



**INFORMATION IN RESPECT OF THE REMUNERATION COMPONENTS
OF THE EXECUTIVE CORPORATE OFFICER OF ALSTOM**

At its meeting **held on 20 June 2024**, Alstom Board of Directors acknowledged the recommendations of the Nominations and Remuneration Committee and set the following elements in respect of the **long-term equity remuneration** of Mr. Henri Poupart-Lafarge, Alstom's Chief Executive Officer.

The Board of Directors, acting pursuant to the authorization granted by the Shareholders' Meeting of 20 June 2024 (resolution 30, approved by 91.90%), having taken note of the recommendations of the Nominations and Remuneration Committee, decided to **grant on 20 June 2024 a long-term incentive plan ("PSP 2024")**, benefiting 1,574 people, including Alstom's Chief Executive Officer.

This grant will be subject to approval as part of the fixed, variable and exceptional components of remuneration making up the total remuneration of the Chief Executive Officer at the Annual Shareholders' Meeting in 2025 called to approve the financial statements for the fiscal year ended 31 March 2025.

The grant to the Chief Executive Officer relates to a target number of 72,453 shares, which may vary between 0 and 108,680 shares (in the event of overperformance) depending on the level of achievement of the performance conditions. The IFRS 2 valuation and the calculation of the cap on performance shares granted were established based on the maximum number of shares that may be fully vested at the end of the performance period. Based on the cap on shares granted, this maximum grant represents 0.02% of the share capital at 20 June 2024.

This plan makes the full vesting of all the shares granted to all the beneficiaries (a maximum of 3,618,655 shares, i.e. 0.78% of the capital at 20 June 2024) conditional on the fulfilment of **six performance conditions** (four internal performance conditions and two relative performance conditions) set as such :

After publication of the 2026/27 results	Minimum required level	Target performance	Maximum level considered	
2026/27 adjusted EBIT margin (weight: 20%)	≤ 26/27 Objective -1.5 pts No shares	= 26/27 Objective 14 491 shares	≥ 26/27 Objective +1 pt 21 736 shares	
2026/27 free cash-flow in € million (weight: 20%)	≤ 26/27 Objective -200 M EUR No shares	= 26/27 Objective 14 491 shares	≥ 26/27 Objective +100 M EUR 21 736 shares	
Reduction in energy consumption of solutions offered to customers in 2026/27 compared to those offered before March 2014 (weight: 10%)	Reduction ≤ 26% No shares	Reduction = 27% 7 245 shares	Reduction ≥ 28% 10 868 shares	
Percentage of female employees among top management in 2026/27 (Weight: 10%)	≤ 23.2% No shares	= 25% 7 245 shares	≥ 26.8% 10 868 shares	
TSR at publication of 2026/27 results vs. Index TSR (weight: 20%)	< Index No shares	= Index 7 245 shares	= 110% Index 14 491 shares	≥ 120% Index 21 736 shares
Alstom share price (weight: 20%)	See below ⁽¹⁾			

- (1) At the end of 2026/27 financial year, should the Alstom price be:
- Less than € 22, adjusted by the variation of the CAC40 index between 4 October 2023 and the end of the financial year 2026/27 : no shares ;
 - Less than or equal to € 22, adjusted by the variation of the CAC40 index between 4 October 2023 and the end of the financial year 2026/27 : 14 491 shares ;
 - Greater than or equal to € 42 : 21 736 shares.

With no linear interpolation between the different levels.

This allocation is compliant with the remuneration policy of Alstom's Executive Corporate Officer as described in the 2023/2024 Universal Registration Document (pages 251 to 258) and approved, for fiscal year 2024/25, by the 20 June 2024 Shareholders' Meeting (resolution 13, approved by 98,09%).

Thus, in line with this policy, the IFRS 2 value of the grant, i.e. € 1,900,000 (€1,359,940 for PSP 2023) is lower than the Chief Executive Officer's target fixed and variable remuneration for one year. The Board of Directors ensured that the IFRS value of the grant to the Chief Executive Officer was significantly lower than the cap authorized by the policy.

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