



## AMENDMENT TO THE UNIVERSAL REGISTRATION DOCUMENT 2022



This amendment to the Universal Registration Document was filed on 10 November 2022 with the French Financial Markets Authority (Autorité des Marchés Financiers) as the competent authority under Regulation (EU) 2017/1129, without prior approval in accordance with Article 9 of said regulation.

The Universal Registration Document may be used for the purposes of a public offering of financial securities or the admission of financial securities to trading on a regulated market if it is supplemented by a security note and, where applicable, a summary and any amendments made to the Universal Registration Document. The resulting package is approved by the AMF in accordance with Regulation (EU) 2017/1129.

In accordance with Article 19 of Regulation (EU) No. 2017/1129, this Amendment updates the universal registration document filed with the French Financial Markets Authority on 28 October 2022 under number D.22-0786 (the "**2022 Universal Registration Document**") and updates the relevant sections in accordance with the regulations (the "**Amendment**"). This Amendment should be read in conjunction with the 2022 Universal Registration Document.

A cross-reference table is provided in section 3 of this Amendment to facilitate the reading of the information incorporated by reference and the updated or amended information.

Copies of the Amendment and of the 2022 Universal Registration Document are available free of charge from Ramsay Générale de Santé SA, 39, rue Mstislav Rostropovitch - 75017 Paris, as well as on the websites of Ramsay Santé (<http://www.ramsaysante.fr>) and the AMF (<http://www.amf-france.org>).

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1 **CERTIFICATE OF THE PERSON RESPONSIBLE FOR THE UNIVERSAL REGISTRATION DOCUMENT**

**RESPONSIBLE FOR THE INFORMATION CONTAINED IN THE DOCUMENT**

Pascal Roché, Chief Executive Officer of Ramsay Générale de Santé SA (the "**Company**").

**STATEMENT BY THE PERSON RESPONSIBLE FOR THE UNIVERSAL REGISTRATION DOCUMENT**

I hereby certify that the information contained in this amendment to the Universal Registration Document is, to the best of my knowledge, consistent with the facts and does not contain any omission likely to alter its scope.

Paris, 10 November 2022

Pascal Roché  
Chief Executive Officer

## **2 COMPENSATION AND BENEFITS OF EXECUTIVE DIRECTORS**

In consideration of the economic context and in cooperation with the Chief Executive Officer, the Board of Directors decided on November 10, 2022 to reduce the Chief Executive Officer's variable compensation to 671,000 euros corresponding to 110% of his fixed annual remuneration, so that the amount of his variable remuneration remains identical to that received for the financial year ending 30 June 2021.

Consequently, paragraphs 5.3.1.2 "*Remuneration of the Chief Executive Officer*", 5.3.1.3 "*AMF summary tables (AfeP Medef Code - AMF recommendation no. 2021-02)*", 5.3.1.4.1 "*Components of remuneration paid during the financial year ended 30 June 2022 or awarded in respect of the same financial year to Mr Pascal Roché, Chief Executive Officer*" and 5.3.1.6 "*Equity ratios between the level of remuneration of executive corporate officers and the median and average remuneration of the Company's employees*" are amended and replaced as follows

### **5.3.1.2 Remuneration of the Chief Executive Officer**

The Chief Executive Officer's remuneration is composed of fixed remuneration, annual variable remuneration, multiyear variable remuneration and certain benefits. The Chief Executive Officer also benefits from severance pay in the event of forced departure and a non-compete indemnity.

The Chief Executive Officer did not benefit from any stock options or performance share awards from the Company or its subsidiaries during the financial year ended 30 June 2022, or during previous financial years. Given the Company's capital structure, which results in low liquidity for its shares, the Board of Directors did not wish, at this stage, to set up a medium- or long term compensation plan in the form of share subscription or purchase option plans or the allocation of bonus shares.

#### **Fixed remuneration**

The Board of Directors, which met on 10 December 2019, having renewed the term of office of the Chief Executive Officer for a term of three years, maintained the amounts and principles of remuneration for the Chief Executive Officer, including the fixed annual remuneration of EUR 610,000.

#### **Annual variable remuneration**

In accordance with the remuneration policy for executive corporate officers approved by the General Meeting of 9 December 2021, the variable portion of the Chief Executive Officer's remuneration may represent up to 120% of the fixed remuneration for the reference financial year, depending on the achievement of target quantitative and qualitative criteria defined and assessed by the Board of Directors on the recommendation of the Appointments and Remuneration Committee, according to the following weighting:

- the qualitative portion of the variable remuneration may represent up to 50% of the annual fixed remuneration, and up to 60% if the qualitative targets are exceeded;
- the quantitative portion of the variable remuneration may represent up to 50% of the annual fixed compensation if the target quantitative criteria are achieved and up to 60% if the target quantitative objectives are exceeded by more than 10%

For the financial year ended 30 June 2022, the Board of Directors' meeting of 20 October 2021 adopted these bases and entrusted the Appointments and Remuneration Committee with the task of presenting a new definition of the qualitative and quantitative criteria in the context of a new weighting. The Appointments and Remuneration Committee therefore proposed:

- qualitative criteria:

- risk management, including cybersecurity (representing 12.5% of the variable remuneration if the target is achieved and 15% in the event of outperformance),
  - a second organisational criterion that cannot be detailed here for reasons of confidentiality (representing 12.5% of the variable remuneration if the target is achieved and 15% in the event of outperformance),
  - Group ESG policy: sustainable development, patients and employees (representing 12.5% of variable remuneration if the target is achieved and 15% in the event of outperformance),
  - a fourth economic criterion that cannot be detailed here for reasons of confidentiality (representing 12.5% of the variable remuneration if the target is achieved and 15% in the event of outperformance);
- quantitative criteria:
- budget for the financial year – EBITDA (representing 30% of the variable remuneration if the target is achieved and 35% in the event of outperformance),
  - Strategic Plan Year 1 (representing 10% of the variable remuneration if the target is achieved and 15% in the event of outperformance),
  - cash flow – leverage ratio (representing 10% of the variable remuneration if the target is achieved).

The Board of Directors' meeting of 13 October 2022, after reviewing the recommendations of the Appointments and Remuneration Committee, noted the levels of achievement of the aforementioned criteria and decided to award variable remuneration of EUR 686,250 to the Chief Executive Officer in respect of the financial year ended 30 June 2022, corresponding to 112.5% of his annual fixed remuneration

In consideration of the economic context and in cooperation with the Chief Executive Officer, the Board of Directors decided on November 10, 2022 to reduce the Chief Executive Officer's variable compensation to 671,000 euros, corresponding to 110% of his fixed annual compensation, so that the amount of his variable compensation would remain the same as that received for the fiscal year ending June 30, 2021.

In accordance with the provisions of Article L.22-10- 34 of the French Commercial Code, payment of this variable remuneration is subject to the approval of the General Meeting of 8 December 2022.

### **Multi-year variable remuneration**

The Board of Directors' meeting of 20 October 2021, in consideration of the involvement of the Chief Executive Officer in the development of the Group and on the recommendation of the Appointments and Remuneration Committee, decided to set up a long term incentive plan for the Chief Executive Officer in the form of multi-year variable remuneration conditional on the achievement of several economic and qualitative performance criteria assessed over five financial years until 2026, in accordance with the recommendations of the Afep-Medef Code, according to the following weighting:

- quantitative objectives: representing up to 70% of the bonus
- qualitative objectives: representing up to 30% of the bonus

The maximum amount of the bonus would be the gross annual reference salary of the Chief Executive Officer as determined on the basis of the average amount of the gross fixed compensation of the Chief Executive Officer between 1 July 2021 and 30 June 2026.

### **Extraordinary remuneration**

No extraordinary remuneration was granted to the Chief Executive Officer during the financial year ended 30 June 2022.

### **Benefits**

The Chief Executive Officer has a company car as a benefit in kind, the use of which is valued at EUR 1,920 for the financial year ended 30 June 2022.

For the financial year ended 30 June 2022, the Chief Executive Officer also benefited from (i) collective health insurance and welfare schemes under the conditions applicable to salaried executives of the Company (ii) executive unemployment insurance taken out with the Garantie Sociale du Chef d'Entreprise et du Dirigeant (GSC) and (iii) professional liability insurance as Chief Executive Officer.

### **Severance pay**

Mr Pascal Roché receives is eligible to receive severance pay in the event of dismissal, non- renewal, forced departure or requested resignation from his position as Chief Executive Officer, the principles of which have not been modified since the first appointment of the Chief Executive Officer on 30 June 2011.

The maximum amount of this payment corresponds to 24 months of remuneration based on the average monthly fixed and variable remuneration received during the 24 months preceding the departure.

In accordance with the provisions of Article L.22-10-8 of the French Commercial Code, the payment of this remuneration is subject to its compliance with the remuneration policy approved by the General Meeting.

The Board of Directors has decided that the payment of severance pay is subject to compliance, duly recorded by the Board of Directors at the time of or following the termination of the duties, with conditions linked to the performance of the Chief Executive Officer and assessed in relation to those of the Company

Severance pay is subject to compliance with at least three of the following five performance criteria:

1. financial ratios set by the loan agreements of the Ramsay Générale de Santé group;
2. organic growth of the Ramsay Générale de Santé group equal to or higher than that of the private hospital sector;
3. EBITDA level set in the budget on the basis of the budget for the year preceding the effective termination date;
4. level of revenue set in the budget on the basis of the budget for the year preceding the date of termination of office;
5. Capex level set in the budget not exceeded.

### **Non-competition indemnity**

Mr Pascal Roché is subject to a non- compete obligation for a period of 12 months from the date of termination of his duties. In return, Mr Pascal Roché benefits from a non-compete indemnity equal to three months of the fixed compensation paid during the last 12 months of activity. This non-compete indemnity is cumulative with any severance pay that may be received by the Chief Executive Officer.

#### **5.3.1.3 AMF summary tables (Afp Medef Code - AMF position-recommendation no. 2021-02)**

##### **AMF Table 1: Summarising the remuneration, options and shares granted to each executive corporate officer**

As the Company belongs to a group, the information relates to the amounts owed by all companies in the chain of control, in connection with the office held within the Company.

(in euros, before social security contributions and taxes)	Financial year ended 30 June 2022	Financial year ended 30 June 2021
<b>Pascal Roché – Chief Executive Officer</b>		
Compensation due in respect of the financial year (shown in Table 2) <sup>(1)</sup>	1 282 920	1 282 920
Valuation of multiyear variable remuneration awarded during the financial year	123 800 <sup>(2)</sup>	None
Valuation of options awarded during the financial year	None	None
Valuation of performance shares awarded during the financial year	None	None
Valuation of other longterm remuneration plans	None	None
<b>TOTAL</b>	<b>1 406 720</b>	<b>1 282 920</b>
<b>Craig McNally - Chairman of the Board of Directors</b>		
Compensation due in respect of the financial year (shown in Table 2)	45 000 <sup>(3)</sup>	45 000
Valuation of multiyear variable remuneration awarded during the financial year	None	None
Valuation of options awarded during the financial year	None	None
Valuation of performance shares awarded during the financial year	None	None
Valuation of other long-term compensation plans	None	None
<b>TOTAL</b>	<b>45 000</b>	<b>45 000</b>

(1) This line includes the fixed and variable remuneration due in respect of the financial year, unlike the presentation in the 2021 Universal Registration Document, in which the fixed remuneration and variable remuneration were given on two separate line.

(2) This amount corresponds to an accounting valuation of the longterm incentive plan for the past financial year.

As a reminder, on the recommendation of the Nominations and Remuneration Committee, the Board of Directors meeting on 20 October 2021 As a reminder, at its meeting of 20 October 2021, on the recommendation of the Appointments and Remuneration Committee, the Board of Directors decided to set up a longterm incentive plan for the Chief Executive Officer in the form of multiyear variable remuneration conditional on the achievement of several economic and qualitative performance criteria assessed over five financial years until 2026, according to the following weighting:

- quantitative objectives: representing up to 70% of the bonus
- qualitative objectives: representing up to 30% of the bonus

The maximum amount of the bonus would be the gross annual reference salary of the Chief Executive Officer as determined on the basis of the average amount of the gross fixed compensation of the Chief Executive Officer between 1 July 2021 and 30 June 2026.

No remuneration is therefore due or paid for this financial year.

(3) Remuneration for his directorship.

Within the remuneration for the financial year ended 30 June 2022, after the Board of Directors noted that the criteria for the variable portion had been met, the fixed portion represented approximately 47.10% and the variable portion represented approximately 52.90% of Mr Pascal Roché's total remuneration. This amount was capped at 110% of the fixed remuneration by decision of the Board of Directors on 10 November 2022 in cooperation with Pascal Roché.

## AMF Table 2: Summarising the remuneration of each executive corporate officer

(in euros, before social security contributions and taxes)	Financial year ended 30 June 2022		Financial year ended 30 June 2021	
	Amounts awarded	Amounts paid	Amounts awarded	Amounts paid
<b>Pascal Roché - Chief Executive Officer</b>				
Fixed remuneration	610 000	610 000	610 000	610 000
Variable remuneration <sup>(1)</sup>	671 000	671 000	671 000	None <sup>(2)</sup>
Multi-year variable remuneration <sup>(3)</sup>	None	None	None	None
Extraordinary remuneration	None	None	None	None
Remuneration allocated to the Directors	None	None	None	None
Benefits in kind (in car)	1 920	1 920	1 920	1 920
<b>TOTAL</b>	<b>1 282 920</b>	<b>1 282 920</b>	<b>1 282 920</b>	<b>611 920</b>
<b>Craig McNally - Chairman of the Board</b>				
Fixed remuneration	None	None	None	None
Variable remuneration	None	None	None	None
Multi-year variable remuneration	None	None	None	None
Extraordinary remuneration	None	None	None	None
Remuneration allocated to the Directors	45 000	45 000	45 000	45 000
Benefits in kind	None	None	None	None
<b>TOTAL</b>	<b>45 000</b>	<b>45 000</b>	<b>45 000</b>	<b>45 000</b>

(1) The variable remuneration awarded for a financial year ended on 30 June is theoretically paid during the second half of the current calendar year after approval of the related resolution during the General Meeting approving the financial statements, in accordance with the provisions of Article L.221034 of the French Commercial Code.

(2) After waiver by the interested party.

(3) As a reminder, at its meeting of 20 October 2021, on the recommendation of the Appointments and Remuneration Committee, the Board of Directors decided to set up a longterm incentive plan for the Chief Executive Officer in the form of multiyear variable remuneration conditional on the achievement of several economic and qualitative performance criteria assessed over five financial years until 2026. No remuneration is therefore due or was paid in respect of this financial year.

## AMF Table 4 Share subscription or purchase options granted during the financial year to each executive corporate officer by the issuer and by any Group company

No options to subscribe for or purchase shares in any of the Group's companies were granted to the executive corporate officers of Ramsay Générale de Santé during the financial year ended 30 June 2022, nor during previous financial years.

## AMF Table 5 Share subscription or purchase options exercised during the year by each executive director



No executive corporate officer exercised any share subscription or purchase options during the financial year ended 30 June 2022, nor during previous financial years.

**AMF Table 6 Bonus shares allocated to each corporate officer**

No bonus shares were allocated to the executive corporate officers of Ramsay Générale de Santé during the financial year ended 30 June 2022, nor during previous financial years.

You are reminded that performance shares are bonus shares granted to corporate officers under Articles L.225- 197-1 et seq. of the French Commercial Code and which are subject to additional requirements provided for by the Afep- Medef Code.

**AMF Table 7 Bonus shares that became available to each executive corporate officer during the financial year**

No performance shares became available to executive corporate officers during the financial year ended 30 June 2022 (or in previous financial years).

**AMF Table 8 History of share subscription or purchase option allocations**

The Company has not granted any share subscription or purchase options since 2006.

**AMF Table 9 Share subscription or purchase options granted to the top ten employees who are not corporate officers and options exercised by them**

No share subscription or purchase options were granted or exercised by Company employees during the financial year ended 30 June 2022 (or in previous financial years).

**AMF Table 10 History of bonus share allocations**

The Company did not allocate bonus performance shares.

**AMF Table 11 On commitments related to the termination of office of executive corporate officers**

The table below summarises the conditions relating to executive corporate officers.

Executive corporate officers	Employment contract		Supplementary pension plan <sup>(1)</sup>		Compensation or benefits due or likely to be due as a result of termination or change of functions <sup>(2)</sup>		Remuneration relating to a non-compete clause <sup>(3)</sup>	
	Yes	No	Yes	No	Yes	No	Yes	No
<b>Pascal Roché</b> Chief Executive Officer Term start date: 30 June 2011, renewed on 17 June 2014, 13 December 2016 and 10 December 2019 Term end date: End of 2022		X		X	X		X	

<b>Craig McNally</b> Chairman of the Board of Directors since 22 June 2017 Start of term of office: 22 June 2017, renewed on 11 December 2020 Term end date: End of 2024		<b>X</b>		<b>X</b>		<b>X</b>		<b>X</b>
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(1) Neither the Company nor its subsidiaries set aside provisions for or recognise amounts for the payment of pensions, retirement or other benefits to members of the Board of Director.

(2) The severance pay for Mr Pascal Roché is presented in section 5.3.1.2. above.

(3) Mr Pascal Roché's non-compete indemnity is presented in section 5.3.1.2. above.

#### 5.3.1.4.1 - Components of remuneration paid during the financial year ended 30 June 2022 or awarded in respect of the same financial year to Mr Pascal Roché, Chief Executive Officer

Elements of remuneration to be voted on	Amounts granted in the past year or accounting valuation	Comments
Fixed remuneration	610,000	When Mr Pascal Roché was reappointed as Chief Executive Officer by decision of the Board of Directors on 10 December 2019, it was decided to maintain unchanged all the terms and conditions of his remuneration, namely EUR 610,000 per year in fixed remuneration.
Annual variable remuneration	671,000 euros	<p>The Board of Directors' meeting of 20 October 2021, on the recommendation of the Appointments and Remuneration Committee, adopted the following qualitative and quantitative criteria:</p> <ul style="list-style-type: none"> <li>• qualitative criteria: <ul style="list-style-type: none"> <li>• Risk management, including cyber security,</li> <li>• a second organisational criterion which cannot be detailed here for reasons of confidentiality,</li> <li>• Group ESG policy (sustainability, patients and employees)</li> <li>• a fourth criterion of an economic nature that cannot be detailed here for reasons of confidentiality.</li> </ul> </li> <li>• quantitative criteria <ul style="list-style-type: none"> <li>• budget for the financial year (EBITDA),</li> <li>• Strategic Plan Year 1,</li> <li>• Cash flow - leverage ratio.</li> </ul> </li> </ul>
Deferred variable remuneration	None	
Multi-year variable remuneration	123,800 euros	<p>This amount corresponds to an accounting valuation of the longterm incentive plan for the past financial year.</p> <p>As a reminder, at its meeting of 20 October 2021, on the recommendation of the Appointments and Remuneration Committee, the Board of Directors decided to set up a longterm incentive plan for the Chief Executive Officer in the form of multiyear variable remuneration conditional on: the achievement of several economic and qualitative performance criteria assessed over five financial years until 2026, according to the following weighting:</p> <ul style="list-style-type: none"> <li>• quantitative objectives: representing up to 70% of the bonus;</li> <li>• qualitative objectives: representing up to 30% of the bonus and linked in full to the results of the Commitment Survey</li> <li>• The maximum amount of the bonus would be the gross annual reference salary of the Chief Executive Officer as determined on the basis of the average amount of the gross fixed compensation of the Chief Executive Officer between 1 July 2021 and 30 June 2026.</li> </ul> <p>No remuneration is therefore due or paid for this financial year.</p>

Extraordinary remuneration	None	
Stock options, performance shares or any other component of longterm remuneration	None	
Remuneration allocated to directors (formerly directors' fees)	None	
Valuation of benefits of any kind	1,920 euros	This is the valuation of the use of the company car, the benefit of which is renewed each year by decision of the Board of Directors, on the recommendation of the Appointments and Remuneration Committee.
Severance pay	No payment	<p>Mr Pascal Roché is entitled to receive severance pay in the event of dismissal, non-renewal, forced departure or requested resignation from his position as Chief Executive Officer.</p> <p>The maximum amount of this payment corresponds to 24 months of remuneration based on the average monthly fixed and variable remuneration received during the 24 months preceding the departure.</p> <p>In accordance with the provisions of Article L.22108 of the French Commercial Code, the payment of this severance pay is subject to its compliance with the remuneration policy approved by the General Meeting.</p> <p>The Board of Directors has decided that the payment of severance pay is subject to compliance, duly recorded by the Board of Directors at the time of or following the termination of the duties, with conditions linked to the performance of the Chief Executive Officer and assessed in relation to those of the Company.</p> <p>Severance pay is subject to compliance with at least three of the following five performance criteria:</p> <ol style="list-style-type: none"> <li>1. financial ratios set by the Ramsay Générale de Santé group loan agreements;</li> <li>2. organic growth of the Ramsay Générale de Santé group equal to or higher than that of the private hospital sector;</li> <li>3. EBITDA level set in the budget on the basis of the budget for the year preceding the effective termination date;</li> <li>4. level of revenue set in the budget on the basis of the budget for the year preceding the date of termination of office;</li> <li>5. Capex level set in the budget not exceeded.</li> </ol>
Non- compete indemnity	No payment	<p>Mr Pascal Roché is subject to a non-compete obligation for a period of 12 months from the date of termination of his duties.</p> <p>In return, Mr Pascal Roché benefits from a non-compete indemnity equal to three months of the fixed compensation paid during the last 12 months of activity.</p>
Supplementary pension plan	None	

### 5.3.1.6 - Equity ratios between the level of remuneration of executive corporate officers and the median and average remuneration of the Company's employees

In accordance with Article L.22-10-9 of the French Commercial Code as amended by law no. 2019-486 of 22 May 2019, known as the "Pacte" law, the table below shows the level of the Chief Executive Officer's remuneration compared with the average and median remuneration on a full-time equivalent basis of the Company's employees other than corporate officers and the change in this ratio over at least the five most recent financial years, presented together and in a form that allows comparison. You are reminded that Mr Craig McNally does not receive any specific compensation in respect of his office as Chairman of the Board of Directors and that the information required by Article L.22-10-9 of the French Commercial Code does not therefore apply to the latter.

<b>Pascal Roché Chief Executive Officer</b>	<b>FY 2017-2018</b>	<b>FY 2018-2019</b>	<b>FY 2019-2020</b>	<b>FY 2020-2021</b>	<b>FY 2021-2022</b>
Change in the total remuneration of Pascal Roché, Chief Executive Officer	0 %	+ 18 %	- 54 % <sup>(2)</sup>	+ 110 %	<b>- 0.16 %</b>
Change in the average compensation of employees (HQ 2022) <sup>(1)</sup>	N/A	- 14 %	- 10 %	- 4 %	<b>19 %</b>
Ratio with average compensation of employees (HQ 2022)	13	18	9	20	<b>20</b>
Change in the ratio compared with the previous financial year (HQ 2022)	N/A	+ 38 %	- 49 %	+ 119 %	<b>- 3 %</b>
Ratio with median compensation of employees (HQ 2022)	15	23	13	28	<b>28</b>
Change in the ratio compared with the previous financial year (HQ 2022)	N/A	+ 49 %	- 45 %	+ 123 %	<b>- 2 %</b>
Revenue growth	+ 0,3 %	+ 51,7 %	+ 10,1 %	+ 7,4 %	<b>+ 6,9 %</b>

(1) The scope used to calculate the ratio includes employees of GIE Ramsay Santé and GIE Ramsay Hospitalisation, representing approximately 1,074 people. Given the significant changes in the scope of the Ramsay Santé group over the last few years, the Group does not have the tools to calculate this ratio for all Group companies.

(2) As a reminder, Mr Pascal Roché waived his variable remuneration for the 20192020 financial year.

### 3 CROSS-REFERENCE TABLE

This cross-reference table identifies the main information required by Annexes 1 and 2 of EU Regulation 2019/980 and refers to the pages of the Universal Registration Document 2022 and this Amendment where the information relating to each of these topics is mentioned.

	<b>Universal Registration Document 2022</b>	<b>Amendment</b>
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1.2 DECLARATION BY PERSONS RESPONSIBLE	7.1	
1.3 NAMES, ADDRESSES, QUALIFICATIONS AND POTENTIAL INTERESTS OF PERSONS ACTING AS EXPERTS	Not applicable	
1.4 CERTIFICATION RELATING TO INFORMATION FROM A THIRD PARTY	Not applicable	
1.5 DECLARATION WITHOUT PRIOR APPROVAL OF THE COMPETENT AUTHORITY	Heading of the first chapter	
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