

2022 Combined General Meeting of Shareholders

PARIS, 1ST JUNE 2022 AT 2:30PM

The world is how we shape it*

sopra  steria

* Le monde est tel que nous le façonnons.

Disclaimer

This document contains forward-looking information subject to certain risks and uncertainties that may affect the Group's future growth and financial results. Readers are reminded that licence agreements, which often represent investments for clients, are signed in greater numbers in the second half of the year, with varying impacts on end-of-year performance. Actual outcomes and results may differ from those described in this document due to operational risks and uncertainties. More detailed information on the potential risks that may affect the Group's financial results can be found in the 2021 Universal Registration Document filed with the Autorité des Marchés Financiers (AMF) on 17 March 2022 (see pages 38 to 44 in particular). Sopra Steria does not undertake any obligation to update the forward-looking information contained in this document beyond what is required by current laws and regulations. The distribution of this document in certain countries may be subject to the laws and regulations in force. Persons physically present in countries where this document is released, published or distributed should enquire as to any applicable restrictions and should comply with those restrictions.

Meeting schedule

- 01** **Agenda for the General Meeting**
- 02** Board of Directors' reports – Presentation of the 2021 accounts and operating position
- 03** Statutory Auditors' reports
- 04** Information about proposed resolutions
- 05** Discussion
- 06** Vote
- 07** Closing

Agenda (1/6)

Notice published in the “Bulletin des Annonces Légales Obligatoires” on 13 May 2022

— Requiring the approval of the Ordinary General Meeting

1. Approval of the parent company financial statements for financial year 2021;
2. Approval of the consolidated financial statements for financial year 2021;
3. Appropriation of earnings for financial year 2021 and setting of the dividend;
4. Approval of the report on the compensation of company officers relating to the disclosures mentioned in Article L. 22-10-9 I of the French Commercial Code;
5. Approval of the fixed, variable and exceptional items of compensation making up the total compensation and benefits of any kind paid or allotted to Pierre Pasquier, Chairman of the Board of Directors, in respect of financial year 2021;
6. Approval of the fixed, variable and exceptional items of compensation making up the total compensation and benefits of any kind paid or allotted to Vincent Paris, Chief Executive Officer, in respect of financial year 2021;
7. Approval of the compensation policy for the Chairman of the Board of Directors;

Agenda (2/6)

Notice published in the “Bulletin des Annonces Légales Obligatoires” on 13 May 2022

— Requiring the approval of the Ordinary General Meeting

8. Approval of the compensation policy for the Chief Executive Officer;
9. Approval of the compensation policy for Directors for their service;
10. Decision setting the total amount of compensation awarded to Directors for their service at €500,000 per financial year;
11. Renewal of the directorship of André Einaudi for a term of office of four years;
12. Renewal of the directorship of Michael Gollner for a term of office of one year;
13. Renewal of the directorship of Noëlle Lenoir for a term of office of four years;
14. Renewal of the directorship of Jean-Luc Placet for a term of office of two years;

Agenda (3/6)

Notice published in the “Bulletin des Annonces Légales Obligatoires” on 13 May 2022

— Requiring the approval of the Ordinary General Meeting

- 15. Appointment of Yves de Talhouët as a Director for a term of office of three years;
- 16. Renewal of the appointment of ACA Nexia as Principal Statutory Auditor;
- 17. Authorisation to be granted to the Board of Directors to trade in the Company’s shares up to a maximum of 10% of the share capital;

— Requiring the approval of the Extraordinary General Meeting

- 18. Authorisation to be granted to the Board of Directors to retire any shares that the Company may have acquired and to reduce the share capital accordingly;
- 19. Delegation of authority to be granted to the Board of Directors to issue ordinary shares and/or other securities giving access to the Company’s share capital and/or the share capital of its subsidiaries, with pre-emptive subscription rights for existing shareholders, subject to an upper limit of 50% of the Company’s share capital;

Agenda (4/6)

Notice published in the “Bulletin des Annonces Légales Obligatoires” on 13 May 2022

— Requiring the approval of the Extraordinary General Meeting

20. Delegation of authority to be granted to the Board of Directors to issue ordinary shares and/or other securities giving access to the Company’s share capital and/or the share capital of its subsidiaries, through public offerings (excluding offerings pursuant to paragraph 1 of Article L. 411-2 of the French Monetary and Financial Code), without pre-emptive subscription rights, subject to an upper limit of 20% of the Company’s share capital, or 10% of the share capital where no priority is granted;
21. Delegation of authority to be granted to the Board of Directors to issue ordinary shares and/or other securities giving access to the Company’s share capital and/or the share capital of its subsidiaries, by means of a public offering provided for under paragraph 1 of Article L. 411-2 of the French Monetary and Financial Code, without pre-emptive subscription rights, subject to an upper limit of 10% of the Company’s share capital per year;
22. Delegation of authority to be granted to the Board of Directors to determine the issue price for ordinary shares and/or other securities giving access to the Company’s share capital and/or the share capital of its subsidiaries, subject to an upper limit of 10% of the Company’s share capital in connection with a capital increase without pre-emptive subscription rights;

Agenda (5/6)

Notice published in the “Bulletin des Annonces Légales Obligatoires” on 13 May 2022

— Requiring the approval of the Extraordinary General Meeting

23. Delegation of authority to be granted to the Board of Directors to increase, with or without pre-emptive rights for existing shareholders, the number of ordinary shares and/or other securities giving access to the Company’s share capital to be issued, subject to an upper limit of 15% of the size of the initial issue;
24. Delegation of authority to be granted to the Board of Directors to issue ordinary shares and/or other securities giving access to the Company’s share capital and/or the share capital of its subsidiaries, without pre-emptive subscription rights, in consideration for contributions in kind, subject to an upper limit of 10% of the Company’s share capital;
25. Delegation of authority to be granted to the Board of Directors to issue ordinary shares and/or other securities giving access to the Company’s share capital and/or the share capital of its subsidiaries, without pre-emptive subscription rights, in consideration for instruments tendered to a public exchange offer, subject to an upper limit of 10% of the Company’s share capital;
26. Delegation of authority to be granted to the Board of Directors to increase the Company’s share capital, through the capitalisation of premiums, reserves, earnings or any other item eligible for capitalisation;

Agenda (6/6)

Notice published in the “Bulletin des Annonces Légales Obligatoires” on 13 May 2022

— Requiring the approval of the Extraordinary General Meeting

- 27. Authorisation to be granted to the Board of Directors to allot existing or new free shares to employees and/or company officers of the Company and/or related companies, subject to a cap of 1.1% of the share capital, entailing the waiver by the shareholders of their pre-emptive subscription right;
- 28. Delegation of authority to be granted to the Board of Directors to increase the Company’s share capital, without pre-emptive subscription rights for existing shareholders, via issues to persons employed by the Company or by a related company, subject to enrolment in a company savings plan, up to a maximum of 2% of the share capital;

— Requiring the approval of the Ordinary General Meeting

- 29. Powers granted to carry out all legal formalities.

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2021 Annual Results

Sopra Steria, a European leader in digital transformation

Breakdown of revenue – year ended 31 December 2021

Top 5 European digital services companies

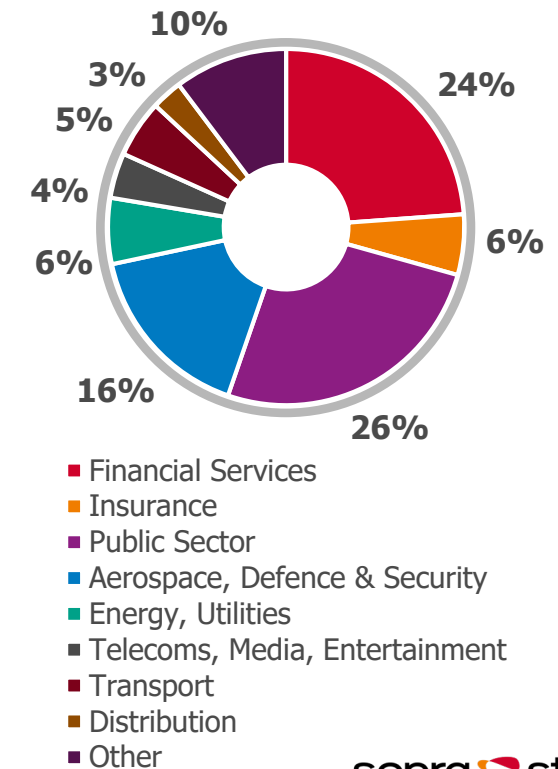
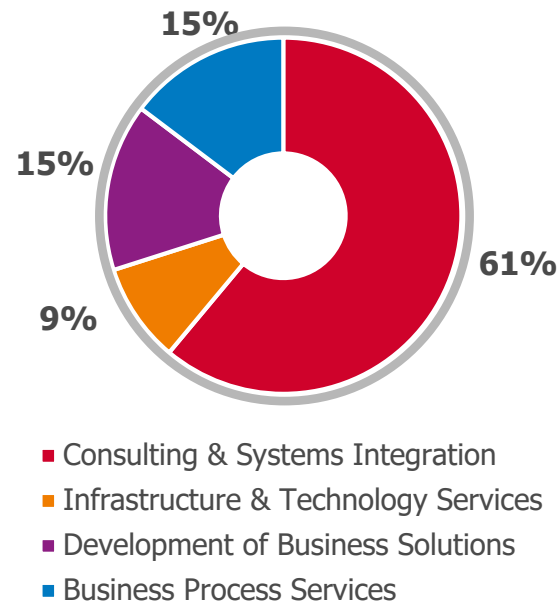
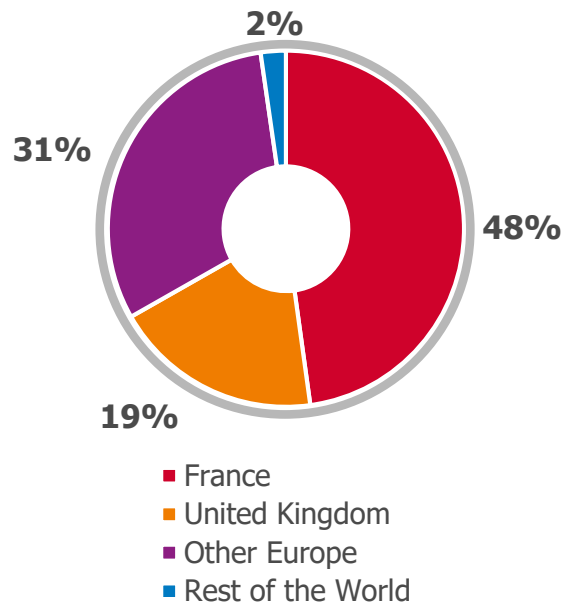
Top 12 operating in Europe

2021 revenue
of €4.7bn

>47,000
employees

Operations in
30 countries

End-to-end approach
End-to-end



Strategy underpinned by clearly defined levers

Focus strategy

- **100 European key accounts**
- **8 key vertical markets, including 2 priorities**
 - └ Financial Services
 - └ Defence & Security
- **Specific business areas**

Offering strategy

- **End-to-end approach**
- **Strengthening of consulting**
- **Digitisation**
 - └ Cloud, cybersecurity, AI, big data, blockchain

Production model

- **Industrial approach**
- **DevOps and asset-based platforms**
- **X-shore model**

Software

- **Sopra Banking Platform and Sopra Financing Platform**
- **Human resources**
- **Property management**

Strong performance driven by digitalisation

AI – Big data – Cloud – Cybersecurity

Very buoyant market

- **Digital services in Europe: estimated growth >5% per year (Gartner 2022-2025)**
- **Across all countries and industry sectors**

Powerful growth drivers

- **Cloud migration and modernisation of infrastructures and applications**
- **Digitalisation & automation of processes**
 - For 80% of senior managers,* digital transformation is an opportunity to improve internal processes
 - For 77% of senior managers,* it is an opportunity to make their organisations more resilient
- **Cybersecurity**

Tailored response

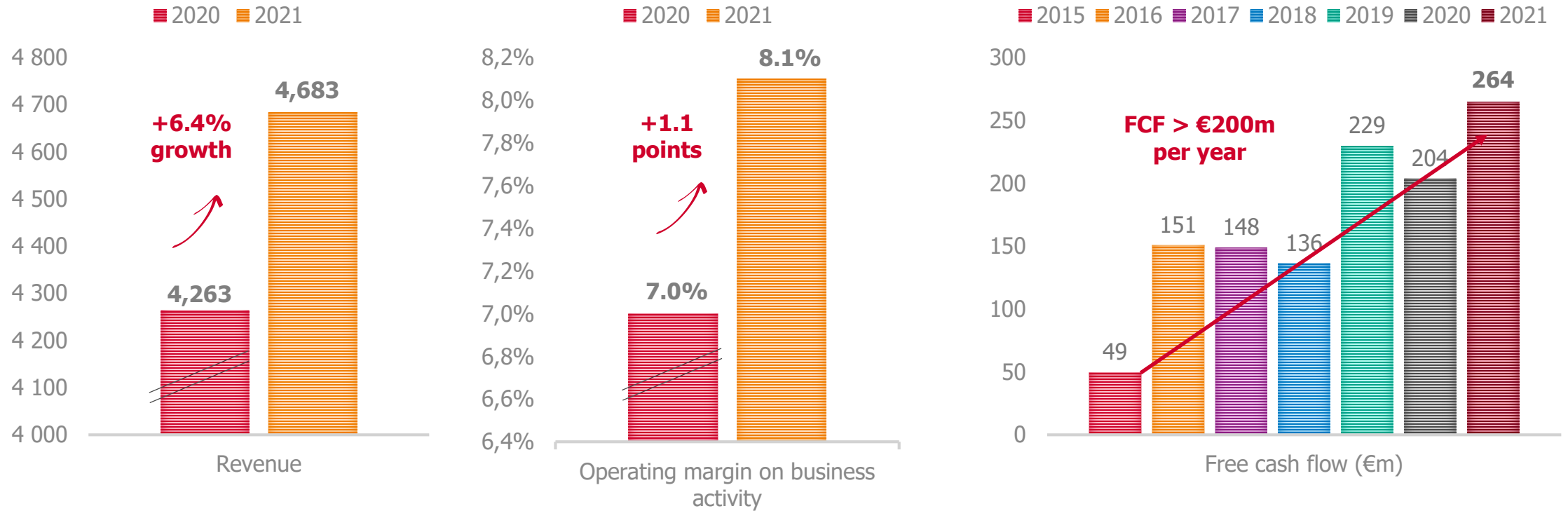
sopraSteria

- **End-to-End approach**
- **Vertical specialisation**
 - +3,000 consultants
- **Advanced technology expertise**
 - AI, cloud, data, cybersecurity
- **Key player in an innovation ecosystem**
 - Campus Cyber, Gaia-X, Corporate Venture, Confiance.ai, etc.
- **Guaranteeing data sovereignty and building trust in digital technology**
- **International partners**



Significant increase in value creation

Structural free cash flow in excess of €200 million per year



France

Strong rebound in performance compared with 2020

	2021		2020	
	(€m)	(% Rev.)	(€m)	(% Rev.)
France				
Revenue	1,824.9		1,655.6	
<i>Organic growth (%)</i>	<i>+ 5.9%</i>			
Op. profit on business activity	156.3	8.6%	111.9	6.8%
Profit from recurring operations	152.9	8.4%	104.8	6.3%
Operating profit	137.8	7.6%	84.9	5.1%

- **Accelerating pace of recovery over the year, with double-digit growth in Q3 and Q4**
 - Rebound driven in particular by product life cycle management activities (up 17.2%)
 - Annual growth of 5.7% in consulting and systems integration and 2.5% in infrastructure management
- **Robust momentum in defence, aerospace, telecoms and energy**
- **Solid recovery in recruitment (2,800 new hires) and subcontracting (300 new subcontractors)**
- **Strengthening of position in cybersecurity to become one of leaders in this market in France**
- **Continuing operating margin improvement in 2022 to return to the level reached in 2019 (9.7%)**

United Kingdom

Solid performance in 2021

	2021		2020	
	(€m)	(% Rev.)	(€m)	(% Rev.)
United Kingdom				
Revenue	823.1		699.8	
<i>Organic growth (%)</i>	<i>+ 13.9%</i>			
Op. profit on business activity	75.1	9.1%	56.0	8.0%
Profit from recurring operations	63.1	7.7%	44.1	6.3%
Operating profit	67.2	8.2%	27.7	4.0%

- **Slowing of growth in Q4, as anticipated**
- **Very strong revenue growth for the year**
 - └ Public-sector joint ventures up 24.3%
 - └ Defence & Security and Government sectors up 9.4%
 - └ Private sector seeing negative growth but an improvement in operating performance
- **Structural increase in profitability for the reporting unit**
- **Development of service platform activity: launch of a debt recovery management platform**

Other Europe

Improvement and consolidation of operating performance

	2021		2020	
	(€m)	(% Rev.)	(€m)	(% Rev.)
Other Europe				
Revenue	1,343.2		1,249.0	
<i>Organic growth (%)</i>	<i>+ 6.0%</i>			
Op. profit on business activity	104.1	7.8%	101.0	8.1%
Profit from recurring operations	95.5	7.1%	96.5	7.7%
Operating profit	76.4	5.7%	82.4	6.6%

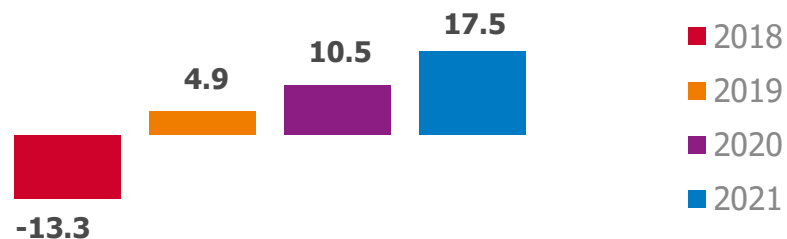
- **Double-digit growth**
 - └ In Benelux
 - └ In Scandinavia
 - └ In Germany
- **Strengthening of consulting business in Scandinavia (EGGS Design and Labs) with addition of around 200 consultants**
- **Almost stable operating margin on business activity**
 - └ Improved performance in the countries (9.1%)
 - └ Sopra Financial Technology dilutive, as expected during the transformation phase

Sopra Banking Software

Gradual improvement in operating position

Sopra Banking Software	2021		2020	
	(€m)	(% Rev.)	(€m)	(% Rev.)
Revenue	434.1		421.6	
<i>Organic growth (%)</i>	<i>- 3.3%</i>			
Op. profit on business activity	17.5	4.0%	10.5	2.5%
Profit from recurring operations	2.8	0.7%	-4.1	-1.0%
Operating profit	-2.1	-0.5%	-10.6	-2.5%

Operating profit on business activity 2018-2021 (€m)



- Continuation of product developments
- Highly unfavourable base effect in H2 2020 for licences
- Increase in Services revenue in H2 2021
- Robust growth for new digital offering (Digital Banking Engagement Platform)
 - └ €6m in 2021 (up 50%)
 - └ €12m (estimated) in 2022
- First year of five-year R&D transformation programme
 - └ €4m cost reduction in 2021
 - └ Target of -€30m in 2025 compared with 2020
- Steady improvement in operating profit on business activity since 2018

Other Solutions

Return to >10% operating margin on business activity

Other Solutions	2021		2020	
	(€m)	(% Rev.)	(€m)	(% Rev.)
Revenue	257.5		236.9	
<i>Organic growth (%)</i>	<i>+ 8.7%</i>			
Op. profit on business activity	26.1	10.1%	20.8	8.8%
Profit from recurring operations	24.9	9.7%	19.9	8.4%
Operating profit	24.1	9.4%	17.9	7.5%

— **Human resources solutions up 10.0%**

- └ Good momentum in outsourced management of payslips
 - More than a million payslips managed each month
- └ First major successes for the Multi-Country Payroll solution

— **Property management solutions up 6.2%**

- └ 12 new clients in 2021

— **Return to >10% operating margin on business activity**

- └ First milestone on the path back to historic margins

Income statement

Financial year 2021

	2021 (€m)	2021 (% of Rev.)	2020 (€m)	2020 (% of Rev.)
Revenue	4,682.8		4,262.9	
<i>Organic growth</i>	6.4%			
Operating profit on business activity	379.2	8.1%	300.2	7.0%
Share-based payment expenses	- 6.7		- 4.2	
Amortisation of allocated intangible assets	- 33.2		- 34.8	
Profit from recurring operations	339.3	7.2%	261.2	6.1%
Other operating income and expenses	- 35.9		- 58.9	
Operating profit	303.4	6.5%	202.3	4.7%
Cost of net financial debt	- 8.7		- 9.9	
Other financial income and expenses	- 9.5		- 15.4	
Tax expense	- 93.5		- 60.4	
Share of net profit from equity-accounted companies	1.8		2.3	
Net profit	193.5		118.9	
<i>of which attributable to Group</i>	187.7	4.0%	106.8	2.5%
<i>of which minority interests</i>	5.9		12.2	

Simplified balance sheet

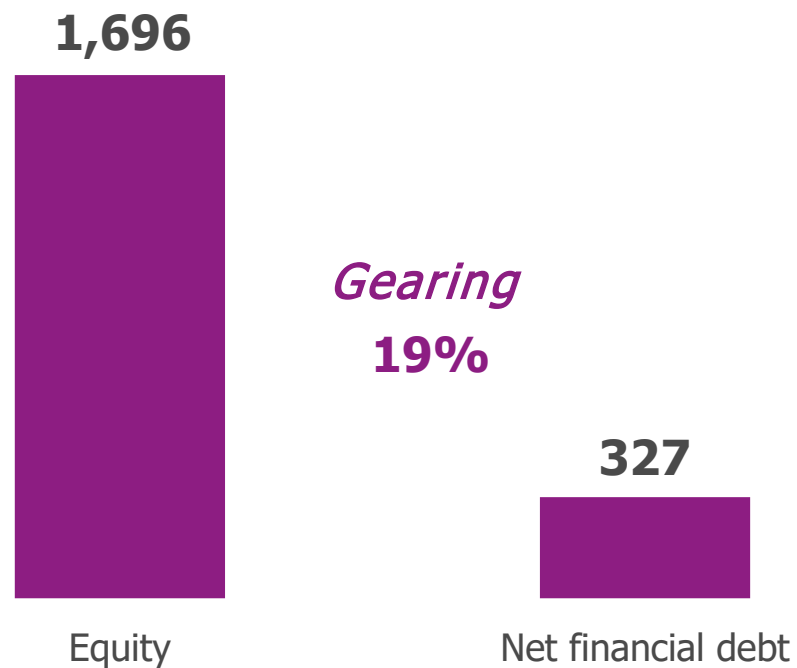
Financial year 2021

	31/12/2021 (€m)	31/12/2020 (€m)
Goodwill	1,984.3	1,843.2
Allocated intangible assets	131.8	161.5
Other fixed assets	216.4	241.1
Right-of-use assets	343.1	290.3
Equity-accounted investments	198.1	193.4
Fixed assets	2,873.8	2,729.6
Net deferred tax	99.7	113.4
Trade accounts receivable (net)	1,020.1	954.6
Other assets and liabilities	-1,221.5	-1,112.8
Working capital requirement (WCR)	-201.5	-158.2
Assets + WCR	2,772.0	2,684.8
Equity	1,695.5	1,445.4
Provisions for post-employment benefits	278.1	380.1
Provisions for contingencies and losses	106.5	116.0
Lease liabilities	364.8	317.5
Net financial debt	327.1	425.6
Capital invested	2,772.0	2,684.8

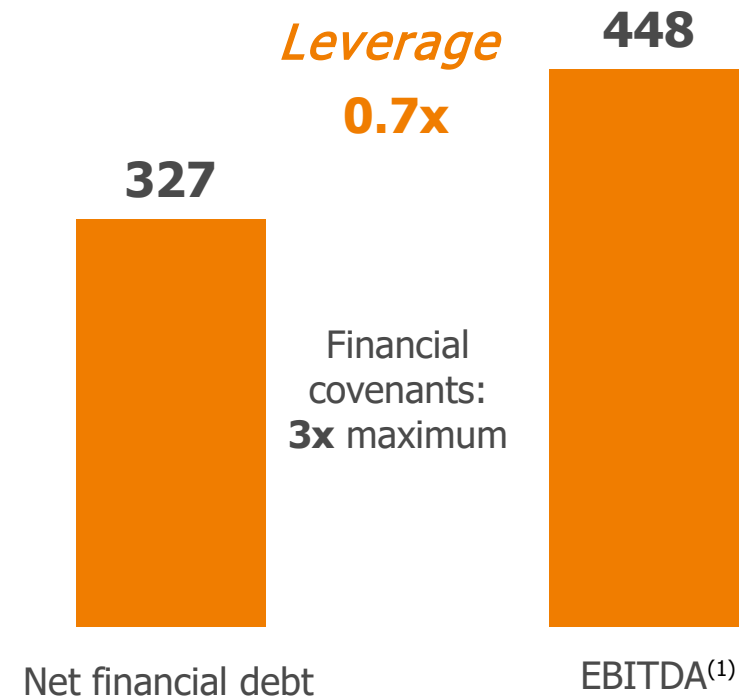
Very solid balance sheet

Position at 31 December 2021

Net financial debt / Equity



Net financial debt / EBITDA⁽¹⁾



(1) Pro forma EBITDA before impact of IFRS 16

Outlook

Strong growth in revenue in Q1 2022

	Revenue			
	Q1 2022 (€m)	Q1 2021 Restated* (€m)	Organic growth (%)	Total growth (%)
France	513.2	468.5	+ 9.6%	+ 11.5%
United Kingdom	219.0	218.3	+ 0.3%	+ 4.9%
Other Europe	365.0	337.6	+ 8.1%	+ 10.2%
Sopra Banking Software	103.2	102.4	+ 0.8%	+ 1.8%
Other Solutions	67.3	63.5	+ 5.9%	+ 6.0%
Total	1,267.7	1,190.4	+ 6.5%	+ 8.8%

* Revenue at 2021 scope and exchange rates

- **Revenue came to €1,267.7 million, a total increase of 8.8% relative to Q1 2021**
- **At constant scope and exchange rates, revenue grew 6.5%**
 - └ Dynamic market, with many deals and projects in all countries
 - └ Upward trend in sales prices in all geographies
 - └ Continued good pace of recruitment

Reminder of the 2022 financial targets

Organic revenue growth of between 5% and 6%

Operating margin on business activity of between 8.5% and 9.0%

Free cash flow of around €250m

Medium-term ambitions

Financial targets

Operating performance - 2022 / 2024

Revenue organic growth +4% to +6% pa

Operating margin rate on business activity ~ 10% in 2024

Free cash flow 5% to 7% of rev.

External growth

Proactively pursuing consolidation

Medium-term ambitions

ESG objectives

Reduction of greenhouse gas emissions

— **Cut GHG ⁽¹⁾ emissions from direct activities, approved by SBTi**

- 2021: -50.0%⁽²⁾ vs 2015
- 2040: -85% target

— **Incorporation of emissions from indirect activities in the carbon neutral programme**

— **Offset emissions not averted ⁽³⁾ through carbon capture projects (e.g. afforestation)**

Gender balance

— **A proactive policy of bringing more women into the workforce and senior management**

Proportion of women	2020	2021
Executive Committee	12%	17.6%
Total workforce	32%	32%
Recruitment	34%	33%

Digital sustainability in our value proposition

— **Digital sobriety**

- Measuring the environmental impact of our clients' systems
- Developing systems that meet our clients' sustainability goals
- Sustainable design (16,000 employees trained)

— **Digital sovereignty**

— **Digital ethics**

- Inform and guide our clients on key issues surrounding digital ethics, trust and responsibility

(1) Greenhouse gases

(2) Excluding Covid-19 impact, -83.5% including this impact

(3) Through the Climate Neutral Now initiative

Meeting schedule

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Auditors' reports

- **Statutory Auditors' report on the consolidated and individual financial statements**
- **Statutory Auditors' special report on regulated agreements and commitments**
- **Others Statutory Auditors' reports**

Schedule for the General Meeting

- 01 Agenda for the General Meeting
- 02 Board of Directors' reports – Presentation of the 2021 accounts and operating position
- 03 Statutory Auditors' reports
- 04 **Information on the proposed resolutions**
- 05 Discussion
- 06 Vote on resolutions
- 07 Closing remarks to the General Meeting

Information on the proposed resolutions

Quorum and majority rules

— Ordinary General Meeting

- └ The resolutions submitted for approval at the Ordinary General Meeting require **a quorum of at least one-fifth of the total voting shares** and **a majority of the votes** of the shareholders present or represented by proxy holders.

— Extraordinary General Meeting

- └ The resolutions submitted for approval at the Extraordinary General Meeting, barring exceptional circumstances, require **a quorum of at least one-quarter of the total voting shares** and **a two-thirds majority of the votes** of the shareholders present or represented by proxy holders.



All the resolutions proposed by the Board of Directors are presented on pages 86 and following of the 2022 meeting brochure.

Information on the proposed resolutions

Approval of the financial statements and appropriation of earnings

- **Resolutions 1 and 2** – Approval of the financial statements
 - └ Parent company and consolidated financial statements for financial year 2021

- **Resolution 3** – Appropriation of earnings
 - └ Proposed dividend: €3.20 per share
 - └ Ex-dividend date:
Tuesday, 7 June 2022
 - └ Dividend payment date:
Thursday, 9 June 2022

Resolutions submitted for approval at the
Ordinary General Meeting



2021 Universal Registration Document

- Parent company financial statements: pp. 239-271
- Consolidated financial statements: pp. 169-237

Resolution submitted for approval at the
Ordinary General Meeting

Information on the proposed resolutions

Compensation of company officers

- **Resolution 4** – Approval of the report on the compensation of company officers relating to the disclosures mentioned in Article L. 22-10-9 I of the French Commercial Code

- **Resolutions 5 and 6** – Approval of the fixed and variable components of compensation paid or allotted in respect of financial year 2021 to the executive company officers Pierre Pasquier and Vincent Paris

Resolution submitted for approval at the
Ordinary General Meeting



Meeting brochure

➤ pp. 61-75

Resolutions submitted for approval at the
Ordinary General Meeting



Meeting brochure

➤ Standardised presentation of compensation paid to company officers, pp. 66-67

Information on the proposed resolutions

Compensation of company officers

— Resolutions 7 and 8 – Compensation policy

- └ of the Chairman of the Board of Directors
- └ of the Chief Executive Officer

No significant changes. Exceptionally, no targets set for Vincent Paris for the period January-February 2022.

— Resolution 9 – Compensation policy

- └ for Directors for their service

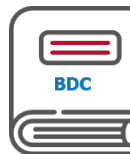
Resolutions submitted for approval at the
Ordinary General Meeting



Meeting brochure

- Compensation policy
 - of the Chairman: see table on p. 62
 - of the Chief Executive Officer: see table on p. 64

Resolution submitted for approval at the
Ordinary General Meeting



Meeting brochure

- Compensation of Directors of the parent company, p. 65

Information on the proposed resolutions

Decision setting the amount of compensation awarded to Directors

- **Resolution 10 – Decision setting the amount of compensation awarded to Directors for their service**
 - └ Proposed compensation for financial year 2022: €500,000
 - Unchanged since financial year 2015

Resolution submitted for approval at the
Ordinary General Meeting

Information on the proposed resolutions

Reappointment and appointment of Directors

— Resolutions 11 to 14 – Reappointment of 4 Directors:

- └ Noëlle Lenoir
for a 4-year term
- └ André Einaudi
for a 4-year term
- └ Michael Gollner
for a 1-year term
- └ Jean-Luc Placet
for a 2-year term

— Resolution 15 – Appointment of a new Independent Director:

- └ Yves de Talhouët
for a 3-year term

Resolutions submitted for approval at the
Ordinary General Meeting



Meeting brochure

- Presentation of the reappointed Directors: see p. 46, 44, 45, 47, respectively

Resolution submitted for approval at the
Ordinary General Meeting



Meeting brochure

- Presentation of Yves de Talhouët: see p. 82

Information on the proposed resolutions

Renewal of the appointment of a Statutory Auditor

- **Resolution 16 – Renewal of the appointment of ACA Nexia as one of the Company’s two Statutory Auditors**

- └ Appointed for a period of 6 financial years, ending with the 2028 General Meeting.

As the Statutory Auditors are legal entities, it is not necessary to appoint any Alternate Statutory Auditors.

Resolutions submitted for approval at the
Ordinary General Meeting

Information on the proposed resolutions

Authorisation for the Company to buy back its own shares and to potentially retire treasury shares

— Resolution 17 – Buyback by the Company of its own shares

- └ Authorisation renewed under the same terms for a period of 18 months
- └ Limited to 10% of the share capital
- └ Maximum price: €250

— Resolution 18 – Potential retirement of treasury shares

- └ Authorisation granted for a period of 26 months
- └ Limited to 10% of the share capital

Resolution submitted for approval at the
Ordinary General Meeting



2021 Universal Registration Document

➤ Share buyback programme: pp. 278-279

Resolution submitted for approval at the

**Extraordinary
General Meeting**

Information on the proposed resolutions

Financial delegations granted to the Board of Directors

- **Resolutions 19 to 23** – Financial delegations granted to the Board of Directors to carry out **share capital increases other than as consideration for in-kind contributions**
 - └ Resolution 22 – would authorise the Board of Directors, where applicable, to determine an issue price that would most adequately reflect market conditions at the time of issuance.
 - └ Authorisations granted for a period of 26 months
- **Resolutions 24 and 25** – Financial delegations granted to the Board of Directors to carry out **share capital increases as consideration for in-kind contributions**
 - └ Authorisation granted for a period of 26 months

Resolutions submitted for approval at the

Extraordinary General Meeting



Meeting brochure

- See table concerning use of existing delegations, p. 77
- See table summarising applicable limits, p. 84

Information on the proposed resolutions

Financial delegations aimed at giving employees and/or company officers a stake in the share capital

- **Resolution 26 – Capital increase through the capitalisation of reserves**

- └ Authorisation granted for a period of 26 months

- **Resolution 27 – Allotment of free shares to employees and company officers**

- └ Authorisation granted for a period of 38 months
- └ Limited to 1.1% of the share capital

- **Resolution 28 – Capital increase reserved for employees enrolled in a Group savings plan**

- └ Authorisation granted for a period of 26 months
- └ Limited to 2% of the share capital

Resolutions submitted for approval at the

Extraordinary General Meeting

Exceptionally, a simple majority is required

Resolutions submitted for approval at the

Extraordinary General Meeting



Meeting brochure

- See table concerning use of existing delegations, p. 77

Information on the proposed resolutions

Powers

- **Resolution 29** – Powers granted to carry out all legal formalities

Resolutions submitted for approval at the
Ordinary General Meeting

Meeting schedule

- 01 **Agenda for the General Meeting**
- 02 **Board of Directors' reports – Presentation of the 2021 accounts and operating position**
- 03 **Statutory Auditors' reports**
- 04 **Information about proposed resolutions**
- 05 **Discussion**
- 06 **Vote**
- 07 **Closing**

2022 Combined General Meeting

Q&A session

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Closing – 2022 Combined General Meeting

Alternative performance measures

- **Restated revenue**: Revenue for the prior year, expressed on the basis of the scope and exchange rates for the current year.
- **Organic revenue growth**: Increase in revenue between the period under review and restated revenue for the same period in the prior financial year.
- **EBITDA**: This measure, as defined in the Universal Registration Document, is equal to consolidated operating profit on business activity after adding back depreciation, amortisation and provisions included in operating profit on business activity.
- **Operating profit on business activity**: This measure, as defined in the Universal Registration Document, is equal to profit from recurring operations adjusted to exclude the share-based payment expense for stock options and free shares and charges to amortisation of allocated intangible assets.
- **Profit from recurring operations**: This measure is equal to operating profit before other operating income and expenses, which includes any particularly significant items of operating income and expense that are unusual, abnormal, infrequent or not foreseeable, presented separately in order to give a clearer picture of performance based on ordinary activities.
- **Basic recurring earnings per share**: This measure is equal to basic earnings per share before other operating income and expenses net of tax.
- **Free cash flow**: Free cash flow is defined as the net cash from operating activities; less investments (net of disposals) in property, plant and equipment, and intangible assets; less lease payments; less net interest paid; and less additional contributions to address any deficits in defined-benefit pension plans.
- **Downtime**: Number of days between two contracts (excluding training, sick leave, other leave and pre-sale) divided by the total number of business days