios Iberica Luxembourg SA on the Board of Participaciones y Gestión Financiera SA.

- Member of the Supervisory Board of Compagnie du Cambodge⁽¹⁾.

— *Other corporate offices*

None.

Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*

None.

— *Other corporate offices*

None.

Corporate offices whose terms expired in the previous five years**Corporate offices held in French companies**

— *Corporate offices held within the Bolloré Group*

- Director of Financière de l'Odet SE⁽¹⁾.

- Member of the Supervisory Boards of Sofibol and Compagnie du Cambodge⁽¹⁾;

- President of the Fondation de la 2^e chance;

- Permanent Representative of Société des Chemins de Fer et Tramways du Var et du Gard on the Board of Directors of Financière Moncey⁽¹⁾;

- Member of the Management Committee of Bolloré Télécom.

— *Other corporate offices*

- Director of Havas.

Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*

None.

— *Other corporate offices*

None.

Corporate offices whose terms expired in the previous five years**Corporate offices held in French companies**

— *Corporate offices held within the Bolloré Group*

- Director of Blue Solutions.

— *Other corporate offices*

None.

Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*

None.

— *Other corporate offices*

- Director of Mediobanca⁽¹⁾.

- Deputy Chief Executive Officer of Compagnie de l'Odet⁽¹⁾;

- Development Manager;

- Chairman of Omnium Bolloré;

- Director of Bolloré SE⁽¹⁾, Bolloré Participations SE; Financière V, Omnium Bolloré, Société Industrielle et Financière de l'Artois⁽¹⁾ and Compagnie de l'Odet SE⁽¹⁾;

- Permanent representative of Plantations des Terres Rouges on the Board of Compagnie du Cambodge⁽¹⁾;

- Member of the Supervisory Board of Sofibol.

— *Other corporate offices*

- Member of the Board of Bigben Interactive⁽¹⁾, Gameloft SE and Nacon⁽¹⁾;

- Member of the Supervisory Board of Vivendi SE⁽¹⁾.

Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*

- Chairman and Director of BlueLA Inc.;

— *Other corporate offices*

- CEO and Chairman of Magic Arts Pty Ltd.

(1) Listed company.

Corporate offices whose terms expired in the previous five years

Corporate offices held in French companies

- Corporate offices held within the Bolloré Group
- Permanent representative of Socfrance on the Board of Financière de l'Odet⁽¹⁾;
- Director of Blue Solutions.

Virginie Courtin

Business address
Clarins SAS
9, rue du Commandant-Pilot
92200 Neuilly-sur-Seine, France

Expertise and management experience
Graduate of Edhec.
Member of the Supervisory Board of the Clarins group (2007–2013).
Director of Marketing and Communication at Thierry Mugler Couture (2014–2015).
CEO of Thierry Mugler (2016–2018).
Director of New Territories for the Clarins brand (since September 2018).
Since 2014, manager of her own firm, Vivicorp, including the launch of the Luz brand between 2011 and 2014.
Deputy Chief Executive Officer then Chief Executive Officer of Clarins SAS since February 24, 2022.
Number of company shares held: 2,668.

Corporate offices currently held

Corporate offices held in French companies

- Corporate offices held within the Bolloré Group
- Director of Bolloré SE⁽¹⁾.

Gildas Hémerly

Business address
Odét
29500 Ergué-Gabéric, France

Expertise and management experience
Professional diploma in electromechanics.
Joined the Bolloré Group in 1994.
Dielectric film production operator/Flat line slicer.

Corporate offices currently held

Corporate offices held in French companies

- Corporate offices held within the Bolloré Group
- Director representing the employees of Bolloré SE⁽¹⁾.

Sophie Johanna Kloosterman

Business address
Corso Garibaldi, 35
20121 Milan
Italy

Expertise and management experience
Paris Sorbonne University (2005–2006).
University of the Arts London (2006–2009).
King's College London (2010–2011).
Marketing Executive (Yoox Net-a-Porter Group Ltd – 2012–2015).
Co-founder Festivalia.com (2016).
Digital Manager Tecnica Group Moon Boot (since 2020).
Number of company shares held: 4,500.

Jean-Christophe Mandelli

Business address
Tour Bolloré
31-32, quai de Dion-Bouton
92811 Puteaux Cedex, France

Expertise and management experience
Post-graduate degree in Accounting and Finance in 1989.
Conservatoire des arts et métiers, Intec – National Institute of Economic and Accounting Techniques in 1992.
From 1998 to 2004, Head of Consolidated Reporting for US sites at Rexel.
Since 2004: Consolidation officer within the Bolloré Group Finance Department.

Corporate offices held in non-French companies

- Corporate offices held within the Bolloré Group
- Director of Bolloré Services Australia Pty Ltd.
- Other corporate offices
- None.

— Other corporate offices

- Member of the Executive Committee of Clarins;
- Chief Executive Officer of Clarins SAS;
- Deputy Chief Executive Officer of the holding company Famille C;
- Independent Advisor to Christofle B Corp Board.

Corporate offices held in non-French companies

None.

Corporate offices whose terms expired in the previous five years

Corporate offices held in French companies

- Corporate offices held within the Bolloré Group
- Director of Blue Solutions and Financière de l'Odét SE⁽¹⁾.
- Other corporate offices
- Member of Senior Management at Thierry Mugler Couture;
- Member of the Board of Directors of Clarins;
- Deputy Chief Executive Officer of Clarins SAS;
- Director of the CSR and New Territories division of the Clarins brand.

Corporate offices held in non-French companies

None.

— Other corporate offices

None.

Corporate offices held in non-French companies

— Corporate offices held within the Bolloré Group

None.

— Other corporate offices

None.

Corporate offices whose terms expired in the previous five years

None.

Corporate offices currently held

Corporate offices held in French companies

- Corporate offices held within the Bolloré Group
- Director of Bolloré SE⁽¹⁾.

— Other corporate offices

None.

Corporate offices held in non-French companies

None.

Corporate offices whose terms expired in the previous five years

None.

Corporate offices currently held

Corporate offices held in French companies

- Corporate offices held within the Bolloré Group
- Director representing the employees of Bolloré SE⁽¹⁾.

— Other corporate offices

None.

Corporate offices held in non-French companies

— Corporate offices held within the Bolloré Group

None.

— Other corporate offices

None.

Corporate offices whose terms expired in the previous five years

None.

(1) Listed company.

Bolloré Participations SE

Address

51, boulevard de Montmorency
75016 Paris, France

Number of company shares held: 153,500.

Corporate offices currently held**Corporate offices held in French companies**

— *Corporate offices held within the Bolloré Group*

- Member of the Supervisory Board of Compagnie du Cambodge⁽¹⁾;
- Director of Bolloré SE⁽¹⁾, Compagnie des Tramways de Rouen, Société des Chemins de Fer et Tramways du Var et du Gard, Société Industrielle et Financière de l'Artois⁽¹⁾ and Financière Moncey⁽¹⁾.

— *Other corporate offices*

None.

Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*

- Director of Nord-Sumatra Investissements SA and SFA SA.

— *Other corporate offices*

- Member of the Board of Bereby Finances, Société Camerounaise de Palmeraies (Socapalm)⁽¹⁾, Société des Caoutchoucs de Grand Bereby (SOGB)⁽¹⁾, Socfinaf⁽¹⁾, Brabanta and SAFA Cameroun⁽¹⁾.

Corporate offices whose terms expired in the previous five years**Corporate offices held in French companies**

— *Corporate offices held within the Bolloré Group*

- Director of Financière de l'Odet SE⁽¹⁾.

— *Other corporate offices*

None.

Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*

None.

— *Other corporate offices*

- Director of Socfin⁽¹⁾ Socfinasia⁽¹⁾ and Socfinde;
- Director of Induservices and Terrasia.

Alexandre Picciotto

Business address

Orfim
30, avenue Marceau
75008 Paris, France

Expertise and management experience

Graduate of the Ecole Supérieure de gestion (1990).

From 1990 to 2008, business development manager at Orfim, a private equity company belonging to his father, Sébastien Picciotto, a major shareholder of the Bolloré Group since 1983.

Over this period, he developed projects primarily in real estate and broadcasting. He is also responsible for Aygaz, a historic shareholding of the Picciotto family, and a leader in the distribution of LPG cylinders and fuel in Turkey.

Chief Executive Officer of Orfim (from November 3, 2008 to May 10, 2021).

Chairman of Orfim since May 11, 2021.

Chairman of Orfimar since May 11, 2021.

Number of company shares held: 157,758.

Corporate offices currently held**Corporate offices held in French companies**

— *Corporate offices held within the Bolloré Group*

- Director of Bolloré SE⁽¹⁾.

— *Other corporate offices*

- Chairman of Orfim;

- Chairman of Orfimar.

Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*

None.

— *Other corporate offices*

- Director of Aygaz (Turkey)⁽¹⁾;
- Director of Hilal (Turkey).

Corporate offices whose terms expired in the previous five years**Corporate offices held in French companies**

— *Corporate offices held within the Bolloré Group*

None.

— *Other corporate offices*

- Member of the Supervisory Board of Rubis⁽¹⁾;
- Chief Executive Officer of Orfimar SAS;
- Chief Executive Officer of Orfim.

Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*

None.

— *Other corporate offices*

None.

François Thomazeau

Business address

5, rue Molitor
75016 Paris, France

Expertise and management experience

Deputy Chief Executive Officer then Chief Executive Officer of Allianz France (formerly AGF SA) from April 1, 1998 to July 31, 2010.

Number of company shares held: 10,936.

Corporate offices currently held**Corporate offices held in French companies**

— *Corporate offices held within the Bolloré Group*

- Director of Bolloré SE⁽¹⁾, Chairman of the Audit Committee and the Compensation and Appointments Committee.

— *Other corporate offices*

None.

Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*

None.

— *Other corporate offices*

- Director of Allianz Benelux, Chairman of the Audit Committee and the Remuneration Committee.

Corporate offices whose terms expired in the previous five years**Corporate offices held in French companies**

— *Corporate offices held within the Bolloré Group*

- Director of Financière de l'Odet SE⁽¹⁾.

— *Other corporate offices*

None.

Corporate offices held in non-French companies

— *Corporate offices held within the Bolloré Group*

None.

— *Other corporate offices*

- Chairman of the Board of Directors of Allianz Belgium.

(1) Listed company.