



Notice of meeting brochure

2026 Combined General Meeting

Aramis Group

invites its shareholders to its Combined Ordinary and Extraordinary General Meeting, to be held on **Tuesday, February 3, 2026 at 2:00 PM CET** at the **Company's registered office**, 23 avenue Aristide Briand, 94110 Arcueil, France

About Aramis Group

Aramis Group is a European leader in the online sale of used vehicles to consumers. The Group is present in six countries. A growth group, an e-commerce expert and a pioneer in vehicle refurbishing, Aramis Group's daily actions promote more sustainable mobility through an offer anchored in the circular economy. Founded in 2001, it has been revolutionizing its market for over 20 years, focused on ensuring the satisfaction of its customers and capitalizing on digital technology and employee engagement to create value for all its stakeholders. With annual revenues of more than €2.3 billion, Aramis Group sells more than 119,000 vehicles B2C and welcomes close to 70 million visitors across all its digital platforms each year. The Group employs more than 2,400 people and has nine industrial-scale refurbishing centers throughout Europe. Aramis Group is listed on Compartment B of the regulated market of Euronext Paris (Ticker: ARAMI – ISIN: FR0014003U94).

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MESSAGE FROM THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Dear Shareholders,

In 2025, thanks to the commitment of our teams and our unique business model, Aramis Group consolidated its European leadership with an increased market share and confirmed the strength and relevance of its strategy.

With more than 119,000 vehicles sold to individuals during the financial year, we have passed the symbolic milestone of 800,000 vehicles sold since the Group's creation. The outstanding performance of France, which has continued its double-digit growth with profitability close to 5% EBITDA, demonstrates the maturity and excellence of our operational processes. Customer satisfaction continues to peak, with an NPS of 73 at end-September 2025, once again validating the relevance and sustainability of our strategy.

In other geographies, we have resolutely pursued our convergence efforts, adapting them to local requirements in order to achieve the same standards across the Group. We have rolled out a new brand identity, accelerated the pooling of our technology tools, and shared our expertise in refurbishing, purchasing, and sales. This has resulted in accelerating inventory turnover across all countries and concrete progress on our local priorities.

As a result of this progress, the Group further improved its profitability, reaching adjusted EBITDA of €68 million while strengthening its cash generation, thus significantly reducing its level of debt. Net profit (loss) increased fourfold to €20 million in the 2025 financial year.

These results fully validate the two strategic pillars presented at our Capital Markets Day in November 2024:

1. Bring our entities together under our operational model, developed since 2001, in order to raise our performance and take full advantage of our pan-European reach;
2. "Raise the bar," which means we will continue to refine this model by improving the customer experience and providing our teams with even more support thanks to technology and innovation, helping to further reshape how Europeans buy used cars.

A huge thank you to our employees for their passion and dedication, which remain the key drivers of our success.

And thanks also to you, our shareholders, for your trust and interest in Aramis Group.

With our heartfelt appreciation,



Nicolas Chartier
Co-founder
Chairman and Chief Executive Officer



Guillaume Paoli
Co-founder
Deputy Chief Executive Officer

COMBINED GENERAL MEETING OF FEBRUARY 3, 2026

AGENDA

Agenda within the authority of the Ordinary General Meeting:

Resolution	Resolution title
First	Approval of the annual financial statements for the financial year ended September 30, 2025
Second	Approval of the consolidated financial statements for the financial year ended September 30, 2025
Third	Appropriation of net profit (loss) for the financial year
Fourth	Approval of the Statutory Auditors' report on the regulated related-party agreements referred to in Article L. 225-38 of the French Commercial Code
Fifth	Ratification of the co-option of Silvia Verneti as director, replacing Philippe de Rovira who has resigned
Sixth	Approval of the information referred to in Item I of Article L. 22-10-9 of the French Commercial Code
Seventh	Approval of the fixed, variable and exceptional components of the total remuneration and benefits of any nature paid or granted during or in respect of the financial year ended September 30, 2025 to Nicolas Chartier, Deputy Chief Executive Officer then Chairman and Chief Executive Officer from June 8, 2025.
Eighth	Approval of the fixed, variable and exceptional components of the total remuneration and benefits of any nature paid or granted during or in respect of the financial year ended September 30, 2025 to Guillaume Paoli, Chairman and Chief Executive Officer then Deputy Chief Executive Officer from June 8, 2025.
Ninth	Approval of the remuneration policy applicable to members of the Board of Directors
Tenth	Approval of the remuneration policy applicable to the Chairman and Chief Executive Officer
Eleventh	Approval of the remuneration policy applicable to the Deputy Chief Executive Officer
Twelfth	Authorization for the Board of Directors to carry out transactions in the Company's shares

Agenda within the authority of the Extraordinary General Meeting:

Resolution	Resolution title
Thirteenth	Authorization for the Board of Directors to reduce the Company's share capital by canceling treasury shares
Fourteenth	Delegation of authority to the Board of Directors to increase the share capital without preferential subscription rights by issuing Company shares reserved for members of a company savings plan
Fifteenth	Delegation of authority granted to the Board of Directors to increase the share capital by issuing, without preferential subscription rights, shares intended for an identified category of beneficiaries (employees, executive directors and corporate officers of the Company and its related companies)

Sixteenth	Delegation of authority to the Board of Directors to grant warrants for ordinary shares of the Company to specified categories of persons, automatically entailing the waiver by shareholders of their preferential subscription rights
Seventeenth	Authorization given to the Board of Directors to allocate new or existing free shares in the Company, without preferential subscription rights, to salaried employees, or certain categories of them, and to executive directors, or certain corporate officers of the Company and/or its related companies
Eighteenth	Powers for formalities (ordinary resolution)

HOW TO PARTICIPATE IN THE GENERAL MEETING

The General Meeting will be held on Tuesday, February 3, 2026 at 2:00 PM CET, at the Company's registered office, 23 avenue Aristide Briand, 94110 Arcueil, France.

In accordance with the applicable legal and regulatory provisions, the General Meeting will be broadcast live in its entirety via the following link: https://aramis-group.engagestream.companyswebcast.com/assemblee_generale_fevrier_2026

The live broadcast of the General Meeting will not allow viewers to vote remotely or ask questions via the chat feature of the live streaming platform. The recording will be available, at the end of the General Meeting, on the Company's website, as provided under applicable regulations.

Formalities to be carried out before attending the General Meeting:

In accordance with Article R. 22-10-28 of the French Commercial Code, the right to participate in the General Meeting is subject to registration of the shares in the name of the shareholder or of the intermediary registered on the shareholder's behalf (pursuant to paragraph 7 of Article L. 228-1 of the French Commercial Code), on the second business day preceding the General Meeting, i.e. Friday, January 30, 2026 at midnight (Paris time), in the registered share accounts held by the Company (or its agent), or in the bearer share accounts held by the authorized intermediaries.

Proof of registration of the shares in the bearer share accounts held by the authorized intermediaries is provided via a shareholding certificate issued by the latter, where applicable by electronic means under the conditions set out in Article R. 225-61 of the French Commercial Code, appended to:

- the postal voting form; or
 - the voting proxy form
- drawn up in the name of the shareholder or on behalf of the shareholder represented by the registered intermediary.

Procedure for participation in the General Meeting:

Postal votes or proxies

Shareholders are strongly encouraged to vote or appoint a proxy by electronic means. However, shareholders wishing to vote by post or to be represented by giving proxy to the Chairman of the General Meeting or to an agent may:

- **For holders of registered shares (pure or administered):** return the single postal voting form or proxy form, which will be sent to them with the notice of meeting, using the prepaid envelope enclosed with the notice of meeting, to the following address: Société Générale Securities Services – Service des Assemblées – CS 30812, 44308 Nantes, France, Cedex 3.
- **For holders of bearer shares:** request the single postal voting form or proxy form from the intermediary who manages their shares from the date of notice of the General Meeting.

Once completed by the shareholder, this form must be returned to the account-holding institution, which will send it to Société Générale Securities Services together with a shareholding certificate.

In order to be taken into account, postal voting forms or proxy forms given to the Chairman must be received by Société Générale Securities Services no later than three calendar days before the General Meeting, i.e. no later than Saturday, January 31, 2026.

Appointments or revocations of proxies made by mail must be received by Société Générale Securities Services - Service des Assemblées - CS 30812, 44308 Nantes, France, Cedex 3 no later than the third day prior to the General Meeting, i.e. no later than midnight (Paris time) on Saturday, January 31, 2026.

Electronic votes or proxies

Shareholders can send their voting instructions and appoint or revoke a proxy online on the secure VOTACCESS platform, under the conditions described below:

- **For holders of registered shares:** registered shareholders can make their request online via the secure VOTACCESS platform, accessible through the <https://sharinbox.societegenerale.com> website.

Holders of registered shares should log on to the Sharinbox website using their usual access code (shown on the single voting form) or their login email (if they have already activated their 'Sharinbox by SG Markets' account), followed by the password sent by mail by Société Générale Securities Services.

Holders of administered registered shares should log on to the Sharinbox website using the login details that will be sent to them a few days before the rights are opened.

Once on the Sharinbox home page, holders of registered shares will follow the on-screen instructions to access the VOTACCESS platform, where they can vote online.

- **For holders of bearer shares:** it is the responsibility of the holders of bearer shares to find out whether or not their account-holding institution is connected to the VOTACCESS website and, if so, whether this access is subject to special terms of use. It should be noted that only holders of bearer shares whose account-holding institution has joined VOTACCESS will be able to vote or appoint or revoke a proxy online.

If the shareholder's account-holding institution is connected to the VOTACCESS website, the shareholder will have to identify themselves on the online portal of their account-holding institution using their usual access codes. They must then click on the icon that appears on the line corresponding to their Aramis Group shares, and follow the instructions on the screen in order to access the VOTACCESS website and vote or appoint or revoke a proxy.

If the shareholder's account-holding institution is not connected to the VOTACCESS website, it is specified that notification of the appointment or revocation of a proxy may nevertheless be made electronically in accordance with the provisions of Article R. 22-10-24 of the French Commercial Code, by sending an email to the following email address: assemblees.generales@sgss.socgen.com

This email must include, as an attachment, a scanned copy of the proxy voting form giving the full name, address and bank details of the shareholder, together with the name and address of the proxy appointed or revoked, together with the certificate of participation issued by the authorized intermediary.

In addition, shareholders must ask the bank or financial intermediary who manages their securities account to send written confirmation to Société Générale Securities Services, at the above-mentioned email address.

Only proxy appointment or revocation notifications may be sent to the above email address. No other request or notification relating to any other subject will be taken into account and/or processed.

In order for electronic proxy appointments or revocations to be validly taken into account, confirmations must be received by Société Générale Securities Services no later than midnight (Paris time) on Monday, February 2, 2026, the day preceding the General Meeting.

The VOTACCESS website will be open from Thursday, January 15, 2026 at 9:00 AM (Paris time). Online voting prior to the General Meeting will end on the day before the meeting, i.e. Monday, February 2, 2026 at 3:00 PM (Paris time). Shareholders are strongly advised not to wait until the day before the General Meeting to enter their voting instructions, as the VOTACCESS website may be overloaded.

Voting procedure for proxies other than the Chairman of the General Meeting

The proxy must send their voting instructions for the exercise of the mandate they hold to Société Générale Securities Services no later than the third day preceding the date of the General Meeting, i.e. midnight (Paris time) on Saturday, January 31, 2026.

The proxy of a holder of registered shares must send their voting instructions for the exercise of their mandates by emailing a scanned copy of the postal voting form available in the General Meeting section of the Company's website <https://aramis.group>, at the following address: [2026 General Meeting – Aramis Group](#).

These voting instructions must be accompanied by a copy of the proxy's valid identity document and, if the proxy is a legal entity, the power of attorney appointing it as proxy.

The proxy of a holder of bearer shares must contact the shareholder's account-holding institution to find out the voting procedures to be followed.

In addition, for their own voting rights, the proxy must send their voting instructions in accordance with the usual procedures.

HOW TO COMPLETE THE VOTING FORM

You wish to attend the Meeting:
check box 1
"I wish to attend the Shareholder's Meeting"

You wish to vote by mail: check box 2
"I vote by post"

You wish to appoint the Chairman of the General Meeting as your proxy:
check box 3
"I hereby give my proxy to the Chairman of the General Meeting"

You wish to appoint a named person who will be present at the Meeting as your proxy:
check box 4
"I hereby appoint" and enter the name and address of such person

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 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**

1 JE DÉSIRE ASSISTER A 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



Société anonyme au capital social de 1.657.133,42 €
Siège social : 23 av Aristide Briand - 94110 Arcueil
484 964 036 R.C.S. Créteil

ASSEMBLÉE GÉNÉRALE MIXTE
le mardi 3 février 2026, à 14h00
au siège social
23 avenue Aristide Briand - 94110 Arcueil

COMBINED GENERAL MEETING
on Tuesday, February 3rd, 2026 at 2.00 p.m
at headquarters
23 avenue Aristide Briand - 94110 Arcueil

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

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

2 **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 I abstain.

1	2	3	4	5	6	7	8	9	10	A	B
Non / No <input type="checkbox"/>	Oui / Yes <input type="checkbox"/>	<input type="checkbox"/>									
Abs. <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No <input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	12	13	14	15	16	17	18	19	20	C	D
Non / No <input type="checkbox"/>	Oui / Yes <input type="checkbox"/>	<input type="checkbox"/>									
Abs. <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No <input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	22	23	24	25	26	27	28	29	30	E	F
Non / No <input type="checkbox"/>	Oui / Yes <input type="checkbox"/>	<input type="checkbox"/>									
Abs. <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No <input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31	32	33	34	35	36	37	38	39	40	G	H
Non / No <input type="checkbox"/>	Oui / Yes <input type="checkbox"/>	<input type="checkbox"/>									
Abs. <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No <input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41	42	43	44	45	46	47	48	49	50	J	K
Non / No <input type="checkbox"/>	Oui / Yes <input type="checkbox"/>	<input type="checkbox"/>									
Abs. <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No <input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Si des amendements ou des résolutions nouvelles étaient présentés en assemblée, je vote NON sauf si je signale un autre choix en noircissant la case correspondante :
In case amendments or new resolutions are proposed during the meeting, I vote NO unless I indicate another choice by shading the corresponding box:
- Je donne pouvoir au Président de l'assemblée générale. // I appoint the Chairman of the general meeting.
- Je m'abstiens. // I abstain from voting.
- Je donne procuration (cf. au verso renvoi (4)) à M., Mme ou Mlle, Raison Sociale pour voter en mon nom // I appoint (see reverse (4)) Mr, Mrs or Miss, Corporate Name to vote on my behalf.

Pour être pris en considération, tout formulaire doit parvenir au plus tard :
To be considered, this completed form must be returned no later than:
à la banque / to the bank sur 1^{ère} convocation / on 1st notification sur 2^{ème} convocation / on 2nd notification
31 janvier 2026, 23h59

3 **JE DONNE POUVOIR AU PRÉSIDENT DE L'ASSEMBLÉE GÉNÉRALE**
Cf. au verso (3)

I HEREBY GIVE MY PROXY TO THE CHAIRMAN OF THE GENERAL MEETING
See reverse (3)

4 **JE DONNE POUVOIR À :** Cf. au verso (4)

I HEREBY APPOINT: See reverse (4)
to represent me at the above mentioned Meeting
M. Mme ou Mlle, Raison Sociale / Mr, Mrs or Miss, 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 will be valid only if they are directly returned to your bank.

Nom, 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)

Enter your name and address here or verify them if they already appear

Date & Signature

Whatever your choice, date and sign here

* 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

REQUEST FORM FOR RECEIVING ADDITIONAL DOCUMENTS

Request to be returned to: Service des Assemblées Générales, 32, rue du Champ-de-Tir, CS 30812, 44308 Nantes, France, Cedex 3



REQUEST FORM FOR RECEIVING ADDITIONAL DOCUMENTS

Combined General Meeting

Tuesday, February 3, 2026

I, the undersigned:

Residing at:

Owner of: registered shares¹

And/or of: bearer shares

Acknowledge having received the documents relating to the aforementioned General Meeting and referred to in Article R. 225-81 of the French Commercial Code.

Request the additional documents provided for in Article R. 225-83 of the French Commercial Code to be sent to me.

Signed in:

On:2026

Signature

¹ Holders of registered shares may make a single request to the Company for the documents and information referred to in Article R. 225-83 of the French Commercial Code to be sent to them on the occasion of each subsequent General Meeting.

PRESENTATION OF ARAMIS GROUP IN 2024–2025

SUMMARY REPORT OF ARAMIS GROUP'S POSITION IN 2024–2025

Aramis Group is a European leader² in the online sale of used vehicles to consumers. As at September 30, 2025, the closing date of the financial year, the Group operated in six countries through six brands: Aramisauto, Cardoen, Clicars, CarSupermarket, Onlinecars and Brumbrum in France, Belgium, Spain, the United Kingdom, Austria and Italy, respectively. A growth group, an e-commerce expert and a pioneer in vehicle refurbishing, Aramis Group's daily actions promote more sustainable mobility through an offer anchored in the circular economy.

Formed in 2001, it has been revolutionizing its market for over 20 years, placing customer satisfaction at the center of its actions and capitalizing on digital technology and the commitment of its employees to create value for all its stakeholders. Aramis Group offers its customers a wide range of automotive products and services (including financing, insurance, maintenance, warranties and accessories) in a seamless, intuitive and immersive sales and purchasing experience, which can take place both fully online and fully offline through a network of customer centers.

With a unique vertically integrated business model, the Group has notably made industrial scale, in-house vehicle refurbishing one of the key pillars of its success.

The Group sources and sells its used, refurbished or pre-registered vehicles from and to both private individuals (B2C) and commercial partners (B2B), such as distribution networks, independent dealers, trade-in specialists and leasing companies.

During the financial year ended September 30, 2025, the Group sold 150,074 used vehicles (119,109 of which to private individuals (B2C)), generating consolidated revenues of €2,380 million. It has a network of 73 customer centers and its average workforce was 2,488 employees. The Group also relied on an in-house effective refurbishing capacity of almost 100,000 vehicles during the financial year at its ninth operational refurbishing centers (Donzère and Nemours in France, Villaverde and Valancia in Spain, Antwerp in Belgium, Goole and Hull in the United Kingdom, Graz in Austria and Reggio Emilia in Italy).

Information by geographic region

France

Aramis Group has operated in France since it was founded in 2001. It operates in this historical area of operation under the Aramisauto brand. At September 30, 2025, the Group had a network of 36 customer centers in France, with two vehicle refurbishing centers in Donzère and Nemours. The Donzère (Drôme) center opened in February 2014. It was a pioneer in Europe for industrial-scale refurbishing and to this day remains a benchmark for the rationalization of flows and productivity. Its nominal capacity is 20,000 vehicles per year. The Nemours (Seine-et-Marne) center opened in June 2022. It was designed around the best practices developed by its forerunner, and also has a nominal capacity of 20,000 vehicles per year. The two centers have excellent geographical complementarity, leading to further improvements in lead times

² Aramis Group's European leadership is measured in terms of volumes of used vehicles sold to individuals.

and logistics costs. During the financial year ended September 30, 2025, revenues generated in the country amounted to €1,038.1 million, or 44% of the Group's total consolidated revenues.

Spain

Aramis Group has been present in Spain since 2017, following the acquisition of a majority stake in the company Clicars. Today it holds 100% of the company's shares. Formed in 2016, this company has experienced a sharp rise in volumes and revenues since its launch. At September 30, 2025, Aramis Group had six customer centers in Spain, as Clicars had initiated a strategy of convergence toward the "optichannel" model advocated by the Group, opening five new customer centers during the last two financial years. The Group also operates two refurbishing centers in Villaverde (south of Madrid) and in Valencia, with nominal refurbishing capacities of 25,000 and 5,000 vehicles, respectively, per year, supporting its business model based primarily on refurbished used vehicle sales. During the financial year ended September 30, 2025, revenues generated in Spain amounted to €311.9 million, or 13% of the Group's total consolidated revenues. It should be noted that the Valencia site (the country's second-largest sales point in terms of volumes sold) fully reopened on May 5, 2025 following the floods in October 2024.

Belgium

Aramis Group expanded into Belgium in 2018 following the acquisition of a majority stake in the Cardoen group, specializing in used vehicle sales in Belgium and which was founded in 1949. Aramis Group now holds all of the shares in the operating company Datos. The Group's activities in Belgium are operated under the Cardoen brand. As at September 30, 2025, the Group operates a network of 16 customer centers in Belgium (including five franchises). The Group has an "optichannel" model in Belgium, based on a large network of centers and a best-in-class website. The Group's offering in Belgium also includes maintenance services and the sale of accessories. Cardoen has a refurbishing center in Antwerp opened in November 2021, with a nominal capacity of 12,000 vehicles per year, which allows it to develop its refurbished used vehicle business, in line with the Group's growth strategy. During the financial year ended September 30, 2025, revenues generated in the country amounted to €322.8 million, or 14% of the Group's total consolidated revenues.

United Kingdom

Aramis Group expanded into the United Kingdom in March 2021 by acquiring a 60% majority stake in Motordepot. Founded in 2001, Motordepot is a multi-channel used vehicle sales platform operating under the trademark CarSupermarket.com. It has enjoyed significant growth in this geographical area. Motordepot has a network of 10 customer centers and two vehicle refurbishing centers, one located in Goole (Yorkshire) operated since 2018 with an annual nominal capacity of 12,000 vehicles, and the second located in Hull (Yorkshire), opened in 2023, with a nominal capacity of 20,000 vehicles. During the financial year ended September 30, 2025, revenues generated in the UK amounted to €490.9 million, or 21% of the Group's total consolidated revenues. In June 2025, the Group signed an agreement with the founder of CarSupermarket.com for the acquisition, by Aramis Group, of the remaining 40% of Motordepot, the Aramis Group's UK subsidiary, for £30 million. The transaction, including payment of the price and the share transfer, is due to be completed no later than January 30, 2026. The founder also stepped down as a director of Motordepot and his shareholders' agreement with Aramis Group was terminated.

Austria

Aramis Group expanded into Austria in October 2022, through the acquisition of a 100% stake in Onlinecars. Founded in 2005, Onlinecars is the Austrian market leader in used vehicle sales and operates commercially under the same brand. The company operates on three sites across the country (Velden, Vienna and Graz) and owns its own refurbishing center, located near Graz, with an annual nominal capacity of 15,000 vehicles. During the financial year ended September 30, 2025, revenues generated in Austria amounted to €187.4 million, or 8% of the Group's total consolidated revenues.

Italy

Aramis Group expanded into Italy in November 2022, through the acquisition of a 100% stake in Brumbrum. Founded in 2016, Brumbrum is the leading online used car dealer in Italy. Based in Milan, Brumbrum operates a top-tier vehicle refurbishing center in Reggio Emilia with an annual nominal capacity of 15,000 vehicles, and two customer centers. During the financial year ended September 30, 2025, revenues generated in Italy amounted to €28.5 million, or 1% of the Group's total consolidated revenues.

Information on products and services

Refurbished used vehicles

For the financial year ended September 30, 2025, the refurbished used vehicle sales business generated revenues of €1,557 million, representing 65% of Aramis Group consolidated revenues. This business is the Group's major strategic development focus and has grown significantly since the financial year ended September 30, 2019, with a compound annual growth rate (CAGR) in vehicle sales of 32%. The Group sold 91,219 refurbished used vehicles to individuals during the financial year ended September 30, 2025, (compared with 87,541 during the financial year ended September 30, 2024), representing 77% of the total vehicles sold by the Group to individuals during the financial year.

The Group's refurbished used vehicle business consists of selling to private individuals (or similar) used vehicles that have undergone a thorough technical inspection, overhaul by mechanics, bodywork and paintwork and a complete cleaning. These refurbished vehicles are generally less than eight years old with less than 150,000 kilometers.

Thanks to its refurbishing centers strategically located in each of the countries in which it operates, Aramis Group carries out almost the entire refurbishing process in-house. This allows it to reduce lead times, charge competitive prices and offer unique guarantees to its customers. The Group's customers in France benefit, for example, from a one-year guarantee or a guarantee on the first 15,000 kilometers, a "Satisfied or money-back" guarantee for 30 days or 1,000 kilometers, or a refund of the difference if the vehicle purchased is sold at a lower price by a competitor within 15 days of purchase.

Vehicles undergo a thorough and standardized refurbishing process, with more than 200 mechanical, electronic and cosmetic controls on each vehicle, enabling the Group to offer its customers vehicles of a high and consistent quality in a used vehicle market where customer satisfaction fluctuates.

The level of the Group's customer satisfaction ratings is a testament to the quality and reliability of its refurbishing process. The Aramis Group's Net Promoter Score (NPS), which is an indicator that assesses as a percentage the propensity of customers to recommend a company, product or service to a friend or colleague, was thus 73 at the Group level.

Pre-registered used vehicles

For the financial year ended September 30, 2025, the pre-registered used vehicle sales business (also called "zero-kilometer vehicles" in France) generated revenues of €554 million, representing 23% of Aramis Group consolidated revenues. This business consists of sales to private individuals (or similar) of vehicles that have been registered for the first time and that generally have an odometer reading of between 0 and 50 kilometers. These vehicles have been registered in the name of commercial dealers without having been sold to an end-user and have therefore traveled very few kilometers, solely for logistics purposes. This is the Group's historical business segment in France and Belgium. No (or very few) pre-registered used vehicles are sold in its other geographical areas.

B2B used vehicles

For the financial year ended September 30, 2025, the Group's B2B used vehicle sales business generated revenues of €145.1 million, representing 6% of Aramis Group consolidated revenues. As part of this business, the Group sells to professional buyers, on dedicated platforms, used vehicles acquired as part of trade-in offers to its retail customers which it chooses not to refurbish, in particular because they do not meet the age and/or mileage criteria set by the Group.

Services

Finally, Aramis Group offers its customers products and services that are complementary and related to its core business of selling vehicles, including financing, insurance, maintenance and vehicle accessories. For the financial year ended September 30, 2025, this business segment generated revenues of €123.7 million, representing 5% of Aramis Group consolidated revenues. This business enables the Group to increase its gross margin per vehicle sold.

Financing and insurance

Aramis Group receives commissions as a business intermediary on facility agreements, leasing with an option to buy and insurance contracts taken out by its customers with third party credit institutions and/or insurance companies. In addition to the direct income from these activities, the financing services offered to customers are also important sales levers. The penetration rate of this type of service with the Group's customers averaged 44% during the financial year ended September 30, 2025.

Maintenance contracts and warranty extensions

In all its geographical areas, Aramis Group offers its retail customers maintenance contracts for a maximum of seven years on the pre-registered and refurbished vehicles it sells, either through external service providers or directly in-house. The Group also offers extended warranty agreements for up to ten years, covering different types of technical, electronic and electrical faults.

Accessories and other services

Aramis Group offers consumers accessories and services, such as window etching of the vehicle chassis number, when they purchase vehicles online or offline. The Group also offers maintenance and service kits and customized floor mats. The Group draws on the long-established expertise developed through its business in Belgium to grow this business segment in the other countries where it is present.

BUSINESS MODEL AND CORPORATE RESPONSIBILITY

In 2025, as part of the first-time application of the European Corporate Sustainability Reporting Directive (CSRD), Aramis Group published its Consolidated Sustainability Report, prepared in accordance with European Sustainability Reporting Standards (ESRS). The report, approved by the Board of Directors, reflects the Group's commitment to environmental, social and governance (ESG) matters, in line with its strategy and business model centered on used vehicle sales.

Enhanced sustainability governance

Sustainability is fully integrated into the governance of Aramis Group. The Board of Directors defines the strategic objectives for corporate social responsibility (CSR) and oversees their implementation. It relies in particular on the Audit Committee and the CSR Committee to monitor the impacts, risks and opportunities. Sustainability criteria are integrated into the long-term variable remuneration schemes for executives, reflecting the alignment between financial and non-financial performance.

A structured double materiality assessment

The Group has carried out a double materiality assessment, with the support of an expert consultant, to identify and prioritize key environmental, social and governance matters. This assessment, presented to the Board of Directors, is an essential baseline for managing risks and opportunities.

Environmental matters

When it comes to environmental matters, Aramis Group focuses primarily on combating and adapting to climate change, including by reducing its greenhouse gas emissions. The Group's business model, based on the circular economy through the refurbishing and resale of used vehicles, contributes to more sustainable mobility.

Social matters

At the social level, Aramis Group pays particular attention to employee health and safety, skills development, diversity and equal treatment. Aramis Group also ensures respect for human rights and working conditions within its value chain, including through a responsible supplier policy. Customer satisfaction, safety and protection are also top priorities.

Ethics and business conduct

In terms of governance, Aramis Group reaffirms its commitment to business ethics, anti-corruption, data protection and cybersecurity. The Group strives to ensure the transparency of its practices and to maintain a high level of regulatory compliance in all its activities.

For further information, see Chapter 3 of the 2025 Universal Registration Document.

GOVERNANCE

Aramis Group is a company controlled by the Stellantis Group, through its subsidiary Automobiles Peugeot SA. As of December 31, 2025, the Stellantis Group held 60.54% of the Group's share capital and 67.40% of its voting rights.

Stellantis has the right to appoint four directors to the Board of Directors of the Company as long as the Stellantis Group holds control of the Company within the meaning of Article L. 233-3 of the French Commercial Code. The Founders will also sit on the Company's Board of Directors as long as they are respectively executive directors of the Company and each hold at least 5% of the share capital of the Company (on a fully diluted basis).

As long as Stellantis holds control of the Company within the meaning of Article L. 233-3 of the French Commercial Code, there will be at least three independent Board members within the meaning of the AFEP-MEDEF Code. Furthermore, in the event that the Stellantis group would cease to have control of the Company within the meaning of Article L. 233-3 of the French Commercial Code:

- (i) the proportion of independent directors within the meaning of the AFEP-MEDEF Code appointed to the Board of Directors of the Company shall be adjusted in accordance with the provisions of the AFEP-MEDEF Code; and
- (ii) Stellantis shall retain the right to appoint two members to the Board of Directors as long as the Stellantis Group holds at least 25% of the share capital or voting rights of the Company. Finally, Stellantis will have the opportunity to name one of its directors to each of the Board Committees (Audit Committee, Appointments and Remuneration Committee and CSR Committee).

Governance code

Aramis Group complies with the AFEP-MEDEF Corporate Governance Code for listed companies, as updated in December 2022.

For further information, please refer to Section 2.1.1.1 of the Corporate Governance Report in Chapter 2 of the 2025 Universal Registration Document

Composition of the Board of Directors of the Company at September 30, 2025

Name	Nationality	Date of first appointment	Date of General Meeting that approved the last appointment	End of term	Main position within the Company/ Independence	Member of a Board Committee	Number of offices held in listed companies other than the Company	Number of shares held at September 30, 2025
Nicolas Chartier	French	General Meeting of June 7, 2021	General Meeting of February 4, 2025	General Meeting held to approve the financial statements for the financial year ending September 30, 2027	Chairman and Chief Executive Officer		0	7,391,971 ⁽⁴⁾
Guillaume Paoli	French	General Meeting of June 7, 2021	General Meeting of February 4, 2025	General Meeting held to approve the financial statements for the financial year ending September 30, 2027	Deputy Chief Executive Officer and Director	Member of the CSR Committee	0	7,391,971 ⁽³⁾
Sophie Le Roi	French	Board of Directors meeting of September 26, 2022	General Meeting of February 4, 2025	General Meeting held to approve the financial statements for the financial year ending September 30, 2026	Director ⁽¹⁾	Member of the Audit Committee	0	-
James Weston	British	General Meeting of February 4, 2025	General Meeting of February 4, 2025	General Meeting held to approve the financial statements for the financial year ending September 30, 2027	Director ⁽¹⁾	Member of the CSR Committee	0	-
Anne Abboud	French	Board of Directors meeting of May 19, 2025		General Meeting held to approve the financial statements for the financial year ending September 30, 2028	Director ⁽¹⁾	Member of the Appointments and Remuneration Committee	0	-

<i>Delphine Mousseau</i>	<i>French</i>	<i>General Meeting of June 7, 2021</i>	<i>General Meeting of February 4, 2025</i>	<i>General Meeting held to approve the financial statements for the financial year ending September 30, 2026</i>	<i>Independent director⁽²⁾</i>	<i>Chairwoman of the Appointments and Remuneration Committee and member of the Audit Committee</i>	<i>2</i>	<i>450</i>
<i>Sonia Barrière</i>	<i>French</i>	<i>General Meeting of February 4, 2025</i>	<i>General Meeting of February 4, 2025</i>	<i>General Meeting held to approve the financial statements for the financial year ending September 30, 2027</i>	<i>Independent director⁽²⁾</i>	<i>Chairwoman of the CSR Committee</i>	<i>0</i>	<i>1000</i>
<i>Patrick Bataillard</i>	<i>French</i>	<i>General Meeting of June 7, 2021</i>	<i>General Meeting of February 4, 2025</i>	<i>General Meeting held to approve the financial statements for the financial year ending September 30, 2028</i>	<i>Independent director⁽²⁾</i>	<i>Chairman of the Audit Committee and member of the Appointments and Remuneration Committee</i>	<i>0</i>	<i>1600</i>

(1) *Director representing the majority shareholder.*

(2) *As defined in the AFEP-MEDEF Code*

(3) *Held via Laurelin, a company of which Guillaume Paoli holds all the share capital and voting rights*

(4) *Held via Sensei Investment, a company of which Nicolas Chartier holds all the share capital and voting rights*

8 directors

37.5% independent directors

54 years of age on average

50% female directors

Changes in the composition of the Board of Directors

During the financial year ended September 30, 2025, the following changes took place in the composition of the Board of Directors:

- Appointment of Sonia Barrière and James Weston as directors by decision of the General Meeting of February 4, 2025,
- Expiration of the term of office as Director of Céline Vuillequez and Xavier Duchemin at the end of the General Meeting of February 4, 2025.
- Co-optation of Anne Abboud as director, by decision of the Board of Directors of May 19, 2025, to replace Linda Jackson, who resigned.
- Philippe de Rovira's resignation from the Board of Directors on July 2, 2025.

Changes in the composition of the Board of Directors post-closing

On November 26, 2025, the Board of Directors co-opted Silvia Vernetti as a new director to replace Philippe de Rovira for the remainder of his term of office, or until the end of the General Meeting held to approve the financial statements for the financial year ending September 30, 2028. The General Meeting of February 3, 2026 will be asked to ratify her co-optation.

Silvia Vernetti was appointed as Head of Stellantis Joint Ventures in June 2025. Prior to that, she had been Head of the Group's Strategic Development and Global Corporate Office since January 2021, while also serving on the Executive Committee. With a master's degree in engineering from the Polytechnic University of Catalunya (Barcelona), she has extensive experience in strategy, business development and financial management. After working for Bain & Company and Andersen Consulting, she joined Fiat SpA in 2004, where she oversaw the development of Fidis (a consumer finance subsidiary) and the coordination of joint ventures. She led the development of FCA for the EMEA region, and then Fiat's Serbian subsidiary, before taking on global responsibilities for Jeep Finance in 2018. Her career illustrates her recognized expertise in organizing industrial alliances and leading complex international projects.

Anne Abboud, a director representing Stellantis, no longer holds any position within this shareholder, and her co-optation will therefore not be submitted for ratification by the General Meeting of February 3, 2026.

Activities of the Board of Directors in the financial year ended September 30, 2025

During the financial year ended September 30, 2025, the Board of Directors met five times and discussed the following topics in particular:

Topics	Board of Directors meeting of November 26, 2024	Written consultation of January 13, 2025	Board of Directors meeting of February 04, 2025	Board of Directors meeting of March 31, 2025	Board of Directors meeting of May 19, 2025	Written consultation of June 2, 2025	Board of Directors meeting of July 21, 2025	Board of Directors meeting of September 30, 2025
Business, market								
Market update	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Update on the business operations				<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Budget and financial results								
Discussion and approval of the annual financial statements and of the consolidated financial statements, recommendation for the appropriation of the net profit (loss), after Audit Committee review	<input type="checkbox"/>							
Review of the Universal Registration Document, discussion and approval of the Management Report, after Audit Committee review	<input type="checkbox"/>							
Authorization given to the Chairman and Chief Executive Officer to grant sureties, endorsements and guarantees								<input type="checkbox"/>
Discussion and approval of the half-year financial statements and Half-Year Financial Report, after Audit Committee Review					<input type="checkbox"/>			
Management planning documents	<input type="checkbox"/>				<input type="checkbox"/>			
Annual budget								<input type="checkbox"/>
Mid-term plan								
Delegation of authority to executives to trade in the Company's shares/liquidity contract			<input type="checkbox"/>				<input type="checkbox"/>	
Litigation				<input type="checkbox"/>				
Strategy, M&A								
Strategy update								
New brand platform and visual identity				<input type="checkbox"/>				
Use of AI as a lever for growth				<input type="checkbox"/>				
Capital Markets Day							<input type="checkbox"/>	<input type="checkbox"/>

M&A updates					<input type="checkbox"/>			<input type="checkbox"/>
CSR								
Review and approval of the Statement of Non-Financial Performance, after review by the CSR Committee	<input type="checkbox"/>							
Choice of the certifier of the sustainability statement	<input type="checkbox"/>							
Determination of the multi-year strategic CSR objectives including the climate strategy, after review by the Audit Committee and CSR Committee							<input type="checkbox"/>	
Presentation of the methods of implementation of the multi-year CSR strategy							<input type="checkbox"/>	
General Meeting								
Notice of the Annual General Meeting and approval of the text of the resolutions	<input type="checkbox"/>							
Corporate governance								
Approval of the Corporate Governance Report, after review by the Appointments and Remuneration Committee	<input type="checkbox"/>							
Appointment of the Chairman and CEO and Deputy CEO as part of the rotating chairmanship					<input type="checkbox"/>			
Change in the composition of the Board of Directors and/or Committees			<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	
Update of the Internal rules of the Board of Directors and of the committees to the Board after review by the corresponding Committees			<input type="checkbox"/>					
Regulated related-party agreements and ordinary agreements (review, assessment); annual reporting on the implementation of the assessment procedure, after review by the Audit Committee, change in the composition of the Committee for the Qualification of Agreements	<input type="checkbox"/>	<input type="checkbox"/>						
Discussion without executives present	<input type="checkbox"/>							
Recap of the obligations of insiders and PDMRs								<input type="checkbox"/>
Remuneration, human resources, diversity								
Chairman and CEO and Deputy CEO remuneration for the financial year ended September 30 (ex-post), after review by the Appointments and Remuneration Committee								<input type="checkbox"/>
Chairman and CEO and Deputy CEO remuneration policy for the financial year ending (ex-ante), after review by the Appointments and Remuneration Committee	<input type="checkbox"/>							
Independent directors' remuneration (ex-ante), after review by the Appointments and Remuneration Committee								<input type="checkbox"/>
Long-term incentive plans (free share allocation) for the financial year ended September 30, 2025, after review by the Appointments and Remuneration Committee	<input type="checkbox"/>							
Determination of the rate of achievement of the free share plans	<input type="checkbox"/>							
Approval of the independent directors' fees	<input type="checkbox"/>							
Minority shareholders and earn-out payments				<input type="checkbox"/>		<input type="checkbox"/>		
Change in the incentive plan, after review by the Appointments and Remuneration Committee	<input type="checkbox"/>							
Policy on professional equality and equal pay, after review by the Appointments and Remuneration Committee					<input type="checkbox"/>			

Annual evaluation of the Board of Directors

The internal rules of the Board of Directors include the procedures to be used by the Board to evaluate its ability to meet the expectations of shareholders, by periodically reviewing its membership, organization and operations. To that effect, based on a report from the Appointments and Remuneration Committee, the Board of Directors must, on an annual basis, devote an item on its agenda to the evaluation of its operating procedures, the verification that important issues are appropriately prepared and discussed within the Board, and the measurement of the actual contribution of each member to the Board's work in respect of their expertise and involvement in deliberations. This evaluation is based on responses to an anonymous, individual questionnaire sent to each Board member once a year.

For the financial year ended September 30, 2025, Board members completed an anonymous self-assessment questionnaire. Each specialized Committee (Audit, Appointments and Remuneration, and CSR) also conducted its own self-assessment, providing an overview of how the governance works.

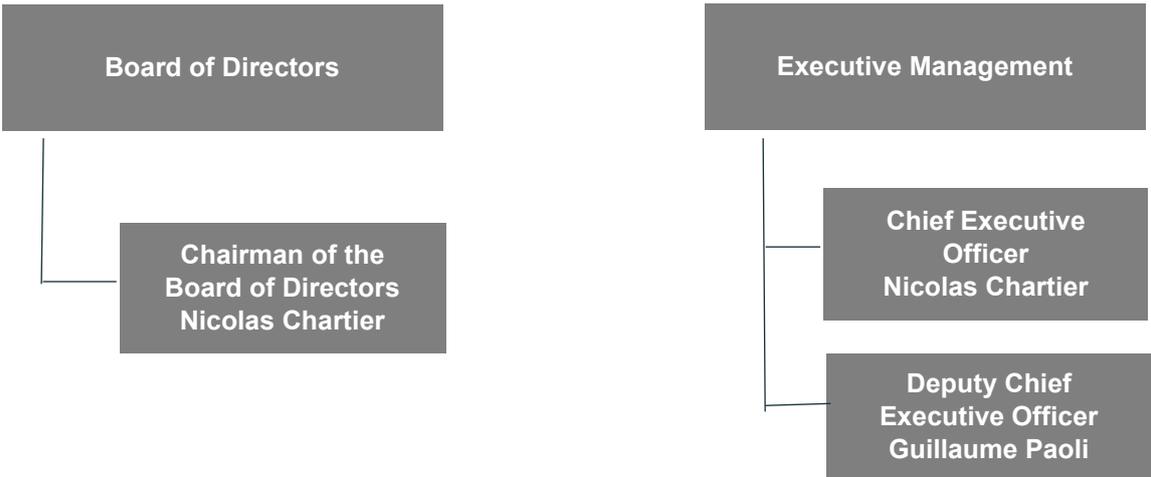
The directors appreciated the quality of the discussions, the clarity of the documents sent, and the harmonious collaboration between the Board, its Committees and the management team.

The self-assessment also identified several areas for improvement, including better coordination between Committees and more extensive use of the experience of independent directors for strategic and CSR matters.

Specialized Board Committees at September 30, 2025



Executive Management at September 30, 2025



Procedures and functioning of management bodies

Form of Executive Management and Chairman of the Board of Directors

The positions of Chairman of the Board of Directors and Chief Executive Officer of the Company are combined.

The offices of Chairman and Chief Executive Officer and Deputy Chief Executive Officer shall be alternated by Nicolas Chartier and Guillaume Paoli, with a rotation of their respective duties occurring every two years.

Thus, since June 8, 2025, Nicolas Chartier has been Chairman and Chief Executive Officer and Guillaume Paoli has been Deputy Chief Executive Officer of the Company.

Powers of the Chairman and Chief Executive Officer and of the Deputy Chief Executive Officer

As required by law, by the Company's articles of association and by the internal rules of the Board of Directors, the Company's Chairman and Chief Executive Officer chairs the meetings of the Board of Directors and sees to the effective functioning of the corporate bodies, ensuring, in particular, that the directors are able to fulfill their duties. The Chairman and Chief Executive Officer is given full powers to act, in any circumstances, on behalf of the Company. He exercises these powers within the limits of the corporate purpose and subject to the powers expressly provided by law to the General Shareholders' Meetings and to the Board of Directors. The Chairman and Chief Executive Officer represents the Company in its relations with third parties.

The Deputy Chief Executive Officers has the same powers as the Chairman and Chief Executive Officer with regard to third parties. The Company shall be bound by the actions of the Chairman and Chief Executive Officer and/or Deputy Chief Executive Officer even if unrelated to the corporate purpose, unless the Company can prove that the third party involved either knew that the decision went beyond said purpose or could not be unaware of this under the circumstances; mere publication of the articles of association is not sufficient proof thereof. Decisions of the Board of Directors that limit the powers of the Chairman and Chief Executive Officer and/or Deputy Chief Executive Officer are not binding on third parties.

The Chairman and Chief Executive Officer or Deputy Chief Executive Officer may, within the limits set by current law, delegate such powers as they deem appropriate for the accomplishment of one or more fixed objectives to any agents of their choosing, even outside the Company, who may act individually or as a committee or commission, and with or without the right to make substitutions, subject to the limitations provided by law. Such powers may be permanent or temporary and carry or not carry an option to make substitutions. Delegations of power thus granted remain effective even though the individual who conferred them is no longer in office.

For further information on the restrictions that the Board of Directors may place on the powers of the Chairman and Chief Executive Officer and/or the Deputy Chief Executive Officer, please refer to Article 1.4 of the Board of Directors' internal rules, the terms of which are set out in Section 7.1.5.2 of the Corporate Governance Report in Chapter 2 of the 2025 Universal Registration Document.

Description of the diversity policy within the Board of Directors, as defined in Article L. 22-10-10 2° of the French Commercial Code

The Company's directors come from a variety of backgrounds and have a variety of qualifications and experience, reflecting the objectives set by the Board of Directors and the various aspects of the Group's long-term strategy. The presentation of each director in the Company's 2025 Universal Registration Document provides a better understanding of their diversity and the complementarity of their experiences. The Board ensures the good balance of its composition and that of its Committees, particularly in terms of diversity (international

experience, expertise, etc.). Based on the recommendations made by the Appointments and Remuneration Committee, directors are appointed according to their qualifications, professional expertise and independent-mindedness, either at General Meetings or through co-optation.

Information on the gender balance within the Board of Directors

At September 30, 2025, the Board of Directors included four women: Sonia Barrière, Sophie Le Roi, Delphine Mousseau and Silvia Verneti, representing 50% of directors. The Company thus complies with the provision of Act No. 2011-103 of January 27, 2011 relative to the gender balance on Boards of Directors and Supervisory Boards, and to professional equality. The proportion of female directors is at least 40%, in line with the provisions of Articles L. 225-18-1 and L. 22-10-3 of the French Commercial Code.

For further details, see Section 2.1.2.4 of the 2025 Universal Registration Document.

REMUNERATION OF CORPORATE OFFICERS

Remuneration policy for the financial year ending September 30, 2026

The following sub-sections set out the remuneration policy applicable to the Company's executive directors, in particular for the financial year ending September 30, 2026. They describe the components of their fixed and variable remuneration and explain the decision-making process used for their determination, revision and implementation.

In accordance with the provisions of Article L. 22-10-8 of the French Commercial Code, the remuneration policy set out below is subject to the approval of the Combined General Meeting of February 3, 2026. It is recalled that the last annual approval of the remuneration policy applicable to the Chairman and Chief Executive Officer and Deputy Chief Executive Officer took place by way of a resolution of the Combined General Meeting of February 4, 2025.

Decision-making principles and processes used to determine, revise and implement the Group's remuneration policy during the financial year ending September 30, 2026

The Group's remuneration policy, which includes the remuneration of its executive directors, is aimed at, in compliance with the Company's corporate interest and in line with market and industry practices, ensuring competitive remuneration levels while preserving strong links with the Company's performance and maintaining a balance between short-term and medium/long-term performance, in support of the Group's commercial strategy and viability. In order to attract and retain the best talent, the Group has put in place a remuneration policy that entails:

- (i) a base salary for the position held which is attractive to recruit and retain talent, and for the employees concerned;
- (ii) an annual variable remuneration, which seeks to reward in the fairest possible way the performance and involvement of employees, taking into account the Group's financial and operational objectives.

Market data is regularly collected and analyzed by the Group in order to maintain the competitiveness of its remuneration policy, while controlling the growth of its payroll. Most Group employees are thus eligible for annual variable remuneration, which may total from 3% to 50% of the annual base salary for executives, and is conditional on achieving operational objectives.

This annual variable remuneration, which is a source of motivation for the teams, is based on annual criteria including safety, the environment, financial and operational performance, and personal objectives.

Beyond this annual variable remuneration, the Group intends to fully involve all of its employees in its development through share ownership; the employee share ownership policy is thus a strategic means to support the Group's profitable and lasting growth and which the Group intends to actively pursue.

Within the Group, the remuneration policy applicable to executive directors is set by the Board of Directors on the proposal of the Appointments and Remuneration Committee. The Appointments and Remuneration Committee is chaired by an independent director and is mainly composed of independent directors as defined by the AFEP-MEDEF Code. At the start of the year, the Appointments and Remuneration Committee verifies the level of achievement of the performance criteria set for the past financial year, on which the payment of the variable remuneration is based. The Board of Directors and the Appointments and Remuneration

Committee ensure that the executive directors' remuneration complies with the recommendations of the AFEP-MEDEF Code.

Lastly, under the say-on-pay mechanism, the remuneration policy applicable to the Company's executive directors, as well as the remuneration components and benefits paid to them during the past financial year, are submitted annually, in accordance with the provisions of Articles L. 22-10-8 and L. 22-10-34 of the French Commercial Code, for approval by the Company's General Shareholders' Meeting.

Components of the remuneration of the Chairman and Chief Executive Officer and the Deputy Chief Executive Officer for the financial year ending September 30, 2026

Fixed remuneration

At its meeting of November 26, 2025, the Board of Directors set the remuneration of the Chairman and Chief Executive Officer and the Deputy Chief Executive Officer for the financial year ending September 30, 2026. For each of them, it will consist of a fixed remuneration in the gross amount of €470,000, compared with €400,000 for the financial year ended September 30, 2025, for their respective corporate offices.

This raise follows a period in which the remuneration of the two officers had remained unchanged since the Company's IPO in 2021, while internal comparisons and peer benchmarking had revealed a widening gap with the levels applied to equivalent roles.

Annual variable remuneration

The adjustment approved by the Board also introduces a variable component, in line with the recommendations of Article 26 of the AFEP-MEDEF Code on the pay structure of executive directors. The Chairman and Chief Executive Officer and the Deputy Chief Executive Officer could receive variable annual remuneration of up to 50% of their fixed annual remuneration, or €235,000, if targets are reached. The variable remuneration would be based on the attainment of financial criteria, which the Board of Directors, on a proposal from the Appointments and Remuneration Committee, considered to be the most relevant for assessing the Group's financial performance. For the financial year ending September 30, 2026, these criteria are linked to the attainment of an adjusted EBIT threshold (one third), operating WCR (one third) and revenues (one third) for that financial year.

Benefits in kind/departure indemnity

The Chairman and Chief Executive Officer and the Deputy Chief Executive Officer of the Company will not receive any benefits in kind. In addition, they will not receive any departure indemnity or non-competition indemnity.

Allocation of performance shares

The Company is implementing a long-term incentive plan for Group executives.

On November 26, 2025, the Company's Board of Directors decided to set up a new performance share plan for the benefit of Nicolas Chartier, the Company's Chairman and Chief Executive Officer, and Guillaume Paoli, the Company's Deputy Chief Executive Officer, through the granting of free ordinary Company shares up to a maximum of 40,000 ordinary shares (20,000 each) (i.e. 0.05% of the Company's share capital at the date of this Universal Registration Document (the "2025 Executive Free Share Plan").

The free shares granted under the 2025 Executive Free Share Plan are subject to a three-year vesting period as from the grant date. The number of free shares granted under the 2025 Executive Free Share Plan will depend on the fulfillment of performance conditions, such as:

- the Group's profitability over the 2026, 2027 and 2028 financial years (relating to 40% of the shares allocated), compared to the average revenues over the same period;
- the average growth in the number of B2C vehicles delivered by the Group in financial years 2026, 2027 and 2028 (covering 20% of the shares allocated);
- the average customer satisfaction level for financial years 2026, 2027 and 2028 (covering 20% of the shares allocated); and
- the reduction in greenhouse gas emissions per vehicle sold between October 1, 2025, and September 30, 2028, (covering 20% of the shares allocated).

The performance shares definitively allocated under the 2025 Executive Free Share Plan are not subject to a lockup period.

Summary of the fixed and variable components of the remuneration of the Chairman and Chief Executive Officer

Remuneration components	Principle	Determination criteria
Fixed remuneration	The Chairman and Chief Executive Officer receives a fixed remuneration in the form of twelve monthly payments.	For the financial year ending September 30, 2026, the gross annual amount was set at €470,000.
Annual variable remuneration	The Chairman and Chief Executive Officer receives remuneration of up to 50% of his fixed remuneration.	For the financial year ending September 30, 2026, the amount of variable remuneration could reach €235,000. It would be based on the following criteria: EBIT (one third), operating WCR (one third), and revenues (one third).
Long-term remuneration (performance shares)	The Chairman and Chief Executive Officer is granted performance shares in the Company, subject to the fulfillment of performance criteria.	The definitive allocation of the shares under the Executive Free Share Plan will be made without any discount (a) subject to the ongoing employment of the executive concerned and (b) subject to performance criteria relating in particular to (i) a target for growth in number of vehicles delivered in B2C, (ii) a target for customer satisfaction (NPS), (iii) compliance with a Group profitability threshold and (iv) a CSR performance criterion.

Long-term remuneration (stock options or warrants)	N/A	N/A
Extraordinary remuneration	N/A	N/A
Departure indemnity and non-competition indemnity	N/A	N/A
Benefits in kind	N/A	N/A

Summary of the fixed and variable components of the remuneration of the Deputy Chief Executive Officer

Remuneration components	Principle	Determination criteria
Fixed remuneration	The Deputy Chief Executive Officer receives a fixed remuneration in the form of twelve monthly payments.	For the financial year ending September 30, 2026, the gross annual amount was set at €470,000.
Annual variable remuneration	The Chairman and Chief Executive Officer receives remuneration of up to 50% of his fixed remuneration.	For the financial year ending September 30, 2026, the amount of variable remuneration could reach €235,000. It would be based on the following criteria: EBIT (one third), operating WCR (one third), and revenues (one third).
Long-term remuneration (performance shares)	The Deputy Chief Executive Officer is granted performance shares in the Company, subject to the fulfillment of performance criteria.	The definitive allocation of the shares under the Executive Free Share Plan will be made without any discount (a) subject to the ongoing employment of the executive concerned and (b) subject to performance criteria relating in particular to (i) a target for growth in number of vehicles delivered in B2C, (ii) a target for customer satisfaction (NPS), (iii) compliance with a Group profitability threshold and (iv) a CSR performance criterion.
Extraordinary remuneration	N/A	N/A
Supplementary pension plan	N/A	N/A
Departure indemnity and non-competition indemnity	N/A	N/A
Benefits in kind	N/A	N/A

Components of directors' remuneration for the financial year ending September 30, 2026

The Company's General Shareholders' Meeting of February 4, 2025, decided, under the terms of its eighteenth resolution, to change the overall amount of remuneration allocated to the Board of Directors from €183,600 to €187,280 for the financial year ended September 30, 2025, as well as for subsequent financial years, until the General Meeting decides otherwise.

On the recommendation of the Appointments and Remuneration Committee, the Board of Directors shall freely distribute among its members the remuneration allocated to the Board of Directors by the General Shareholders' Meeting, particularly taking into consideration, in accordance with the recommendations of the AFEP-MEDEF Code, the actual participation of directors in Board and Committee meetings. A contribution set by the Board and taken from the overall amount allocated to the Board shall be paid to the members of the Committees,

particularly taking into consideration the actual participation of Committee members in the meetings of such Committees;

The Board of Directors meeting of September 30, 2025, on a proposal from the Appointments and Remuneration Committee, decided to propose that the General Meeting of February 3, 2026 increase the remuneration package for the financial year ending September 30, 2026, from €187,280 to €191,050.

The distribution of the directors' remuneration for the financial year ended September 30, 2026, will be unchanged from the financial year ended September 30, 2025, i.e.:

- 60% of the amount allocated to meetings of the Board of Directors, i.e. €114,630;
- 20% of the amount allocated to the meetings of the Audit Committee, i.e. €38,210;
- 12% of the amount allocated to the meetings of the Appointments and Remuneration Committee, i.e. €22,926; and
- 8% of the amount allocated to the CSR Committee meetings, i.e. €15,284.

For Board meetings, the annual fixed portion will represent 40% (€45,582) of the remuneration (i.e. €15,284 per independent director) while the variable remuneration will account for 60% (€68,778) of the total remuneration (€22,926 per independent director if they attend all meetings).

Moreover, the remuneration paid to the Chairs of specialized Board Committees for participation in the meetings of such Committees will be weighted by a factor of two.

Only the directors classified as independent are remunerated for their office.

Remuneration and benefits granted to corporate officers during the financial year ended September 30, 2025

The Annual General Meeting shall rule on a draft resolution regarding the information mentioned in Item I, Article L. 22-10-9 of the French Commercial Code that must be included in the Corporate Governance Report and which includes the components of the remuneration paid or granted in respect of the corporate office during the past financial year, i.e. the financial year ended September 30, 2025.

The Annual General Meeting shall rule on the fixed, variable and exceptional components of the total remuneration and benefits of any nature paid or granted during the past financial year, by way of a separate resolution for each corporate officer.

Summary table of the fixed, variable and exceptional components of the total remuneration and benefits of any nature paid or allocated during the financial year ended September 30, 2025 to Nicolas Chartier, Chairman and Chief Executive Officer

Fixed remuneration	€400,000
Variable remuneration	None
Extraordinary remuneration	None
Remuneration for the term of office as Director	None
Performance shares	20,000 shares awarded subject to performance conditions by the Board of Directors on November 26, 2024
Pension plan	None
Severance indemnity	None
Non-competition indemnity	None
Incentive schemes and profit-sharing (including matching contributions)	0
Benefits in kind	None

Summary table of the fixed, variable and exceptional components of the total remuneration and benefits of any nature paid or allocated during the financial year ended September 30, 2025 to Guillaume Paoli, Deputy Chief Executive Officer

Fixed remuneration	€400,000
Variable remuneration	None
Extraordinary remuneration	None
Remuneration for the term of office as Director	None
Performance shares	20,000 shares awarded subject to performance conditions by the Board of Directors on November 26, 2024.
Pension plan	None
Severance indemnity	None
Non-competition indemnity	None
Incentive schemes and profit-sharing (including matching contributions)	None
Benefits in kind	None

Ratio between the level of remuneration of the Chairman and Chief Executive Officer and Deputy Chief Executive Officer and the average and median remuneration paid to Group employees (equity ratios)

For the calculation of the ratios presented below in accordance with Article L. 22-10-9 I 6° of the French Commercial Code, the Company referred to the AFEP-MEDEF guidelines of February 2021.

In particular:

- The ratios below were calculated on the basis of the remuneration paid during the financial years mentioned, including the expenses and employer contributions paid on this remuneration. This executive directors' remuneration includes the fixed remuneration paid during the financial years mentioned, as well as the performance shares granted during the same periods and valued at their book value on the date they were granted;
- For employees, the remuneration taken into account for the calculation is the full-time equivalent (FTE) remuneration;
- As for the previous financial year, the following entities were included in the calculation of the equity ratios: the listed company Aramis Group, Aramis, The Remarketing Company and The Customer Company, as this scope covers 100% of the payroll in France. It was decided to expand the scope of calculation of the equity ratios to all French entities of the Group, as the listed company Aramis Group had only 8 employees at September 30, 2024 and thus does not have a scope considered to be representative.
- The consolidated adjusted EBITDA is a performance indicator which is monitored regularly by the Group to analyze and assess its businesses and their trends, measure performance, prepare earnings forecasts and make strategic decisions.

Comparison of the level of remuneration of executive directors with that of Group employees

Nicolas Chartier, Chairman and Chief Executive Officer

	Financial year ended September 30, 2025	Financial year ended September 30, 2024
Ratio on cost of average remuneration	11	10
Ratio on cost of median remuneration	15	12.2

Guillaume Paoli, Deputy Chief Executive Officer

	Financial year ended September 30, 2025	Financial year ended September 30, 2024
Ratio on cost of average remuneration	11	10
Ratio on cost of median remuneration	15	12.2

Comparison of the level of remuneration of executive directors with that of Company employees

Nicolas Chartier, Chairman and Chief Executive Officer

	Financial year ended September 30, 2025	Financial year ended September 30, 2024
Ratio on cost of average remuneration	3.2	2.9
Ratio on cost of median remuneration	3.8	3.6

Guillaume Paoli, Deputy Chief Executive Officer

	Financial year ended September 30, 2025	Financial year ended September 30, 2024
Ratio on cost of average remuneration	3.2	2.9
Ratio on cost of median remuneration	3.8	3.6

Annual change in the remuneration of executive directors and employees in consideration of the Company's performance

	Financial year ended September 30, 2025	Financial year ended September 30, 2024	Financial year ended September 30, 2023
Cost of the remuneration of Nicolas Chartier (in thousands of euros, including charges and employer contributions based on this remuneration)	686	642	640
Cost of the remuneration of Guillaume Paoli (in thousands of euros, including charges and employer contributions based on this remuneration)	685	643	640
Consolidated adjusted EBITDA (in thousands of euros)	67,812	50,480	9,646
Cost of the average remuneration of employees on an FTE basis (in thousands of euros, including related employer contributions)	63	64	50

For further details on the remuneration of corporate officers, please refer to Section 2.4 "Information on remuneration" of the Corporate Governance Report in Chapter 2 of the 2025 Universal Registration Document.

DELEGATIONS OF AUTHORITY AND FINANCIAL AUTHORIZATIONS

A summary table of the financial authorizations adopted by the General Meeting of February 4, 2025 is provided below, specifying in particular their amount and duration. The resolutions proposed for renewal at the General Meeting of February 3, 2026 are also indicated in this section, and the amounts and durations of the financial authorizations concerned remain unchanged.

The Company's General Shareholders' Meeting of February 3, 2025 adopted the following financial delegations of authority:

Resolution	Type of delegation/authority	Maximum duration	Maximum nominal amount
February 4, 2025	Twenty-first Resolution	Authorization to transact in the Company's shares	18 months Up to a maximum of 10% of the total number of shares composing the share capital
February 4, 2025	Twenty-second Resolution	Authorization granted to the Board of Directors to reduce the share capital by canceling treasury shares	26 months Up to a limit of 10% of the share capital per 24-month period
February 4, 2025	Twenty-third Resolution	Delegation of authority to the Board of Directors to increase the share capital through capitalization of reserves, profits, premiums or any other sum for which capitalization is allowed	26 months €331,000 (i.e. approximately 20% of the share capital)
February 4, 2025	Twenty-fourth Resolution	Delegation of authority to the Board of Directors to increase the share capital by issuing, with preferential subscription rights, shares and/or equity securities with rights to acquire other equity securities and/or that contain rights for the attribution of debt securities and/or securities with rights to acquire equity securities to be issued in future	26 months €828,000 (i.e. approximately 50% of the share capital) ⁽¹⁾
February 4, 2025	Twenty-fifth Resolution	Delegation of authority to the Board of Directors to increase the share capital by issuing, without preferential subscription rights, shares and/or equity securities with rights to acquire other equity securities and/or that contain rights for the attribution of debt securities and/or securities with rights to acquire equity securities to be issued in future, with a mandatory priority subscription period, in the context of a public offer other than those referred to in Article L. 411-2 of the French Monetary and Financial Code	26 months €497,140 (i.e. approximately 30% of the share capital) ⁽¹⁾
February 4, 2025	Twenty-sixth Resolution	Delegation of authority to the Board of Directors to increase the share capital by issuing, without preferential subscription rights, shares and/or equity securities with rights to acquire other equity securities and/or that contain rights for the attribution of debt securities and/or securities with rights to acquire equity securities to be issued in future, with an optional priority subscription period, in the context of a public offer other than those referred to in Article L. 411-2 of the French Monetary and Financial Code	26 months €497,140 (i.e. approximately 30% of the share capital) ⁽¹⁾

February 4, 2025	Twenty-seventh resolution	Delegation of authority to the Board of Directors to increase the share capital by issuing, without preferential subscription rights, shares and/or equity securities with rights to acquire other equity securities and/or that contain rights for the attribution of debt securities and/or securities with rights to acquire equity securities to be issued in future, in the context of a public offer referred to in Item 1 of Article L. 411-2 of the French Monetary and Financial Code	26 months	€497,140 (i.e. approximately 30% of the share capital) ⁽¹⁾
February 4, 2025	Twenty-eighth resolution	Authorization to the Board of Directors to increase the amount of the issues, with or without maintaining preferential subscription rights	26 months	Subject to a limit of 15% of the amount of the issue ⁽¹⁾⁽³⁾
February 4, 2025	Twenty-ninth resolution	Delegation of the necessary powers to the Board of Directors to increase the share capital by issuing shares and/or equity securities with rights to acquire other equity securities and/or that contain rights for the attribution of debt securities and/or securities with rights to acquire equity securities to be issued in future, in consideration for contributions in kind	26 months	€331,000 (i.e. approximately 20% of the share capital) ⁽¹⁾
February 4, 2025	Thirtieth resolution	Delegation of authority to the Board of Directors to increase the share capital without preferential subscription rights by issuing Company shares reserved for members of a company savings plan	26 months	€24,800 (approximately 1.5% of the share capital) ^{(1) (2)}
February 4, 2025	Thirty-first resolution	Delegation of authority granted to the Board of Directors to increase the share capital by issuing, without preferential subscription rights, shares intended for an identified category of beneficiaries (employees, executive directors and corporate officers of the Company and its related companies)	18 months	€24,800 (approximately 1.5% of the share capital) ^{(1) (2)}
February 4, 2025	Thirty-second resolution	Delegation of authority to the Board of Directors to grant warrants for ordinary shares of the Company to specified categories of persons, automatically entailing the waiver by shareholders of their preferential subscription rights	18 months	€8,200 (approximately 0.5% of the share capital) ^{(1) (2)}
February 4, 2025	Thirty-third resolution	Authorization given to the Board of Directors to allocate new or existing free shares in the Company, without preferential subscription rights, to salaried employees, or certain categories of them, and to executive directors, or certain corporate officers of the Company and/or its related companies	38 months	5% of the share capital ^{(1) (2)}

(1) The maximum overall nominal amount of the capital increases that may be carried out pursuant to this delegation of authority counts toward the total ceiling applied to immediate and deferred capital increases under item 2 of the twenty-fourth resolution, set at €828,000 (i.e. 50% of the number of shares representing the share capital).

(2) The maximum nominal amount of the capital increases that may be completed pursuant to this delegation is counted against the combined ceiling applicable to capital increases reserved for members of a company savings plan (plan d'épargne entreprise), capital increases reserved for an identified category of beneficiaries (employees, executive directors and corporate officers of the Company and of related companies), and allocations of free shares and warrants, set at 5% of the Company's capital.

(3) This resolution allows for an increase of 15% in the size of issues referred to in the twenty-fourth, twenty-fifth, twenty-sixth and twenty-seventh resolutions.

Concerning the use of existing financial authorizations:

At its meeting of November 26, 2025, the Board of Directors made use of the powers delegated to the Board under the thirty-third resolution of the Company's General Meeting of February 4, 2025, (see Section 2.4.3.2 of this Universal Registration Document).

Delegations of authority for capital increases proposed at the Combined General Meeting of February 3, 2026:

Resolution	Type of delegation/authority	Maximum duration	Maximum nominal amount
Twelfth Resolution	Authorization to transact in the Company's shares	18 months	Up to a maximum of 10% of the total number of shares composing the share capital
Thirteenth Resolution	Authorization for the Board of Directors to reduce the share capital by canceling treasury shares	26 months	Up to a limit of 10% of the share capital per 24-month period
Fourteenth Resolution	Delegation of authority to the Board of Directors to increase the share capital without preferential subscription rights by issuing Company shares reserved for members of a company savings plan	26 months	€24,800 (approximately 1.5% of the share capital) ^{(1) (2)}
Fifteenth Resolution	Delegation of authority granted to the Board of Directors to increase the share capital by issuing, without preferential subscription rights, shares intended for an identified category of beneficiaries (employees, executive directors and corporate officers of the Company and its related companies)	18 months	€24,800 (approximately 1.5% of the share capital) ^{(1) (2)}
Sixteenth Resolution	Delegation of authority to the Board of Directors to grant warrants for ordinary shares of the Company to specified categories of persons, automatically entailing the waiver by shareholders of their preferential subscription rights	18 months	€8,200 (approximately 0.5% of the share capital) ^{(1) (2)}
Seventeenth Resolution	Authorization given to the Board of Directors to allocate new or existing free shares in the Company, without preferential subscription rights, to salaried employees, or certain categories of them, and to executive directors, or certain corporate officers of the Company and/or its related companies	38 months	5% of the share capital ^{(1) (2)}

(1) The maximum overall nominal amount of the capital increases that may be carried out pursuant to this delegation of authority counts toward the total ceiling applied to immediate and deferred capital increases under item 2 of the twenty-fourth resolution of the General Meeting of February 4, 2025, set at €828,000 (i.e. 50% of the number of shares representing the share capital).

(2) The maximum nominal amount of the capital increases that may be completed pursuant to this delegation is counted against the combined ceiling applicable to capital increases reserved for members of a company savings plan (plan d'épargne entreprise), capital increases reserved for an identified category of beneficiaries (employees, executive directors and corporate officers of the Company and of related companies), and allocations of free shares and warrants, set at 5% of the Company's capital.

RESOLUTIONS SUBMITTED FOR APPROVAL TO THE COMBINED GENERAL MEETING OF FEBRUARY 3, 2026

PRESENTATION OF THE RESOLUTIONS

To the Annual General Meeting of Aramis Group SA,

We have called this Combined General Meeting to submit for your approval the draft resolutions on the following matters:

I – Financial statements for the financial year ended September 30, 2025 and appropriation of net profit (loss) (*first to third ordinary resolutions*)

The **first resolution** concerns the approval of the annual financial statements. The reported net profit (loss) for the financial year ended September 30, 2025 stood at -€15,072,424. Detailed notes on the annual financial statements are included in the Company's 2025 Universal Registration Document.

The **second resolution** concerns the approval of the consolidated financial statements, which show a profit of €19,865,735. Detailed notes on the consolidated financial statements are included in the Company's 2025 Universal Registration Document.

The **third resolution** concerns the appropriation of net profit (loss). We propose to allocate the loss of -€15,072,424 to retained earnings. As a reminder, no dividends have been paid in the last three financial years.

II – Approval of the Statutory Auditors' Report on Regulated Related-Party Agreements (*fourth ordinary resolution*)

Please note that only new regulated related-party agreements authorized and concluded during the past financial year or at the start of the current financial year are submitted for approval by the General Meeting. By the **fourth resolution**, we ask you to approve the Statutory Auditors' Special Report on the agreements referred to in Articles L. 225-38 et seq. of the French Commercial Code, indicating the absence of any new regulated related-party agreements for the past financial year.

III – Ratification of the co-optation of a Board member (*fifth ordinary resolution*)

By the **fifth resolution**, you are asked to ratify the temporary appointments of a director by the Board of Directors, namely:

- The co-optation of Silvia Verneti by decision of the Board of Directors on November 26, 2025, to replace Philippe de Rovira, who resigned, for the remainder of his term of office, i.e. until the end of the General Meeting called to approve the financial statements for the financial year ending September 30, 2028.

IV – Remuneration (*sixth to eleventh ordinary resolutions*)

By the **sixth resolution**, you are asked, pursuant to Article L. 22-10-34 I of the French Commercial Code, to approve the information referred to in Item I of Article L. 22-10-9 of said Code, which is described in the Corporate Governance Report included in Chapter 2 of the Company's 2025 Universal Registration Document and which concerns the following topics:

- Total remuneration and benefits of any nature, distinguishing between fixed, variable and exceptional components, including equity securities, debt securities or securities convertible to equity or conferring rights to the allocation of debt securities of the Company or the companies mentioned in Articles L. 228-13 and L. 228-93, paid in respect of the corporate office held during the past financial year, or allocated in respect of the corporate office held in that financial year, indicating the main conditions for exercising rights, in particular the price and the date of exercise and any amendment to those conditions;
- The proportion relating to fixed and variable remuneration;
- Use of the clawback provision by which variable remuneration must be paid back;
- Commitments of any nature made by the Company and corresponding to components of remuneration, indemnities or benefits payable or likely to be payable upon taking, leaving or changing office or subsequent thereto, including pension commitments and other lifetime benefits, mentioning, under the conditions and in accordance with the procedures laid down by decree, the precise methods for calculating those commitments and the estimated amounts likely to be paid on that basis;
- Any remuneration paid or allocated by a company within the scope of consolidation pursuant to Article L. 233-16;
- For the Chairman of the Board of Directors, the Chief Executive Officer and each Deputy Chief Executive Officer, the ratios between the level of remuneration of each of these executives and, on the one hand, the average remuneration on a full-time equivalent basis of the Company's employees other than corporate officers, and on the other hand, the median remuneration on a full-time equivalent basis of the Company's employees other than corporate officers;
- Annual change in remuneration, the Company's performance, average remuneration on a full-time equivalent basis of the Company's employees other than executives, and equity ratios over the last five or more financial years, presented together and in such a way as to allow comparison;
- An explanation of how total remuneration is consistent with the remuneration policy adopted, including how it contributes to the long-term performance of the Company, and how performance criteria have been applied;
- The manner in which voting at the last Ordinary General Meeting provided for in Item I of Article L. 22-10-34 was taken into account;
- Any deviation from the procedure for implementing the remuneration policy and any derogation applied in accordance with the second paragraph of Item III of Article L. 22-10-8, including an explanation of the nature of the exceptional circumstances and an indication of the specific components derogated from;
- The application of the obligation to suspend the payment of directors' remuneration when the composition of the Board of Directors does not comply with the provisions of the second paragraph of Article L. 225-45 of the French Commercial Code.

By the **seventh and eighth resolutions**, you are requested, in accordance with Article L. 22-10-34 II of the French Commercial Code, to approve the fixed, variable and exceptional components of total remuneration and benefits of any nature paid in the past financial year or allocated for that financial year, by separate resolutions for:

- Nicolas Chartier, Deputy Chief Executive Officer and then Chairman and Chief Executive Officer from June 8, 2025 (**seventh resolution**).
- Guillaume Paoli, Chairman and Chief Executive Officer and then Deputy Chief Executive Officer from June 8, 2025 (**eighth resolution**)

These remuneration components are described in the Corporate Governance Report prepared by the Board of Directors pursuant to Article L. 225-37 of the French Commercial Code.

By the **ninth to eleventh resolutions**, you are requested, in accordance with Article L. 22-10-8 of the French Commercial Code, to approve the remuneration policy for corporate officers as presented in the Corporate Governance Report prepared by the Board of Directors pursuant to Article L. 225-37 of the French Commercial Code.

The remuneration policy describes all the components of the fixed and variable remuneration for corporate officers and explains the decision-making process followed for calculating, reviewing and implementing that remuneration.

It applies to the directors (ninth resolution), the Chairman and Chief Executive Officer (tenth resolution) and the Deputy Chief Executive Officer (eleventh resolution) pursuant to Ordinance No. 2019-1234 of November 27, 2019 on the remuneration of corporate officers of listed companies.

With regard to the directors, the **ninth resolution** recalls that the remuneration policy is described in the Corporate Governance Report included in Chapter 2 of the Company's 2025 Universal Registration Document. We propose to increase the amount of this remuneration from €187,280 (one hundred eighty-seven thousand two hundred and eighty euros) to €191,050 (one hundred and ninety-one thousand and fifty euros); said annual fixed amount may be divided among the directors in accordance with the procedures to be defined by the Board of Directors. This resolution and the amount of remuneration shall be considered approved by the General Meeting at the start of each new financial year until the adoption of a new resolution amending the annual fixed amount allocated to the remuneration of directors.

With regard to the remuneration of the Chairman and Chief Executive Officer and the Deputy Chief Executive Officer, the **ninth and tenth resolutions** recall that the remuneration policy is described in the Corporate Governance Report included in Chapter 2 of the Company's 2025 Universal Registration Document.

It is recalled that the fixed remuneration of the Chairman and Chief Executive Officer and the Deputy Chief Executive Officer would change compared to the previous financial year. Fixed remuneration would increase from €400,000 to €470,000 and variable remuneration of up to €235,000 would be established. This variable remuneration would be based on the following criteria: EBIT (1/3), operational WCR (1/3) and revenues (1/3).

The Chairman and Chief Executive Officer and the Deputy Chief Executive Officer of the Company will not receive any benefits in kind. In addition, they will not receive any departure indemnity or non-competition indemnity.

Long-term remuneration would be implemented in the form of a free share award (maximum of 20,000 ordinary shares of the Company per executive), subject to the fulfillment of performance criteria (the "2025 Executive Free Share Plan"). The free shares granted under the 2025 Executive Free Share Plan will be subject to a vesting period of three years from the allocation date and to the executives still being in office at the end of the vesting period. The number of free shares granted under the 2025 Executive Free Share Plan will depend on the fulfillment of the following performance conditions:

- the Group's profitability over the 2026, 2027 and 2028 financial years (for 40% of the shares granted),
- the increase in the number of B2C vehicles delivered by the Group in financial years 2026, 2027 and 2028 (covering 20% of the shares granted),
- the average customer satisfaction level for financial years 2026, 2027 and 2028 (covering 20% of the shares granted), and
- the cumulative reduction in greenhouse gas emissions from vehicles sold over the 2026, 2027 and 2028 financial years (for 20% of the shares granted).

V – Delegations of authority and authorizations granted to the Board of Directors to carry out transactions affecting the Company's capital (*twelfth ordinary resolution and thirteenth to seventeenth extraordinary resolutions*)

Under the **twelfth to seventeenth resolutions**, the Board of Directors proposes to this General Meeting to renew several delegations of authority and financial authorizations granted by the General Meeting of February 4, 2025.

The Board of Directors may not, without the prior authorization of this General Meeting, make use of the delegations of authority and authorizations presented below after a third party has filed a public tender offer for the Company's shares and until the end of the offer period.

The following table presents a summary of the delegations of authority and financial authorizations proposed for adoption by this General Meeting:

Resolution	Type of delegation/authority	Maximum duration	Maximum nominal amount
Twelfth Resolution	Authorization to transact in the Company's shares	18 months	Up to a maximum of 10% of the total number of shares composing the share capital
Thirteenth Resolution	Authorization for the Board of Directors to reduce the share capital by canceling treasury shares	26 months	Up to a limit of 10% of the share capital per 24-month period
Fourteenth Resolution	Delegation of authority to the Board of Directors to increase the share capital without preferential subscription rights by issuing Company shares reserved for members of a company savings plan	26 months	€24,800 (approximately 1.5% of the share capital) ^{(1) (2)}
Fifteenth Resolution	Delegation of authority granted to the Board of Directors to increase the share capital by issuing, without preferential subscription rights, shares intended for an identified category of beneficiaries (employees, executive directors and corporate officers of the Company and its related companies)	18 months	€24,800 (approximately 1.5% of the share capital) ^{(1) (2)}
Sixteenth Resolution	Delegation of authority to the Board of Directors to grant warrants for ordinary shares of the Company to specified categories of persons, automatically entailing the waiver by shareholders of their preferential subscription rights	18 months	€8,200 (approximately 0.5% of the share capital) ^{(1) (2)}
Seventeenth Resolution	Authorization given to the Board of Directors to allocate new or existing free shares in the Company, without preferential subscription rights, to salaried employees, or certain categories of them, and to executive directors, or certain corporate officers of the Company and/or its related companies	38 months	5% of the share capital ^{(1) (2)}

(1) The maximum overall nominal amount of the capital increases that may be carried out pursuant to this delegation of authority counts toward the total ceiling applied to immediate and deferred capital increases under item 2 of the twenty-fourth resolution of the General Meeting of February 4, 2025, set at €828,000 (i.e. 50% of the number of shares representing the share capital).

(2) The maximum nominal amount of the capital increases that may be completed pursuant to this delegation is counted against the combined ceiling applicable to capital increases reserved for members of a company savings plan (plan d'épargne entreprise), capital increases reserved for an identified category of beneficiaries (employees, executive directors and corporate officers of the Company and of related companies), and allocations of free shares and warrants, set at 5% of the Company's capital.

A. Authorizations given to the Board of Directors to carry out transactions in the Company's shares and to reduce the Company's share capital by canceling treasury shares (twelfth ordinary resolution and thirteenth extraordinary resolution)

By the **twelfth resolution**, the Board of Directors proposes that this General Meeting authorize it to purchase a number of Company shares not exceeding 10% of the total number of shares comprising the Company's share capital; under no circumstances may the purchases made by

the Company cause it to hold at any time more than 10% of the shares comprising its share capital.

Share buybacks may be made: (a) to ensure liquidity and for market-making for the Company's shares through an investment services intermediary acting independently under a liquidity contract compliant with the market practice accepted by the French Financial Markets Authority (AMF) on July 1, 2021; (b) to allocate shares to the executive directors, corporate officers and employees of the Company and other entities of the Group; (c) to deliver the Company's shares upon the exercise of rights attached to securities entitled to allocation of the Company's equity, directly or indirectly, through redemption, conversion, exchange, presentation of a warrant, or in any other manner; (d) to hold the Company's shares for subsequent use as payment or exchange in any acquisition, merger, spin-off or contribution; (e) to cancel some or all of the shares thus purchased; (f) to engage in any market practice accepted by the AMF and, more generally, to execute any transaction compliant with the regulations in force.

The maximum purchase price per share, net of costs, may not exceed €23 (twenty-three euros) per share.

The Board of Directors proposes that this authorization, which would cancel and replace that granted by the twenty-first resolution of the General Meeting of February 4, 2025, be granted for a period of eighteen (18) months from this General Meeting.

By the thirteenth resolution, the Board of Directors also requests from this General Meeting, subject to the condition precedent of the adoption of the twelfth resolution referred to above, authorization, with an option to further delegate such authorization, to reduce the capital by way of cancellation, subject to a limit of 10% of the share capital in any twenty-four (24) month period, on one or more occasions, of some or all of the Company's shares acquired under a share buyback program authorized by the General Meeting.

The Board of Directors proposes that this authorization, which would cancel and replace that granted by the twenty-second resolution of the General Meeting of February 4, 2025, be granted for a period of twenty-six (26) months from this General Meeting.

B. Delegations of authority granted to the Board of Directors to increase the Company's share capital (*fourteenth to seventeenth extraordinary resolutions*)

The corresponding draft delegations of authority are detailed below:

Capital increases reserved for employees (fourteenth and fifteenth resolutions)

By the **fourteenth resolution**, the Board of Directors requests from this General Meeting a delegation of authority, with an option to further delegate such authority, to increase the share capital by issuing Company shares reserved for members of a company savings plan, subject to a maximum nominal amount of €24,800 (twenty-four thousand eight hundred euros) (i.e. approximately 1.5% of the share capital); the nominal amount of capital increases made pursuant to the fourteenth to sixteenth resolutions submitted to this General Meeting would

count toward that ceiling and toward the ceiling of 5% of the share capital provided for in paragraph 2 of the seventeenth resolution of this General Meeting which is a ceiling common to the fourteenth to seventeenth resolutions of this General Meeting.

The subscription price of the new shares issued pursuant to this delegation of authority would be determined under the conditions provided for in Article L. 3332-18 et seq. of the French Labor Code. The subscription price may not be less than 70% – or, where the lock-up period stipulated in the plan is greater than or equal to ten years, 60% – of the average quoted share price during the twenty (20) trading days preceding the date of the decision setting the opening date for subscriptions. The Board of Directors may reduce or omit the above-mentioned discount at its discretion, in order to take into account in particular the legal, accounting, tax and social security regimes applicable in the country of residence of certain beneficiaries. The Board of Directors may also decide to grant free shares to subscribers of new shares, instead of the discount and/or as a matching contribution.

The Board of Directors proposes that this delegation of authority, which would cancel and replace that granted by the thirtieth resolution of the General Meeting of February 4, 2025, be granted for a period of twenty-six (26) months from this General Meeting.

Following on from the fourteenth resolution, it is proposed, in the **fifteenth resolution, that you delegate power** to the Board of Directors, with an option to further delegate that power under the conditions provided for by law, to carry out one or more capital increases reserved for (i) employees and/or corporate officers of the Company and/or companies related to the Company within the meaning of Article L. 225-180 of the French Commercial Code and Article L. 3344-1 of the French Labor Code and having their registered office outside France; (ii) one or more mutual funds or other entity under French or foreign law, whether having a legal personality or not, subscribing on behalf of the persons designated in paragraph (i) above; and (iii) one or more financial institutions mandated by the Company to propose to the persons designated in paragraph (i) above a share ownership scheme comparable to those offered to the Company's employees in France.

The purpose of such a capital increase would be to enable the Group's employees, former employees and corporate officers residing in certain countries to benefit, taking into account the regulatory or fiscal constraints that may exist locally, from plans that are as close as possible, in terms of economic profile, to those that would be offered to other Group employees under the fourteenth resolution.

The nominal amount of any capital increase that may be issued under this delegation of authority would be limited to a maximum nominal amount of €24,800 (twenty-four thousand eight hundred euros) (i.e. approximately 1.5% of the share capital as at September 30, 2024); this amount would count toward the ceiling provided in paragraph 3 of the fourteenth resolution submitted to this General Meeting, as well as toward the ceiling of 5% of the share capital provided for in paragraph 2 of the seventeenth resolution of this General Meeting.

The subscription price of the shares issued under this delegation of authority may not be more than 30% lower than the average quoted share price during the twenty (20) trading days preceding the date of the decision setting the opening date for subscriptions, nor higher than that average. Nevertheless, when giving effect to this delegation of authority, the Board of

Directors may reduce the amount of the discount on a case-by-case basis, in particular owing to tax, social security or accounting constraints applicable in the countries where the Group entities participating in the capital increase are located. In addition, where a transaction is carried out under this resolution simultaneously with a transaction under the fourteenth resolution, the subscription price of the shares issued under this resolution may be identical to the subscription price of the shares issued on the basis of the fourteenth resolution of this General Meeting.

The Board of Directors proposes that this delegation of authority, which would cancel and replace that granted by the thirty-first resolution of the General Meeting of February 4, 2025, be granted for a period of eighteen (18) months from this General Meeting.

Allocation of warrants for ordinary shares of the Company and performance shares (sixteenth and seventeenth resolutions)

By the **sixteenth resolution**, the Board of Directors requests a delegation of authority from this General Meeting so that it may issue, on one or more occasions, a maximum of 410,000 (four hundred and ten thousand) warrants to subscribe for the Company's ordinary shares (the "BSA 2026 warrants"), without shareholders having preferential subscription rights for said BSA 2026 warrants; each BSA 2026 warrant confers the right to subscribe for one ordinary share in the Company with a nominal value of €0.02, subject to a limit of 410,000 (four hundred and ten thousand) ordinary shares.

The total nominal amount of capital increases that may be made under the seventeenth resolution may not exceed €8,200 (eight thousand two hundred euros); this ceiling would count toward (i) the nominal ceiling of €24,800 (twenty-four thousand eight hundred euros) provided for in paragraph 3 of the fourteenth resolution of this General Meeting and (ii) the ceiling of 5% of the capital provided for in paragraph 2 of the seventeenth resolution of this General Meeting.

The issuance price of a BSA 2026 warrant would be determined on the date of issuance of that warrant according to the features thereof; in any event, said issuance price would be at least equivalent to 10% of the market value of the Company's ordinary shares on the date of allocation of the BSA 2026 warrants, corresponding to the volume-weighted average closing price for the last twenty (20) trading days preceding the date on which the Board of Directors allocates the BSA 2026 warrants, for as long as the Company's shares are admitted for trading on the regulated Euronext Paris Stock Exchange.

The Board of Directors would identify the beneficiaries and set the conditions and criteria for the BSA 2026 warrants.

This authorization would automatically require shareholders to waive, in favor of the warrant holders, their preferential subscription rights for shares that may be issued pursuant to this resolution.

The Board of Directors proposes that this authorization, which would cancel and replace that granted by the thirty-second resolution of the General Meeting of February 4, 2025, be granted for a period of eighteen (18) months from this General Meeting.

By the **seventeenth resolution**, it is proposed that you authorize the Board of Directors to issue and allocate, on one or more occasions, free shares of the Company in issue or to be issued, for the benefit of members of staff or certain categories of them, which would be identified from among the eligible corporate officers and employees of the Company or related companies.

The total number of free shares granted may not exceed 5% of the Company's share capital as at the date of the Board of Directors' decision to allocate the shares, it being specified that (i) that ceiling is a ceiling common to the fourteenth to seventeenth resolutions of this General Meeting, (ii) that ceiling would count toward the overall nominal ceiling of €828,000 (eight hundred and twenty-eight thousand euros) for capital increases provided for in paragraph 2 of the twenty-fourth resolution of the General Meeting of February 4, 2025, and (iii) the allocation of free ordinary shares to corporate officers may not exceed 5% of the free shares granted pursuant to this authorization.

The Board of Directors would identify the beneficiaries and set the conditions and criteria for allocating the shares.

In particular, the allocation of shares to their beneficiaries would become final at the end of a vesting period, the duration of which would be set by the Board of Directors. Furthermore, if the Board of Directors deemed it necessary or appropriate, the beneficiaries would have to hold those shares for a period set at the Board's discretion, it being specified that the cumulative duration of the vesting period and, where appropriate, the holding period would be set in compliance with the minimum conditions provided for by law.

This authorization would automatically require shareholders to waive, in favor of the beneficiaries of the free shares, their preferential subscription rights for shares that may be issued pursuant to this resolution.

The Board of Directors proposes that this authorization, which would cancel and replace that granted by the thirty-third resolution of the General Meeting of February 4, 2025, be granted for a period of thirty-eight (38) months from this General Meeting.

VI – Powers for formalities (*eighteenth ordinary resolution*)

By this **eighteenth and final resolution**, we propose to grant you the necessary powers to fulfill the formalities required by law.

DRAFT RESOLUTIONS

RESOLUTIONS TO BE PROPOSED AT THE ORDINARY GENERAL MEETING

FIRST RESOLUTION

(Approval of the annual financial statements for the financial year ended September 30, 2025)

The General Meeting, voting under the quorum and majority conditions required for Ordinary General Meetings and having reviewed the Board of Directors' Report and the Statutory Auditors' Report on the Annual Financial Statements for the financial year ended September 30, 2025, approves, as presented, the annual financial statements for the year then ended, which show a loss of €15,072,424.

The General Meeting notes that the annual financial statements for the financial year ended September 30, 2025 do not show any expenses that are not deductible from profits subject to corporate income tax referred to in Article 39-4 of the French General Tax Code, or any general expenses referred to in Article 39-5 of that Code.

SECOND RESOLUTION

(Approval of the consolidated financial statements for the financial year ended September 30, 2025)

The General Meeting, voting under the quorum and majority conditions required for Ordinary General Meetings and having reviewed the Board of Directors' Report and the Statutory Auditors' Report on the Consolidated Financial Statements for the financial year ended September 30, 2025, approves those financial statements, as presented, which show a profit of €19,865,735.

THIRD RESOLUTION

(Appropriation of net profit (loss) for the financial year)

The General Meeting, voting under the quorum and majority conditions required for Ordinary General Meetings and having reviewed the Board of Directors' Report:

1. Resolves to appropriate the entire loss for the financial year ended September 30, 2025, in the amount of €15,072,424 to retained earnings.
2. Notes that following this appropriation of the net loss:
 - The Company's equity will remain greater than the amount of share capital plus non-distributable reserves;
 - The reserves, which totaled €65,775 after the appropriation of net profit (loss) for the financial year ended September 30, 2024, remain unchanged;
 - the "Retained earnings" item, which after the appropriation of net profit (loss) for the financial year ended September 30, 2024, stood at -€32,764,810, is now -€47,837,234.
3. Recalls, in accordance with the law, that no dividends were paid in the previous three financial years.

FOURTH RESOLUTION

(Approval of the Statutory Auditors' Report on the regulated related-party agreements referred to in Article L. 225-38 of the French Commercial Code)

The General Meeting, voting under the quorum and majority conditions required for Ordinary General Meetings and having reviewed the Board of Directors' Report and the Statutory Auditors' Special Report mentioning the absence of any new agreement of the type referred to in Article L. 225-38 of the French Commercial Code, notes that there are no agreements to be submitted for the approval of the General Meeting.

FIFTH RESOLUTION

(Ratification of the co-optation of Silvia Verneti as director, replacing Philippe de Rovira, who has resigned)

The General Meeting, voting under the quorum and majority conditions required for Ordinary General meetings, having reviewed the Board of Directors' Report, ratifies the co-optation of Silvia Verneti as director by the Board of Directors on November 26, 2025, to replace Philippe de Rovira, who has resigned, for the remainder of his term of office, i.e. until the end of the 2029 General Meeting called to approve the financial statements for the financial year ending September 30, 2028.

SIXTH RESOLUTION

(Approval of the information referred to in Item 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, and in accordance with Article L. 22-10-34 I of the French Commercial Code, approves information referred to in Item I, Article L. 22-10-9 of the French Commercial Code, as set out in the Corporate Governance Report included in Chapter 2 of the Company's 2025 Universal Registration Document.

SEVENTH RESOLUTION

(Approval of the fixed, variable and exceptional components of the total remuneration and benefits of any nature paid or granted during or in respect of the financial year ended September 30, 2025 to Nicolas Chartier, Deputy Chief Executive Officer and then Chairman and Chief Executive Officer from June 8, 2025)

The General Meeting, voting under the quorum and majority conditions required for Ordinary General Meetings, and in accordance with Article L. 22-10-34 II of the French Commercial Code, approves the fixed, variable and exceptional components of the total remuneration and benefits of any nature paid during the financial year ended September 30, 2025 or granted for the same financial year to Nicolas Chartier, Deputy Chief Executive Officer and then the Chairman and Chief Executive Officer from June 8, 2025, as presented in the Corporate Governance Report included in Chapter 2 of the Company's 2025 Universal Registration Document.

EIGHTH RESOLUTION

(Approval of the fixed, variable and exceptional components of the total remuneration and benefits of any nature paid or granted during or in respect of the financial year ended September 30, 2025 to Guillaume Paoli, Chairman and Chief Executive Officer and then Deputy Chief Executive Officer from June 8, 2025)

The General Meeting, voting under the quorum and majority conditions required for Ordinary General Meetings, and in accordance with Article L. 22-10-34 II of the French Commercial Code, approves the fixed, variable and exceptional components of the total remuneration and benefits of any nature paid during the financial year ended September 30, 2025 or granted for the same financial year to Guillaume Paoli, Chairman and Chief Executive Officer and then Deputy Chief Executive Officer from June 8, 2025, as presented in the Corporate Governance Report included in Chapter 2 of the Company's 2025 Universal Registration Document.

NINTH RESOLUTION

(Approval of the remuneration policy applicable to members of the Board of Directors)

The General Meeting, voting under the quorum and majority conditions required for Ordinary General Meetings, and in accordance with Article L. 22-10-8 of the French Commercial Code, approves the remuneration policy applicable to Board members, as presented in the Corporate Governance Report included in Chapter 2 of the Company's 2025 Universal Registration Document.

TENTH RESOLUTION

(Approval of the remuneration policy applicable to the Chairman and Chief Executive Officer)

The General Meeting, voting under the quorum and majority conditions required for Ordinary General Meetings, and in accordance with Article L. 22-10-8 of the French Commercial Code, approves the remuneration policy applicable to the Chairman and Chief Executive Officer, as presented in the Corporate Governance Report included in Chapter 2 of the Company's 2025 Universal Registration Document.

ELEVENTH RESOLUTION

(Approval of the remuneration policy applicable to the Deputy Chief Executive Officer)

The General Meeting, voting under the quorum and majority conditions required for Ordinary General Meetings, and in accordance with Article L. 22-10-8 of the French Commercial Code, approves the remuneration policy applicable to the Deputy Chief Executive Officer, as presented in the Corporate Governance Report included in Chapter 2 of the Company's 2025 Universal Registration Document.

TWELFTH RESOLUTION

(Authorization for the Board of Directors to carry out transactions in the Company's shares)

The General Meeting, voting under the quorum and majority conditions required for Ordinary General Meetings and having reviewed the Board of Directors' Report:

1. authorizes the Board of Directors, with an option to further delegate such authorization as provided by law and regulations, in accordance with Articles L. 22-10-62 et seq. of the French Commercial Code, to purchase or cause to be purchased, on one or more occasions

and at times set by the Board, a number of Company shares that may not at any time exceed 10% of the total number of shares comprising the share capital.

Such transactions may be carried out at any time, in compliance with the regulations in force, excluding the public offer periods for the Company's shares. The above-mentioned percentages apply to a number of shares adjusted, where applicable, to account for transactions affecting the share capital carried out after this General Meeting.

Under no circumstances may the Company's purchases result in the Company holding at any time more than 10% of the shares comprising its share capital.

2. resolves that this authorization may be used:
 - i. to ensure liquidity and for market-making for the Company's shares through an investment services intermediary acting independently under a liquidity contract compliant with the market practice accepted by the French Financial Markets Authority (AMF) on July 1, 2021;
 - ii. to allocate shares to the corporate officers and employees of the Company and other entities of the Group, particularly for: (i) a profit-sharing plan, (ii) a Company stock options plan under Articles L. 225-177 and L. 22-10-56 et seq. of the French Commercial Code or (iii) a savings plan in accordance with Articles L. 3331-1 et seq. of the French Labor Code, or (iv) any free shares granted under Articles L. 225-197-1 and L. 22-10-59 et seq. of the French Commercial Code, as well as for the purpose of hedging transactions related to such transactions, under the conditions provided by the market authorities and at such times as the Company's Board of Directors or the person acting on behalf of the Board may determine;
 - iii. to deliver the Company's shares upon the exercise of rights attached to securities entitled to allocation of the Company's equity in the context of the regulation in force through redemption, conversion, exchange, presentation of a warrant, or in any other manner, as well as for the purpose of hedging in relation to such transactions, and to do so in the manner provided for by the market authorities and at such times as the Company's Board of Directors or a person acting on behalf of the Board shall choose;
 - iv. to hold the Company's shares for subsequent use as payment or exchange in any external growth transaction, merger, spin-off or contribution;
 - v. to cancel some or all of the shares thus purchased, subject to the adoption of the thirteenth resolution of this General Meeting or any other similar resolution;
 - vi. to carry out any market practice that may be accepted by the French Financial Markets Authority (AMF) and, more generally, to execute any transaction in accordance with the regulations in force.
3. resolves that the maximum purchase price per share, net of costs, may not exceed twenty-three (23) euros per share. The Board of Directors may, however, in the event of transactions impacting the Company's equity (including changes to the share's nominal value, capital increases through the capitalization of reserves followed by the issue and allocation of free shares, stock splits or reverse stock splits) adjust the maximum price indicated above to reflect the impact of such transactions on the Company's share value.
4. resolves that the purchase, sale or transfer of these shares may be carried out and paid for by any means permitted by the regulations in force: on a regulated market, on a multilateral trading system, with a systematic internalizer or over the counter, including by the acquisition or sale of blocks of shares, by the use of options or other derivative financial instruments or warrants or, more generally, securities giving rights to Company shares at the times decided by the Board of Directors;

5. resolves that the Board of Directors shall have full powers, with an option to further delegate such powers as provided by law and regulations and acting in compliance with all legislative and regulatory provisions, to allocate and, where applicable, reallocate, if so permitted, the shares bought back for the purposes of one of the objectives of the program to one or more of its other objectives, or to sell them, on the market or off market; Accordingly, the Board of Directors has full powers, with an option to further delegate such powers as provided by law and regulations, to give effect to this authorization, to specify, if necessary, the terms thereof and to determine the arrangements as provided by law and this resolution, and in particular, to place any orders on the financial markets, enter into any agreements, particularly for keeping records of share purchases and sales, file any declarations with the French Financial Markets Authority (AMF) or any other competent authority, prepare any documents, including information documents, complete any formalities, and in general, do whatever may be necessary.
The Board of Directors shall, as provided by law, inform the General Meeting of the transactions carried out pursuant to this authorization.
6. resolves that this authorization, which cancels and replaces that granted by the twenty-first resolution of the General Meeting of February 4, 2025, is granted for a period of eighteen (18) months from this General Meeting.

RESOLUTIONS TO BE PROPOSED AT THE EXTRAORDINARY GENERAL MEETING

THIRTEENTH RESOLUTION

(Authorization for the Board of Directors to reduce the Company's share capital by canceling treasury shares)

The General Meeting, voting under the quorum and majority conditions required for Extraordinary General Meetings and having reviewed the Board of Directors' Report and the Statutory Auditors' Special Report, subject to the condition precedent of the adoption of the twelfth resolution of this General Meeting:

1. authorizes the Board of Directors, with an option to further delegate such authorization as provided by legal and regulatory provisions, to:
 - i. cancel, at its sole discretion, on one or more occasions, subject to a limit of 10% of the share capital outstanding at the cancellation date (i.e. adjusted for changes made to the share capital following the adoption of this resolution), in any twenty-four (24) month period, some or all of the shares acquired by the Company under a share buyback program authorized by the shareholders;
 - ii. reduce the share capital accordingly and deduct the difference between the redemption price of the canceled shares and their nominal value from the available premiums and reserves of its choice, including the legal reserve, subject to a limit of 10% of the capital decrease carried out;
2. vests all powers in the Board of Directors, with an option to further delegate such powers as provided by legal and regulatory provisions, to finalize the amount of capital decreases subject to the limits provided by law and this resolution, to determine the necessary arrangements, to record their completion, to take any action, complete any formalities or file any declarations with a view to finalizing the capital reductions carried out pursuant to this authorization and to amend the articles of association accordingly;

3. resolves that this authorization, which cancels and replaces that granted by the twenty-second resolution of the General Meeting of February 4, 2025, is granted for a period of twenty-six (26) months from this General Meeting.

FOURTEENTH RESOLUTION

(Delegation of authority to the Board of Directors to increase the share capital without preferential subscription rights by issuing Company shares reserved for members of a company savings plan)

The General Meeting, voting under the quorum and majority conditions required for Extraordinary General Meetings, having reviewed the Board of Directors' Report and the Statutory Auditors' Special Report, and in accordance with Articles L. 225-129, L. 225-129-2, L. 225-129-6, L. 225-138, L. 22-10-49 and L. 225-138-1 of the French Commercial Code and Articles L. 3332-18 et seq. of the French Labor Code:

1. delegates its authority to the Board of Directors, with an option to further delegate such authority as provided by law, to proceed on one or more occasions, at its sole discretion, in the proportions and at the times it deems appropriate, both in France and abroad, with the issuance of new shares, such issuance being reserved for employees, former employees and eligible corporate officers of the Company and/or companies related to the Company within the meaning of Article L. 225-180 of the French Commercial Code and Article L. 3344-1 of the French Labor Code, who are members of a company savings plan;
2. removes, in favor of those members, shareholders' preferential subscription rights to the shares that may be issued pursuant to this authorization, and waive any rights to free shares that may be granted on the basis of this resolution by way of a discount and/or matching contribution;
3. resolves that the nominal amount of the capital increase that may be carried out pursuant to this delegation of authority may not exceed €24,800 (twenty-four thousand eight hundred euros) (i.e., for informational purposes, at September 30, 2025, approximately 1.5% of the share capital) or the equivalent in any other currency or monetary unit established by reference to several currencies, provided that (i) the nominal amount of the capital increases carried out under this resolution and the fifteenth and sixteenth resolutions submitted to this General Meeting will count toward that ceiling and (ii) the nominal amount of the capital increases carried out under this resolution will count toward the ceiling of 5% of the share capital provided for in paragraph 2 of the seventeenth resolution of this General Meeting, which is a ceiling common to this resolution and the fifteenth, sixteenth, and seventeenth resolutions of this General Meeting. This ceiling shall be increased, where appropriate, by the nominal value of the shares to be issued in order to preserve, in accordance with the legislative and regulatory provisions and the applicable contractual stipulations, if any, the rights of the holders of securities or other rights giving entitlement to the share capital of the Company;
4. resolves that the issuance price of the new shares shall be determined as provided for in Articles L. 3332-18 et seq. of the French Labor Code and may not be less than 70% (or when the lock-up period required by the plan under Articles L. 3332-25 and L. 3332-26 of the French Labor Code is greater than or equal to ten years, 60%), in accordance with Article L. 3332-19 of the French Labor Code, of the average quoted share price on Euronext Paris during the twenty (20) trading days preceding the date of the decision setting the opening date of the subscription period for the capital increase reserved for members of a company savings plan (the "Reference Price"). Nevertheless, when giving effect to this delegation of

authority, the Board of Directors may reduce the amount of the discount on a case-by-case basis, in particular owing to tax, social security or accounting constraints applicable in the countries where the Group entities participating in the capital increase are located. The Board of Directors may also decide to grant free shares to subscribers of new shares, instead of the discount and/or as a matching contribution;

5. resolves that the Board of Directors shall have full powers, with an option to further delegate such powers as provided by law and regulations, to give effect to this delegation of authority, subject to the limits and conditions specified above, particularly in order to:
 - i. decide to issue new shares in the Company;
 - ii. draw up the list of companies whose employees, former employees and eligible corporate officers might qualify for the issuance, setting the terms and conditions that the beneficiaries must meet to be able to subscribe for shares issued pursuant to this delegation of authority, either directly or via a mutual fund;
 - iii. establish the amounts of such issuance and setting the share subscription prices and subscription dates, the terms and conditions of each issuance and the conditions governing the subscription, payment and delivery of the shares issued pursuant to this delegation of authority, together with the date from which the new shares qualify for dividends, which may be retroactive;
 - iv. resolve to allocate, free of charge, to the above-mentioned beneficiaries, additional shares to be subscribed for, in issue or to be issued, as a substitute for all or part of the discount on the Reference Price and/or matching contribution; the benefit resulting from such allocation may not exceed the legal or regulatory limits under Articles L. 3332-18 et seq. and L. 3332-11 et seq. of the French Labor Code and, in the event of the issuance of new shares as a discount and/or matching contribution, to capitalize the reserves, profits or share premiums necessary for payment of said shares;
 - v. in the event of the allocation of free shares, deciding on the type, features and number of shares to be issued and the number to be allocated to each beneficiary, and setting the dates, deadlines and terms and conditions for the allocation of such shares subject to applicable legal and regulatory limits, and in particular choosing either to substitute in whole or in part the allocation of such shares with the above-mentioned discounts on the Reference Price, or to deduct the equivalent value of those shares from the total amount of the matching contribution, or a combination of the two;
 - vi. set the deadline by which subscribers must pay for their shares;
 - vii. record the completion of the capital increase, or have it recorded, according to the number of shares that are actually subscribed for, and amend the articles of association;
 - viii. deduct the costs of the capital increase(s) from the additional paid-in capital relating to such increases, and deduct from this amount the amounts necessary to make the legal reserve equivalent to one-tenth of the new share capital after each capital increase, at its sole discretion;
 - ix. in general, take any measures and complete any formalities relevant for the issuance and listing of the shares issued and resulting from capital increases and the corresponding amendments to the articles of association pursuant to this delegation of authority.

6. resolves that this delegation of authority, which cancels and replaces that granted by the thirtieth resolution of the General Meeting of February 4, 2025, is granted for a period of twenty-six (26) months from this General Meeting.

FIFTEENTH RESOLUTION

(Delegation of authority to the Board of Directors to increase the share capital by issuing, without preferential subscription rights, shares intended for an identified category of beneficiaries (employees and executive directors of the Company and its related companies))

The General Meeting, voting under the quorum and majority conditions required for Extraordinary General Meetings, having reviewed the Board of Directors' Report and the Statutory Auditors' Special Report, and in accordance with Articles L. 225-129 et seq. and L. 225-138 of the French Commercial Code:

1. delegates its authority, with an option to further delegate such authority as provided by law and regulations, to proceed on one or more occasions, at its sole discretion, in the proportions and at the times it deems appropriate, both in France and abroad, with the issuance of new shares, such issuance being reserved for one or more categories of beneficiaries with the following characteristics; (i) Employees and/or corporate officers of the Company and/or companies related to the Company within the meaning of Article L. 225-180 of the French Commercial Code and Article L. 3344-1 of the French Labor Code and having their registered office outside France; (ii) one or more mutual funds or other entity under French or foreign law, whether having a legal personality or not, subscribing on behalf of the persons designated in paragraph (i) above, and (iii) one or more financial institutions mandated by the Company to propose to the persons designated in paragraph (i) above a share ownership scheme comparable to those offered to the Company's employees in France;
2. removes, in favor of said beneficiaries, shareholders' preferential subscription rights to shares that may be issued pursuant to this delegation of authority;
3. notes that this delegation of authority implies a waiver by shareholders of their preferential subscription rights to the Company's equity securities to which the securities issued on the basis of this delegation of authority may give entitlement;
4. resolves that the nominal amount of the capital increase that may be carried out pursuant to this delegation of authority may not exceed €24,800 (twenty-four thousand eight hundred euros) (i.e., for informational purposes, at September 30, 2025, approximately 1.5% of the share capital) or the equivalent in any other currency or monetary unit established by reference to several currencies; note that (i) the nominal amount of each capital increase carried out under this resolution will count toward the nominal ceiling of €24,800 (twenty-four thousand eight hundred euros) provided for in paragraph 3 of the fourteenth resolution of this General Meeting and (ii) the nominal amount of the capital increases carried out under this resolution will count toward the ceiling of 5% of the share capital provided for in paragraph 2 of the seventeenth resolution of this General Meeting, which is a ceiling common to this resolution and the fourteenth, sixteenth and seventeenth resolutions of this General Meeting. This ceiling shall be increased, where appropriate, by the nominal value of the shares to be issued in order to preserve, in accordance with the legislative and regulatory provisions and the applicable contractual stipulations, if any, the rights of the holders of securities or other rights giving entitlement to the share capital of the Company;

5. resolves that the subscription price of the shares issued under this delegation of authority may not be more than 30% lower than the average quoted share price during the twenty (20) trading days preceding the date of the decision setting the opening date for subscriptions, nor higher than that average. Nevertheless, when giving effect to this delegation of authority, the Board of Directors may reduce the amount of the discount on a case-by-case basis, in particular owing to tax, social security or accounting constraints applicable in the particular country where the Group entities participating in the capital increase are located. In addition, where a transaction is carried out under this resolution simultaneously with a transaction under the fourteenth resolution, the subscription price of the shares issued under this resolution may be identical to the subscription price of the shares issued on the basis of the fourteenth resolution;
6. resolves that the Board of Directors shall have full powers, with an option to further delegate such powers as provided by law and regulations, to give effect to this delegation of authority, subject to the limits and conditions specified above, particularly in order to:
 - i. draw up the list of beneficiaries, within the categories of beneficiaries defined above, of each issuance and the number of shares that each one may subscribe for under this delegation of authority;
 - ii. establish the amounts of such issuance and setting the subscription prices and dates, the terms and conditions of each issuance and the conditions governing the subscription, payment and delivery of the shares issued pursuant to this delegation of authority, together with the date from which the new shares qualify for dividends, which may be retroactive;
 - iii. set the deadline by which subscribers must pay for their shares;
 - iv. record the completion of the capital increase, or have it recorded, according to the number of shares that are actually subscribed for, and amend the articles of association;
 - v. deduct the costs of the capital increase(s) from the additional paid-in capital relating to such increases, and deduct from this amount the amounts necessary to make the legal reserve equivalent to one-tenth of the new share capital after each capital increase, at its sole discretion;
 - vi. in general, take any measures and complete any formalities relevant for the issuance and listing of the shares issued and resulting from capital increases and the corresponding amendments to the articles of association pursuant to this delegation of authority.
7. resolves that this delegation of authority, which cancels and replaces that granted by the thirty-first resolution of the General Meeting of February 4, 2025, is granted for a period of eighteen (18) months from this General Meeting.

SIXTEENTH RESOLUTION

(Delegation of authority to the Board of Directors to grant warrants for ordinary shares of the Company to specified categories of persons, automatically entailing the waiver by shareholders of their preferential subscription rights)

The General Meeting, voting under the quorum and majority conditions required for Extraordinary General Meetings, having reviewed the Board of Directors' Report and the Statutory Auditors' Special Report on authorization for the allocation of ordinary share warrants, in accordance with Articles L. 225-129-2, L. 225-138 and L. 228-91 et seq. of the French Commercial Code:

1. delegates to the Board of Directors its authority to issue, on one or more occasions, a maximum of four hundred and ten thousand (410,000) warrants to subscribe for the Company's ordinary shares (the "**BSA 2026 warrants**"), without shareholders having preferential subscription rights for said BSA 2026 warrants; each BSA 2026 warrant confers the right to subscribe for one ordinary share in the Company with a nominal value of €0.02, subject to a limit of four hundred and ten thousand (410,000) ordinary shares;
2. resolves accordingly that the total nominal amount of the capital increases that may be carried out in the future under this delegation of authority will be €8,200 (eight thousand two hundred euros) (i.e., for informational purposes, at September 30, 2025, approximately 0.5% of the share capital), corresponding to the issuance of 410,000 (four hundred and ten thousand) ordinary shares with a nominal value of €0.02 each; this ceiling will count toward (i) the nominal ceiling of €24,800 (twenty-four thousand eight hundred euros) provided for in paragraph 3 of the fourteenth resolution of this General Meeting and (ii) the ceiling of 5% of the share capital provided for in paragraph 2 of the seventeenth resolution of this General Meeting, which is a ceiling common to the fourteenth, fifteenth, sixteenth and seventeenth resolutions of this General Meeting. This ceiling shall be increased, where appropriate, by the nominal value of the shares to be issued in order to preserve, in accordance with the legislative and regulatory provisions and the applicable contractual stipulations, if any, the rights of the holders of securities or other rights giving entitlement to the share capital of the Company;
3. resolves to remove shareholders' preferential subscription rights to the BSA 2026 warrants and to reserve the subscription of said BSA 2026 warrants for natural or legal persons having one of the following characteristics:
 - i. a salaried employee and/or corporate officer of the Company and/or its subsidiaries; and
 - ii. a consultant, director or partner of service providers that have a valid consultancy or service agreement with the Company and/or one of its subsidiaries when the Board of Directors makes use of this delegation of authority;
4. specifies that, in accordance with Articles L. 228-91 and L. 225-132 of the French Commercial Code, this decision implies, in favor of the holders of BSA 2026 warrants, a waiver by shareholders of their preferential subscription rights to the ordinary shares for which the BSA 2026 warrants are eligible;
5. resolves that:
 - i. BSA 2026 warrants shall not be the subject of an application for admission to any market. They shall be transferable. They shall be issued in registered form and recorded by book entry;
 - ii. BSA 2026 warrants shall be exercised within ten (10) years of their issuance and any BSA 2026 warrants that are not exercised at the end of this ten (10) year period shall automatically lapse;
 - iii. the Board of Directors shall determine the issuance price of a BSA 2026 warrant on the date of issuance of that warrant according to the features thereof; in any event, said issuance price shall be at least equivalent to 10% of the market value of the Company's ordinary shares on the date of allocation of the BSA 2026 warrants, corresponding to the volume-weighted average closing price for the last twenty (20) trading days preceding the date on which the Board of Directors allocates the BSA 2026 warrants, for as long as the Company's shares are admitted for trading on the regulated Euronext Paris Stock Exchange;

- iv. the issuance price of the BSA 2026 warrants shall be paid in full upon subscription, either by payment in cash or by set-off against liquid and payable claims on the Company;
 - v. the Board of Directors shall determine the issuance price of ordinary shares to be subscribed for by exercising the BSA 2026 warrants when the BSA 2026 warrants are allocated; the issuance price shall be equal to the volume-weighted average closing price for the last twenty (20) trading days preceding the date on which the Board of Directors allocates the BSA 2026 warrants, for as long as the Company's shares are admitted for trading on the regulated Euronext Paris Stock Exchange; and
 - vi. the ordinary shares thus subscribed for shall be fully paid up upon subscription, either by payment in cash or by set-off against liquid and payable claims.
6. resolves that if, before all the BSA 2026 warrants have been exercised, the Company carries out one of the following transactions:
 - i. issuance of securities with preferential subscription rights for shareholders; or
 - ii. capital increase by the capitalization of reserves, profits or share premiums; or
 - iii. distribution of reserves in cash or portfolio securities, the rights of holders of BSA 2026 warrants will be reserved under the conditions provided for in Article L. 228-98 of the French Commercial Code.
7. authorizes the Company to alter its legal form or corporate purpose, to amortize its capital, to modify the distribution of profits or to create preferred shares giving rise to such amortization or modification in accordance with Article L. 228-98 of the French Commercial Code.
8. recalls that under Article L. 228-98 of the French Commercial Code:
 - i. where a reduction in share capital is triggered by losses, resulting in a decrease in the number of shares, the rights of holders of the BSA 2026 warrants regarding the number of shares that may be received when exercising those warrants shall be reduced accordingly, as if said holders had been shareholders from the date of issuance of the BSA 2026 warrants;
 - ii. where a reduction in share capital is triggered by losses, resulting in a decrease in the nominal value of the shares, the subscription price of the shares for which the BSA 2026 warrants are eligible shall remain unchanged and the share premium shall increase by the amount of the reduction in nominal value.
9. further resolves that:
 - i. where a reduction in share capital is not triggered by losses, resulting in a decrease in the nominal value of the shares, the subscription price of the shares for which the BSA 2026 warrants are eligible shall be reduced accordingly; and
 - ii. where a reduction in share capital is not triggered by losses, resulting in a decrease in the number of shares, the holders of the BSA 2026 warrants, if they exercise those warrants, may request to redeem their shares on the same terms as if they had been shareholders when the Company redeemed its own shares.
10. authorizes the Company to impose the repurchase or redemption of their rights on holders of BSA 2026 warrants, as provided for in Article L. 228-102 of the French Commercial Code.
11. resolves that the Board of Directors shall have full powers, with an option to further delegate such powers as provided by law, to give effect to this resolution, and in particular to:
 - i. draw up the list of beneficiaries among persons with the characteristics specified above and decide on the number of BSA 2026 warrants to be allocated to each one;

- ii. issue and allocate the BSA 2026 warrants and determine the subscription price, the conditions for exercising the warrants and the final terms thereof, including the timetable for exercising the warrants and the cases in which the conditions for exercising the warrants may be expedited, in accordance with the provisions of this resolution and subject to the limits set out therein;
 - iii. set the price of the ordinary shares that may be subscribed for when exercising a BSA 2026 warrant under the above-mentioned conditions;
 - iv. determine the dates and the terms and conditions of issuance of ordinary shares pursuant to this delegation of authority, in accordance with the statutory requirements and the articles of association;
 - v. collect subscriptions for the BSA 2026 warrants and record the completion of the final issuance of the BSA 2026 warrants under the above-mentioned conditions and their allocation;
 - vi. record the number of ordinary shares issued as a result of the exercise of the BSA 2026 warrants, complete the formalities resulting from the corresponding capital increases and amend the articles of association accordingly; if necessary, have the ordinary shares thus issued admitted for trading on the regulated Euronext Paris Stock Exchange;
 - vii. take any measures to protect the holders of the BSA 2026 warrants in the event of a financial transaction involving the Company, in accordance with the legal and regulatory provisions in force; and
 - viii. in general, take any measures and complete any formalities relevant to this delegation of authority or its implementation.
12. resolves that this delegation of authority, which cancels and replaces that granted by the thirty-second resolution of the General Meeting of February 4, 2025, is granted for a period of eighteen (18) months from this General Meeting.

SEVENTEENTH RESOLUTION

(Authorization given to the Board of Directors to allocate new or existing free shares in the Company, without preferential subscription rights, to salaried employees, or certain categories of them, and to executive directors, or certain corporate officers of the Company and/or its related companies)

The General Meeting, voting under the quorum and majority conditions required for Extraordinary General Meetings and having reviewed (i) the Board of Directors' Report and (ii) the Statutory Auditors' Special Report on Authorization for the Allocation of Free Shares in Issue or to Be Issued:

1. authorizes the Board of Directors, under Articles L. 225-197-1 to L. 225-197-6 and L. 22-10-59 et seq. of the French Commercial Code, to allocate, on one or more occasions, free ordinary shares in the Company, in issue or to be issued, in favor of beneficiaries or categories of beneficiaries it will identify among (i) employees of the Company or of related companies or groups under the conditions set forth in Article L. 225-197-2 of the French Commercial Code and (ii) corporate officers of the Company or of related companies or groups who meet the requirements set forth in Article L. 225-197-1 II of the French Commercial Code, subject to the conditions hereinafter defined;
2. resolves that the total amount of free ordinary shares that may be allocated pursuant to this authorization may not exceed 5% of the share capital as recorded at the date of the Board of Directors' decision to allocate the shares; note that (i) that ceiling is a ceiling

common to the fourteenth, fifteenth, sixteenth and seventeenth resolutions of this General Meeting, (ii) that ceiling will count toward the overall nominal ceiling of €828,000 (eight hundred and twenty-eight thousand euros) provided for capital increases in paragraph 2 of the twenty-fourth resolution of the General Meeting of February 4, 2025, and (iii) the allocation of free ordinary shares to corporate officers may not exceed 5% of the free shares granted pursuant to this authorization. This ceiling shall be increased, where appropriate, by the nominal value of the shares to be issued in order to preserve, in accordance with the legislative and regulatory provisions and the applicable contractual stipulations, if any, the rights of the holders of securities or other rights giving entitlement to the share capital of the Company;

3. resolves that the allocation of shares to the beneficiaries shall become final at the end of a vesting period, the duration of which shall be set by the Board of Directors and which may not be less than one (1) year; the minimum duration of the obligation for the beneficiaries to hold the Company's shares shall also be set by the Board of Directors and may not be less than one (1) year from the final allocation of the shares. However, for shares granted with a minimum vesting period of two (2) years, the obligation to hold the shares could be reduced or waived so that the shares are freely transferable from their final allocation;
4. resolves, notwithstanding the above, that in the event of disability corresponding to the classification in the second or third categories provided for in Article L. 341-4 of the French Social Security Code, the final allocation of the shares may take place immediately and the beneficiary concerned shall not be bound by any obligation to hold the shares, which shall be immediately transferable;
5. resolves that the Board of Directors may require the beneficiaries to be in continued employment with the Group;
6. resolves that the final allocation of the ordinary shares allocated to the Company's corporate officers shall be linked to the fulfillment of performance criteria set by the Board of Directors;
7. resolves that the ordinary shares outstanding that may be allocated on the basis of this resolution will be acquired by the Company either under Article L. 225-208 of the French Commercial Code or, where applicable, under a share buyback program in accordance with Article L. 22-10-62 of the French Commercial Code;
8. notes that in the event of the allocation of free new ordinary shares, this authorization shall imply, as and when said ordinary shares are finally allocated, a capital increase through the capitalization of reserves, profits or share premiums in favor of the beneficiaries of said ordinary shares and a corresponding waiver by the shareholders in favor of the beneficiaries of said shares of their preferential subscription rights for said ordinary shares;
9. grants full powers, subject to the above-mentioned limits, to the Board of Directors with an option to further delegate such powers as provided by law, to give effect to this authorization and in particular to:
 - i. determine whether the free shares granted are ordinary shares in issue or to be issued;
 - ii. determine the number of ordinary shares allocated to each of the beneficiaries it has identified;
 - iii. establish the terms and, where appropriate, the criteria for allocating ordinary shares, in particular the minimum vesting period and, where appropriate, the minimum holding period;
 - iv. increase the share capital if necessary, through the capitalization of reserves, profits or share premiums in order to issue new ordinary shares allocated free of charge;

- v. allocate ordinary shares to the persons mentioned in the first paragraph of Item II of Article L. 225-197-1 of the French Commercial Code, subject to the conditions provided for in Article L. 22-10-60 of said Code, and in respect of the ordinary shares thus allocated, (i) choose whether or not the ordinary shares granted free of charge may be transferred by the interested parties before their employment has ceased, or (ii) determine the quantity of ordinary shares granted free of charge which they are required to hold in registered form until their employment has ceased;
- vi. allow the option, where appropriate, of postponing the final allocation of ordinary shares and, for the same amount of time, the expiration of the obligation to hold those shares (so that the minimum holding period is unchanged);
- vii. where applicable, to make the necessary adjustments to the number of free ordinary shares granted so as to preserve the rights of the beneficiaries, in the event of transactions affecting the Company's share capital or equity in the cases provided for in Articles L. 225-181 and L. 228-99 of the French Commercial Code. The ordinary shares granted as a result of such adjustments shall be deemed to have been granted on the same day as the ordinary shares initially granted;
- viii. establish the dates and the terms and conditions of the grants and in general take any necessary measures and enter into agreements to ensure the successful outcome of the grants envisaged;

The Board of Directors may also give effect to any supervening legal provisions during the period of validity of this authorization, the application of which does not require the specific approval of the General Meeting, and

- 10. resolves that this authorization, which cancels and replaces the one granted by the thirty-third resolution of the General Meeting of February 4, 2025, is granted for a period of thirty-eight (38) months from this General Meeting.

Ordinary resolution

EIGHTEENTH RESOLUTION

(Powers for formalities)

The General Meeting, voting under the quorum and majority conditions required for Ordinary General Meetings, gives full powers to the bearer of a copy or extract of these minutes to fulfill any legal formalities.

STATUTORY AUDITORS' REPORTS

Statutory Auditors' report on the consolidated financial statements of Aramis Group SA for the financial year ended September 30, 2025

This is a translation into English of the statutory auditors' report on the consolidated financial statements of the Group issued in French and it is provided solely for the convenience of English-speaking users. This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the information concerning the Group presented in the management report and other documents provided to shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

For the year ended 30 September 2025

To the Annual General Meeting of Aramis Group,

Opinion

In compliance with the engagement entrusted to us by your annual general meeting, we have audited the accompanying consolidated financial statements of **Aramis Group SA** for the year ended 30 September 2025.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as of 30 September 2025 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements* section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (*Code de commerce*) and the French Code of Ethics (*Code de déontologie*) for statutory auditors for the period from 1st October 2024 to the date of our report, and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) N°537/2014.

Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L. 821-53 and R. 821-180 of the French Commercial Code (*Code de commerce*) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Asset impairment tests

Identified risk

As of 30 September 2025, the value of goodwill was €63.8 million and the value of intangible assets was €53.3 million, including €39.7 million worth of brands, i.e., 20% of total assets. We consider that the valuation of these assets is a key audit matter because of their significance to the consolidated accounts and because the determination of their recoverable amount, based on discounted future cash flow forecasts, is based on assumptions, estimates, assessments, or judgments of management.

Our audit approach:

As part of our audit, we examined, with the support of our valuation experts, the methods used to implement the impairment tests performed by the Group and we assessed the reasonableness of the main estimates by:

- reconciling cash-flow forecasts with budgets and business plans approved by the management bodies;
- assessing the consistency of the assumptions used with the Group's historical performance and with market growth forecasts;
- performing our own sensitivity calculations to corroborate the company's analyses;
- assessing, with the support of our valuation specialists, the appropriateness of the valuation model, the discount rates used in relation to market references and the perpetual growth rates.

We also assessed the appropriateness of the information disclosed in note 12 to the consolidated financial statements.

Specific verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the Group's information given in the management report of the Board of Directors.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

Report on Other Legal and Regulatory Requirements

Format of the presentation of the consolidated financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (*Code monétaire et financier*), prepared under the responsibility of the President and Chief executive officer, complies with the single electronic format defined in Commission Delegated Regulation 2019/815 of 17 December 2018. As it relates to consolidated financial statements, our work includes verifying that the markup of these consolidated financial statements complies with the format defined in the above delegated regulation.

Based on the work we have performed, we conclude that the presentation of the consolidated financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

It is not our responsibility to verify that the consolidated financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Aramis Group SA by decision of the general meeting held on 25 March 2022 for Grant Thornton and on 22 January 2021 for Atriom.

As of 30 September 2025, Grant Thornton was in the 8th year of its uninterrupted engagement and Atriom in the 17th year of its uninterrupted engagement, including, for each firm, four years since the company became a public interest entity at the time of its listing on the stock exchange.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L. 821-55 of the French Commercial Code (*Code de commerce*), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters that we are required to describe in this audit report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N°537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L. 821-27 to L. 821-34 of the French Commercial Code (*Code de commerce*) and in the French Code of Ethics (code de déontologie) for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Neuilly-sur-Seine and Paris, 18 December 2025

French original signed by

The Statutory Auditors

**Grant Thornton
French Member of Grant Thornton
International**

Atrium

Pascal Leclerc
Partner

Jérôme Giannetti
Partner

Statutory auditors' report on the annual financial statements of Aramis Group SA for the financial year ended September 30, 2025

This is a translation into English of the statutory auditors' report on the financial statements of the Company issued in French and it is provided solely for the convenience of English-speaking users. This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Annual General Meeting of Aramis Group SA,

Opinion

In compliance with the engagement entrusted to us by your annual general meetings, we have audited the accompanying financial statements of **Aramis Group SA** for the year ended 30 September 2025.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as of 30 September 2025 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Statutory Auditors' Responsibilities for the Audit of the Financial Statements* section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (code de commerce) and the French Code of Ethics (code de déontologie) for statutory auditors for the period from 1st October 2024 to the date of our report, and specifically we did not provide any prohibited non-audit services referred to in article 5(1) of Regulation (EU) N°537/2014.

Justification of Assessments - Key Audit Matters

In accordance with the requirements of articles L. 821-53 and R. 821-180 of the French Commercial Code (*code de commerce*) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.

Measurement of financial assets and current accounts related to equity investments

Identified risk

As of 30 September 2025, the net book value of financial assets and current accounts related to equity investments amounted to €241.3 million, i.e., 90 % of total assets.

We consider that the measurement of financial assets and current accounts related to equity investments is a key audit matter due to their significance in the company's financial statements and the judgment exercised by management in determining and assessing the value in use of each investment.

Our audit approach:

Within the context of our audit, we performed the following procedures:

- reviewing the methodology implemented by management to perform impairment tests;
- verifying the methods used to perform these tests and the appropriateness of the methods used;
- assess the recoverability of current accounts related to equity investments based on the repayment capacity of the relevant subsidiaries within a reasonable timeframe;
- reconciling cash flow forecasts with budgets and business plans approved by management;
- assessing the discount rate used in relation to market references.

We also assessed the appropriateness of the information disclosed in notes 2.1.5 and 2.1.6 to the financial statements.

Specific verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations.

Information given in the management report and in the other documents with respect to the financial position and the financial statements provided to Shareholders

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the management report of the Board of Directors and in the other documents with respect to the financial position and the financial statements provided to Shareholders.

We attest the fair presentation and the consistency with the financial statements of the information relating to payment deadlines mentioned in Article D. 441-6 of the French Commercial Code (*Code de commerce*).

Report on corporate governance

We attest that the Board of Directors' report on corporate governance sets out the information required by Articles L. 225-37-4, L. 22-10-10 and L. 22-10-9 of the French Commercial Code (*Code de commerce*).

Concerning the information given in accordance with the requirements of Article L. 22-10-9 of the French Commercial Code (*Code de commerce*) relating to remunerations and benefits received by the directors and any other commitments made in their favour, we have verified its consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your company from controlling and controlled companies. Based on these procedures, we attest the accuracy and fair presentation of this information.

With respect to the information relating to items that your company considered likely to have an impact in the event of a takeover bid or exchange offer, provided pursuant to Article L. 22-10-11 of the French Commercial Code (*Code de commerce*), we have agreed this information to the source documents communicated to us. Based on these procedures, we have no observations to make on this information.

Other information

In accordance with French law, we have verified that the required information concerning the identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

Report on Other Legal and Regulatory Requirements

Format of the presentation of the financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the financial statements to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (*Code monétaire*

et financier), prepared under the responsibility of the President and Chief Executive Officer complies with the single electronic format defined in Commission Delegated Regulation 2019/815 of December 17, 2018.

Based on the work we have performed, we conclude that the presentation of the financial statements to be included in the annual financial report complies, in all material respects, with the European single electronic report format.

It is not our responsibility to verify that the financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Aramis Group SA by decision of the general meeting held on 25 March 2022 for Grant Thornton and on 22 January 2021 for Atrium.

As of 30 September 2025, Grant Thornton was in the 8th year of its uninterrupted engagement and Atrium in the 17th year of its uninterrupted engagement, including, for each firm, four years since the company became a public interest entity at the time of its listing on the stock exchange.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Financial Statements

Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance but is not a guarantee that an

audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L. 821-55 of the French Commercial Code (*Code de commerce*), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N°537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L. 821-27 to L. 821-34 of the French Commercial Code (*Code de commerce*) and in the French Code of Ethics (*Code de déontologie*) for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Neuilly-sur-Seine and Paris, 18 December 2025

French original signed by

The Statutory Auditors

Grant Thornton
French Member of Grant Thornton International

Atrium

Pascal Leclerc
Partner

Jérôme Giannetti
Partner

Statutory Auditors' special report on regulated related-party agreements for the financial year ended September 30, 2025

This is a translation into English of the statutory auditors' special report on related-party agreements of the Company issued in French and it is provided solely for the convenience of English-speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Annual General Meeting of Aramis Group SA,

In our capacity as Statutory Auditors of your company, we hereby present to you our report on related-party agreements.

It is our responsibility to communicate to you, on the basis of the information provided to us, the essential characteristics and conditions, as well as the reasons justifying the interest for the company, of the agreements of which we have been informed or which we would have discovered during the execution of our procedures. We are not required to provide an opinion regarding either the utility or the validity of those agreements, nor to seek the existence of other regulated agreements. It is your responsibility, under the terms of article R. 225-31 of the French Commercial Code (*Code de commerce*), to assess the interest related to the conclusion of these agreements with a view to their approval.

In addition, it is our responsibility, where applicable, to provide you with the information provided for in article R. 225-31 of the French Commercial Code (*Code de commerce*) relating to the execution, during the past financial year, of the agreements already approved by the General Meeting.

We have carried out the procedures in accordance with the requirements of the professional guidance of the French National Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes*) relevant to this engagement.

AGREEMENTS SUBMITTED TO THE APPROVAL OF THE ANNUAL GENERAL MEETING

Agreements authorized and entered into during the year

We hereby inform you that we have not been advised of any agreement authorized and entered into during the year to be submitted to the approval of the Annual General Meeting pursuant to Article L. 225-38 of the French Commercial Code (*Code de commerce*).

AGREEMENTS PREVIOUSLY APPROVED BY THE ANNUAL GENERAL MEETING

We hereby inform you that we have not been advised of any agreement already approved by the Annual General Meeting, the execution of which would have continued during the past financial year.

Neuilly-sur-Seine and Paris, 18 December 2025

French original signed by

The Statutory Auditors

Grant Thornton
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Atrium

Pascal Leclerc
Partner

Jérôme Giannetti
Partner

SUMMARY OF ARAMIS GROUP'S RESULTS FOR THE LAST FIVE FINANCIAL YEARS

Financial year ended	September 30, 2021	September 30, 2022	September 30, 2023	September 30, 2024	September 30, 2025
I. Financial position at the end of the financial year					
Share capital (in euros)	1,656,566.90	1,657,133.42	1,657,133.42	1,657,133.42	1,657,133.42
Number of shares	82,828,345	82,856,671	82,856,671	82,856,671	82,856,671
Number of bonds convertible in shares	-	-	-	-	-
II. Comprehensive profit (loss) from actual operations (in € thousand)					
Revenues (excluding taxes)	5,523,849	3,135,685	2,725,186	4,029,661	2,973,808
Income before taxes, depreciation, amortization and provisions	-9,500,987	-7,103,435	-5,286,042	-5,278,492	-6,786,212
Tax (Negative - Tax consolidation income)	-1,023,973	846,501	346,811	821,648	1,556,990
Income after tax, but before depreciation, amortization and provisions	-10,524,960	-6,256,934	-4,939,231	-4,456,844	-5,229,222
Income after tax, depreciation, amortization and provisions	-6,956,263	-8,868,885	-5,343,768	-8,023,659	-15,072,424
Amount of profits distributed	-	-	-	-	-
III. Result of operations per share (in euros)					
Income after tax, but before depreciation, amortization and provisions	-0.13	-0.08	-0.06	-0.05	-0.06
Income after tax, depreciation, amortization and provisions	-0.08	-0.11	-0.06	-0.10	-0.18
Dividend paid per share	-	-	-	-	-
IV. Employees (in € thousand)					
Number of employees	11	15	41	23	8
Amount of payroll	3,523,174	4,767,183	7,423,964	4,843,654	3,124,390
Amounts paid for employee benefits	-	-	-	-	-



A French public limited company (société anonyme) with share capital of €1,657,133.42
Registered office: 23 avenue Aristide Briand, 94110 Arcueil, France
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