

CHAPTER 8.

Additional information

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8.1 STATEMENT OF THE PERSONS RESPONSIBLE FOR THE UNIVERSAL REGISTRATION DOCUMENT

We confirm that the information contained in this Universal Registration Document gives, to the best of our knowledge, an accurate and fair view of the Company and the information contained within is free from any material misstatement.

We confirm that, to the best of our knowledge, the financial statements have been prepared in accordance with the applicable accounting and financial reporting standards and give an accurate and fair view

of the financial situation of the Company and of the entities taken as a whole included in the scope of consolidation and that the enclosed management report presents a fair view of the development and performance of the business, the results and of the financial situation of the Company and of the entities taken as a whole included in the scope of consolidation and describes the main risks and uncertainties to which they are exposed.

Paris, March 23, 2022

Jean-Marie Tritant
Chairman of the Management Board
Chief Executive Officer

Fabrice Mouchel
Member of the Management Board
Chief Financial Officer

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8. Additional information

8.2 Statutory auditors

8.2 STATUTORY AUDITORS

The Statutory Auditors of the Company are the following:

Ernst & Young Audit

Mr Jean-Yves Jégourel and Mr Antoine Flora
1/2, Place des Saisons
92400 Courbevoie Paris La Défense 1

Commencement date of the first term of office:
General Meeting of May 13, 1975

Deloitte & Associés

Mr Emmanuel Gadret
6, Place de la Pyramide
92908 Paris La Défense Cédex

Commencement date of the first term of office⁽¹⁾:
General Meeting of April 27, 2011

The expiry of the term of office of Ernst & Young Audit and Deloitte & Associés will be at the General Meeting held to approve the 2022 accounts.

8.3 HISTORICAL INFORMATION ON FINANCIAL YEARS 2019 AND 2020

Pursuant to Article 19 of Regulation (EU) 2017/1129 of the European Parliament and of the Council of June 14, 2019, the following information is incorporated by reference in this 2021 Universal Registration Document:

8.3.1 FOR 2019 FINANCIAL YEAR

The 2019 Universal Registration Document was filed with the French Financial Markets Authority on March 25, 2020, under number D. 20-0172.

The financial information, the consolidated financial statements for the year 2019 and the Statutory Auditors' report on these financial statements appear respectively in Chapter 4 (on pages 202 to 263) and Chapter 5 (on pages 264 to 391).

Information not included in this Universal Registration Document are either not applicable to the investor or are covered in another section of this Universal Registration Document.

8.3.2 FOR 2020 FINANCIAL YEAR

The 2020 Universal Registration Document was filed with the French Financial Markets Authority on March 25, 2021, under number D. 21-0172.

The financial information, the consolidated financial statements for the year 2020 and the Statutory Auditors' report on these financial statements appear respectively in Chapter 4 (on pages 215 to 284) and Chapter 5 (on pages 286 to 412).

Information not included in this Universal Registration Document are either not applicable to the investor or are covered in another section of this Universal Registration Document.

8.4 DOCUMENTS AVAILABLE TO THE PUBLIC

The following documents are available on the website at www.urw.com:

- The registration documents and the universal registration documents in the form of annual reports, as well as their updates, which are filed with the French Financial Markets Authority; and
- The financial press releases of the Group.

Unibail-Rodamco-Westfield SE's Articles of Association, statutory and consolidated financial statements may be consulted at the headquarters of the Company, 7, Place du Chancelier Adenauer - 75016 Paris, on the website www.urw.com or obtained upon request from the Company.

(1) Deloitte & Associés succeeded Deloitte Marque & Gendrot, which was appointed on April 28, 2005.

8.5 GLOSSARY

Average cost of debt: recurring financial expenses (excluding the ones on financial leases and the ones related to partners' current accounts) + capitalised financial expenses (excluding non-recurring financial expenses, such as mark-to-market and termination costs of financial instruments including bonds repurchased, currency impact)/average net debt over the period.

Buyer's Net Initial Yield: annualised contracted rent (including indexation) and other incomes for the next 12 months, net of operating expenses, divided by the TAC.

Committed projects: projects for which Unibail-Rodamco-Westfield owns the land or building rights and has obtained all necessary administrative authorisations and permits, approvals of Joint-Venture partners (if applicable), approvals of URW's internal governing bodies to start superstructure construction works and on which such works have started.

Controlled projects: projects in an advanced stage of studies, for which URW controls the land or building rights, and all required administrative authorisations have been filed or are expected to be filed shortly. There can be no assurance these will become "Committed" projects, as this will be subject to having obtained all required administrative approvals, as well as those of Joint-Venture partners (if applicable), and of URW's internal governing bodies to start superstructure works.

Debt Yield: ratio of the net operating income to the outstanding loan amount, net of certain cash as defined in the relevant mortgage loan documentation.

Discount Rate (DR): the Discount Rate is the rate used in a "discounted cash flow" model to calculate the present value of future cash flows (positive or negative) that is to say converting such future cash-flows in today's monetary value.

EPRA Net Reinstatement Value ("NRV"): assumes that entities never sell assets and aims to represent the value required to rebuild the entity.

EPRA Net Tangible Assets ("NTA"): assumes that entities buy and sell assets, thereby crystallising certain levels of unavoidable deferred tax.

EPRA Net Disposal Value ("NDV"): represents the shareholder's value under a disposal scenario, where deferred tax, financial instruments and other certain adjustments are calculated to the full extent of their liability, net of any resulting tax.

EPRA NIY: annualised rental income based on the cash rents passing at the balance sheet date, less non-recoverable property operating expenses, divided by the Gross Market Value of the portfolio. For a reconciliation of URW's NIY with the EPRA Net Initial Yield definitions, refer to the EPRA Performance Measures.

EPRA topped-up yield: EPRA Net Initial Yield adjusted in respect of the expiration of rent-free periods (or other unexpired lease incentives such as discounted rent periods and step rents).

EPRA vacancy rate: Estimated Rental Value (ERV) of vacant spaces divided by ERV of total space (let + vacant).

Exit Cap Rate (ECR): the rate used to estimate the resale value of a property at the end of the holding period. The expected Net Rental Income (NRI) per year is divided by the ECR (expressed as a percentage) to get the terminal value.

Flagships: assets of a certain size and/or with footfall in excess of 10 million per year, substantial growth potential for the Group based on their appeal to both retailers and visitors, iconic architecture or design and a strong footprint in their area.

Financial statements under IFRS: the Group's consolidated financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) as applicable in the European Union as at closing date.

Financial statements on a proportionate basis: they are prepared based on the financial statements under IFRS, except for the joint-controlled entities, which are consolidated on a proportionate basis, instead of being accounted for using the equity method (as applicable under IFRS). Unibail-Rodamco-Westfield believes that these financial statements on a proportionate basis give stakeholders a better understanding of the underlying operations of URW and the joint-controlled entities, as they represent a significant part of the Group's operations in the US and the UK.

Foreclosure: the action of a lender seeking to take the collateral on a loan when loan payments are not made, leading to a transfer of the asset and the extinction of the corresponding mortgage debt.

Funds From Operations (FFO): on an annualised basis, the recurring EBITDA minus (i) recurring net financial expenses and (ii) tax on recurring operating result.

Group Share: the part that is attributable to the Group after deduction of the parts attributable to the minority interests.

Interest Cover Ratio (ICR): Recurring EBITDA/Recurring Net Financial Expenses (including capitalised interest). Recurring EBITDA is calculated as total recurring operating results and other income minus general expenses, excluding depreciation and amortisation.

Like-for-like Net Rental Income (Lfl NRI): net rental income excluding acquisitions, divestments, transfers to and from pipeline (extensions, brownfields or redevelopment of an asset when operations are stopped to enable works), all other changes resulting in any change to the square meters and currency exchange rate differences in the periods analysed.

Loan-to-Value (LTV): net financial debt, excluding current accounts with non-controlling interests/total assets (whether under IFRS or on a proportionate basis), including or excluding transfer taxes and excluding goodwill not justified by fee business.

Minimum Guaranteed Rent uplift (MGR uplift): difference between new MGR and indexed old MGR. Indicator calculated on renewals and re-lettings only.

Net Disposal Price (NDP): Total Acquisition Cost incurred by the acquirer minus all transfer taxes and transaction costs.

Net Initial Yield (NIY): annualised contracted rent (including indexation) and other incomes for the next 12 months, net of operating expenses, divided by the asset value net of estimated transfer taxes and transaction costs. Shopping centres under development or not controlled by URW, the Westfield trademark and the airport activities are not included in the calculation of NIY.

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8.5 Glossary

Net Initial Yield on occupied space: annualised contracted rent (including latest indexation) and other incomes for the next 12 months, net of operating expenses, divided by the value of occupied space net of estimated transfer taxes and transaction costs. Assets under development are not included in this calculation.

Non-recurring activities: non-recurring activities include valuation movements, disposals, mark-to-market and termination costs of financial instruments, bond tender premiums, impairment of goodwill or recognition of negative goodwill, amortisation of fair value of assets and liabilities recorded for the purpose of purchase price allocation, as well as costs directly incurred during a business combination and other non-recurring items.

Occupancy Cost Ratio (OCR): (rental charges + service charges including marketing costs for tenants, all including VAT)/(tenants' sales, including VAT). As tenant turnover is not known for all tenants for The Netherlands, no reliable OCR can be calculated for this country. Primark sales are estimates.

ORNANE (*Obligations Convertibles ou Échangeables en Actions Nouvelles ou Existantes*): net share settled bonds convertible into new and/or existing shares.

Peer group components: the external independent advisor gave guidance to the Supervisory Board and the Governance, Nomination and Remuneration Committee on the Fixed Income for the Management Board members using a blended benchmarking approach, primarily based on the following two peer groups:
France General Industry (CAC40); Selected European and UK Real Estate (11 companies): Vonovia, Deutsche Wohnen, Klépierre, Landsec, Gécina, British Land, Foncière des Régions, Swiss Prime Site, Hammerson, Derwent London, Altea Cogedim.

Other peer groups were used for information and qualitative benchmarking only:

Selected US Real Estate (9 companies): Simon Property Group, GGP, Ventas, Realty Income Corporation, Regency Centers Corporation, Federal Realty Investment Trust, Macerich Company, Kimco Realty Corporation, National Retail Properties, Brixmor Property Group.

Potential Yield: annualised contracted rent (including indexation) and other incomes for the next 12 months, net of operating expenses + the ERV of vacant space, divided by the asset value net of estimated transfer taxes and transaction costs. Shopping centres under development or not controlled by URW, the Westfield trademark and the airport activities are not included in the calculation of Potential Yield.

Reference Index: the TSR Performance Benchmark Index includes companies with more than 50% of their activity focused in Retail or Office and operating in the same countries as URW. Following Westfield's acquisition, the composition of the index has been adjusted by the Governance, Nomination and Remuneration Committee to reflect URW's new geographical and activity scopes. The Reference Index is composed of 25 companies (10 Eurozone Retail, 3 France Offices, 4 UK Retail and 8 US Retail), all sub-index weighted to reflect the weight of each business line in URW Gross Market Value, as follows (as long as the index includes the concerned company over the nesting period of the plan):

Sub-Index Eurozone Retail (63% weight) - Klépierre, Carmila, Deutsche EuroShop, Citycon, EuroCommercial Property, Mercialis, Wereldhave, Vastned Retail, Retail Estates, LAR España Real Estate;

Sub-Index France Offices (7% weight) - Covivio, Icade, Gecina;
Sub-Index UK Retail (8% weight) - British Land, Landsec, Hammerson, NewRiver REIT;
Sub-Index US Retail (22% weight) - Simon Property Group, Macerich, CBL & Associates, Pennsylvania Centers, Regency Centers, Federal Realty Investment, Kimco Realty, Brixmor Property Group.

Replacement capital expenditure (Replacement Capex): replacement Capex relates to works either on equipment or the structure of a standing asset. The primary purpose of Replacement Capex is to ensure that the asset is in good working order and/or to make minor improvements. These investments can be triggered by obsolescence, maintaining technical performance at market levels or compliance with regulatory requirements. These amounts do not include Replacement Capex spent as part of the TIC of extension and/or renovation projects on which the Group's standard Return On Investment (ROI) is expected.

Rotation rate: (number of re-lettings and number of assignments and renewals with new concepts)/number of stores. Short-term leases are excluded.

SBR: Sales Based Rent.

Secured debt ratio: Secured debt/Total assets.

SIIC: *Société d'Investissement Immobilier Cotée* (in France).

Tenant sales: performance in URW's shopping centres (excluding The Netherlands) in operation, including extensions of existing assets, but excluding deliveries of new brownfield projects, acquisition of new assets and assets under heavy refurbishment.

Total Acquisition Cost (TAC): the total amount a buyer shall pay to acquire an asset or a company. TAC equals the price agreed between the seller and the buyer plus all transfer taxes and transaction costs.

Total Investment Cost (TIC): Total Investment Cost equals the sum of: (i) all capital expenditures from the start of the project to the completion date and includes: land costs, construction costs, study costs, design costs, technical fees, tenant fitting-out costs paid for by the Group, letting fees and related costs, eviction costs and vacancy costs for renovations or redevelopments of standing assets; and (ii) opening marketing expenses. It excludes: (i) step rents and rent-free periods; (ii) capitalised financial interests; (iii) overhead costs; (iv) early or lost Net Rental Income; and (v) IFRS adjustments.

Unencumbered leverage ratio: Unencumbered assets/unsecured debt.

Valuation of occupied office space: valuation based on the appraiser's allocation of value between occupied and vacant spaces.

Viparis' recurring Net Operating Income ("NOI"): "Net rental income" and "On-site property services operating result" + "Recurring contribution of affiliates" of Viparis venues.

Yield impact: the change in potential yields (to neutralise changes in vacancy rates) and taking into account key money.

Yield on cost: URW share of the expected stabilised Net Rental Income divided by the URW Total Investment Cost increased by rent incentives (step rents and rent-free periods), and for redevelopment project only, the Gross Market Value of the standing asset at the launch of the project.

8.6 CROSS-REFERENCE TABLES

8.6.1 CONCORDANCE TABLE OF THE UNIVERSAL REGISTRATION DOCUMENT

This concordance table is based on the headings set out in Annexes I and II of Delegated Regulation (EU) 2019/980 of the Commission of March 14, 2019 and refers to the sections of this Universal Registration Document in which the relevant information can be found.

Information	Section of the Universal Registration Document
1. PERSONS RESPONSIBLE, THIRD PARTY INFORMATION, EXPERTS' REPORTS AND COMPETENT AUTHORITY APPROVAL	
1.1. Persons responsible for the information given in the Universal Registration Document	8.1
1.2. Declaration of the persons responsible for the Universal Registration Document	8.1
1.3. Identification, qualification and potential conflicts of interest of persons acting as experts	1.6 - 1.7
1.4. Certification of Third Party Information	n/a
1.5. Statement without prior approval of the competent authority	page 1
2. STATUTORY AUDITORS	
2.1. Identity of Statutory Auditors	8.2
2.2. Potential change	n/a
3. RISK FACTORS	
4. INFORMATION ABOUT THE ISSUER	
4.1. Corporate name and trade name	7.1.1
4.2. Place, registration number and LEI	7.1.1
4.3. Date of incorporation and statutory length of life	7.1.1
4.4. Head office and legal form	7.1.1 - 7.1.2
5. BUSINESS OVERVIEW	
5.1. Main activities	4.1.1
5.1.1. Nature of operations	1.4 - 4.1.1
5.1.2. New products and important services	4.1.3
5.2. Main markets	4.1.1.2 - 4.1.1.3
5.3. Important events	5.2 (note 1)
5.4. Strategy and objectives	1.3
5.5. Dependence of the issuer on patents, licenses, contracts and manufacturing processes	n/a
5.6. Competitive position statement	n/a
5.7. Investments	
5.7.1. Material investments	4.1.2
5.7.2. Main current or future investments that the issuer intends to make and for which its management bodies have already made firm commitments and financing methods	4.1.3
5.7.3. Joint ventures and interests in which the issuer has an equity interest that may have a significant impact	5.2 (note 6)
5.7.4. Environmental issues that may affect the use of tangible fixed assets	2.2 - 6.2.2.3
6. ORGANISATIONAL STRUCTURE	
6.1. Brief description of the Group	1.8 - 1.9
6.2. List of significant subsidiaries	5.2 (note 15)
7. FINANCIAL POSITION AND RESULTS REVIEW	
7.1. Financial position	5.1
7.1.1. Changes in results and financial position including key performance indicators of a financial nature and, where appropriate, non-financial nature	5.1.2 - 2.1.4.2
7.1.2. Forecasts for future development and research and development activities	4.1.3
7.2. Operating results	5.1.1 - 5.2 (note 4)
7.2.1. Significant factors, unusual, infrequent events or new developments	4.1.1
7.2.2. Reasons for significant changes in net sales or revenues	4.1.1

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8.6 Cross-reference tables

Information	Section of the Universal Registration Document
8. CAPITAL RESOURCES	
8.1. Capital information	5.1.4
8.2. Cash flows	5.1.3
8.3. Funding needs and funding structure	4.1.5
8.4. Restrictions on the use of capital resources	2.5
8.5. Anticipated sources of funds	4.1.5.1
9. REGULATORY ENVIRONMENT	
9.1. Description of the regulatory environment and any measures or factors of an administrative, economic, budgetary, monetary, or political nature	4.1.1.2
10. TRENDS INFORMATION	
10.1. Description of major trends and any significant changes in the Group's financial performance since the end of the last financial year	4.1.1 - 4.1.2 - 5.2 (note 1)
10.2. Events likely to have a material impact on the outlook	4.1.1.7 - 4.1.1.9
11. PROFIT FORECASTS OR ESTIMATES	
11.1. Published profit forecasts or estimates	4.1.1.9
11.2. Statement outlining key forecasting assumptions	4.1.1.9
11.3. Statement of comparability with historical financial information and compliance with accounting policies	5.2 (note 2)
12. ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES	
12.1. Information concerning Management Board and Supervisory Board members	3.2
12.2. Conflicts of interests	3.2.2.5
13. REMUNERATION AND BENEFITS	
13.1. Remuneration paid and benefits in kind	3.3.2
13.2. Provisions for pensions and retirement benefits	5.2 (note 11)
14. BOARD PRACTICES/FUNCTIONING OF SUPERVISORY AND MANAGEMENT BODIES	
14.1. Expiry date of terms of office	3.2
14.2. Service contracts between members of the administrative, management or supervisory bodies and the issuer	n/a
14.3. Information on the Audit Committee and the Remuneration Committee	3.2.2.3
14.4. Statement of compliance with the corporate governance regime	3.1
14.5. Potential significant impacts on corporate governance	n/a
15. EMPLOYEES	
15.1. Number of employees	2.4
15.2. Profit sharing and stock options	3.3.4
15.3. Agreement for employees to subscribe to the share capital	5.2 (note 11)
16. MAJOR SHAREHOLDERS	
16.1. Shareholders holding more than 5% of the share capital at the time of publication of the Universal Registration Document	7.4
16.2. Existence of different voting rights	7.6.4
16.3. Ownership or control of the issuer, directly or indirectly	7.4
16.4. Arrangements known to the issuer, the operation of which may result in a change of control	n/a
17. RELATED PARTY TRANSACTIONS	5.2 (note 6.5)
18. FINANCIAL INFORMATION CONCERNING ASSETS AND LIABILITIES, FINANCIAL POSITION AND RESULTS	
18.1. Historical financial information	8.3
18.1.1. Audited historical financial information covering the latest three financial years and the audit report	5.1-5.6, 8.3
18.1.2. Change of accounting reference date	n/a
18.1.3. Accounting standards	5.2 (note 2)
18.1.4. Change of accounting framework	5.2 (note 2)
18.1.5. Financial information under French accounting standards	5.3 - 5.4
18.1.6. Consolidated financial statements	5.1 - 5.2
18.1.7. Dates of the latest financial information	5.1 - 5.2

Information	Section of the Universal Registration Document
18.2. Interim and other financial information	n/a
18.2.1. Quarterly or half-yearly financial information	n/a
18.3. Audit of historical annual financial information	
18.3.1. Independent audit of historical annual financial information	5.5 - 5.6 - 5.7
18.3.2. Other audited information	5.7
18.3.3. Sources of information not audited by the statutory auditors	n/a
18.4. Pro forma financial information	n/a
18.5. Dividend policy	
18.5.1. Description of dividend distribution policy and any applicable restrictions	4.1.1.8 - 4.1.1.9
18.5.2. Amount of dividend per share	4.1.1.8
18.6. Governmental, legal and arbitration proceedings	n/a
18.7. Significant change in financial position	n/a
19. ADDITIONAL INFORMATION	
19.1. Share capital	
19.1.1. Amount of issued capital, number of shares issued and fully paid up and nominal value per share, number of shares authorised	7.2
19.1.2. Shares not representing capital	n/a
19.1.3. Number, book value and nominal value of treasury shares	7.3.3
19.1.4. Information concerning securities giving access to share capital	7.2.2
19.1.5. Information on the conditions governing any acquisition rights and/or obligations attached to the subscribed but not paid-up capital, or on any undertaking to increase the share capital	n/a
19.1.6. Information on the share capital of Group companies subject to option	n/a
19.1.7. Historical information of share capital	7.2.4
19.2. Memorandum and Articles of Association	
19.2.1. Register and corporate purpose	7.6
19.2.2. Rights, privileges and restrictions attached to each class of shares	7.6
19.2.3. Arrangement having the effect of delaying, deferring or preventing a change of control	7.6
20. MATERIAL CONTRACTS	n/a
21. DOCUMENTS AVAILABLE	8.4

8.6.2 CROSS-REFERENCE TABLE OF THE FINANCIAL REPORT

The below table of contents sets out the main categories required under the General Regulation of the French Financial Markets Authority (AMF).

Category of Article 222-3 of the AMF General Regulations	Section of the Universal Registration Document
1. FINANCIAL STATEMENTS	5.3
2. CONSOLIDATED FINANCIAL STATEMENTS	5.1
3. MANAGEMENT REPORT	8.6.3
4. RESPONSIBLE PERSONS	
4.1. Persons responsible for the information included in the Annual Financial Report	8.1
4.2. Declaration of the persons responsible for the Annual Financial Report	8.1
5. STATUTORY AUDITORS' REPORTS	
5.1. Statutory Auditors' report on the statutory financial statements	5.6
5.2. Statutory Auditors' report on the consolidated financial statements	5.5

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8.6 Cross-reference tables

8.6.3 CROSS-REFERENCE TABLE OF THE MANAGEMENT REPORT (INCLUDING THE CORPORATE GOVERNANCE REPORT)

A paragraph related to the armed conflict in Ukraine was not included in the management report approved on February 7, 2022, but have been added for the purpose of the 2021 Universal Registration Document.

The management report prepared pursuant to Article L. 225-100 of the Commercial Code, updated by Ordonnance no. 2019-1234 of November 27, 2019, is included in this Universal Registration Document. It contains the following information, and specially the corporate governance report (unless otherwise stated, the articles in brackets refer to the relevant articles of the Commercial Code).

Management report		Section of the Universal Registration Document
1. SITUATION AND BUSINESS OF THE GROUP		
1.1. Situation of the Company during the past financial year and an objective and exhaustive analysis of the development of the business, results and financial situation of the Company and the Group, in particular its debt situation, in relation to the volume and complexity of business	Articles L. 225-100-1, I., 1°, L. 232-1, II, L. 233-6 and L. 233-26	4.1.1
1.2. Key performance indicators of a financial nature	Article L. 225-100-1, I., 2°	4.1.1
1.3. Key performance indicators of a non-financial nature relating to the specific activity of the Company and the Group, in particular information relating to environmental and personnel issues	Article L. 225-100-1, I., 2°	2.2 - 2.4
1.4. Significant events occurring between the balance sheet date and the date on which the Management Report is prepared	Articles L. 232-1, II. and L. 233-26	4.1.1.7
1.5. Identity of the main shareholders and holders of voting rights at general meetings, and changes during the year	Article L. 233-13	7.4.1
1.6. Existing branches	Article L. 232-1, II	n/a
1.7. Significant equity investments in companies having their registered office in France	Article L. 233-6 al. 1	7.7
1.8. Disposals of cross-shareholdings	Articles L. 233-29, L. 233-30 and R. 233-19	n/a
1.9. Foreseeable changes in the situation of the Company and the Group, and future prospects	Articles L. 232-1, II and L. 233-26	4.1.1.9
1.10. Research and development activities	Articles L. 232-1, II and L. 233-26	n/a
1.11. Table showing the Company's results for each of the last five financial years	Article R. 225-102	5.8.2
1.12. Information on payment terms for suppliers and customers	Article D. 441-4	5.8.1
1.13. Amount of inter-company loans granted and statement by the statutory auditor	Articles L. 511-6 and R. 511-2-1-3	n/a
2. INTERNAL CONTROL AND RISK MANAGEMENT		
2.1. Description of the main risks and uncertainties facing the Company	Article L. 225-100-1, I., 3°	Chapter 6
2.2. Information on the financial risks related to the effects of climate change and presentation of the measures the Company is taking to reduce them by implementing a low-carbon strategy in all components of its activity	Article L. 22-10-35, 1°	2.1.2.2
2.3. Main features of the internal control and risk management procedures implemented by the Company and the Group for the preparation and processing of accounting and financial information	Article L. 22-10-35, 2°	6.1.3
2.4. Information on the objectives and policy regarding the hedging of each main category of transactions and on the exposure to price, credit, liquidity and treasury risks, including the use of financial instruments	Article L. 225-100-1., 4°	6.2.2
2.5. Anti-corruption programme	Law no 2016-1691 of December 9, 2016 called « Sapin 2 »	3.4.5
2.6. Vigilance plan and report on its implementation	Article L. 225-102-4	n/a
3. REPORT ON CORPORATE GOVERNANCE		
REMUNERATION INFORMATION		
3.1. Remuneration policy for corporate officers	Article L. 22-10-8, I., paragraph 2	3.3.1
3.2. Remuneration and benefits of any kind paid during the year or granted in respect of the year to each corporate officer	Article L. 22-10-9, I., 1°	3.3.2.2
3.3. Relative proportion of fixed and variable remuneration	Article L. 22-10-9, I., 2°	3.3.2.2
3.4. Use of the possibility of requesting the return of variable remuneration	Article L. 22-10-9, I., 3°	3.3.1.1

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8.6 Cross-reference tables

Management report		Section of the Universal Registration Document
3.5. Commitments of any kind made by the Company for the benefit of its corporate officers, corresponding to items of remuneration, indemnities or benefits due or likely to be due as a result of the assumption, termination or change in their functions or subsequent to the exercise thereof	Article L. 22-10-9, I., 4°	3.2.2.5 - 3.3.1.1
3.6. Remuneration paid or granted by a Company included in the scope of consolidation within the meaning of Article L. 233-16 of the French Commercial Code	Article L. 22-10-9, I., 5°	n/a
3.7. Ratios between the level of remuneration of each executive officer and the average and median remuneration of the Company's employees	Article L. 22-10-9, I., 6°	3.3.2.1
3.8. Annual changes in remuneration, Company performance, average remuneration of the Company's employees and the aforementioned ratios over the last five financial years	Article L. 22-10-9, I., 7°	3.3.2.1
3.9. Explanation of how the total remuneration complies with the adopted remuneration policy, including how it contributes to the long-term performance of the Company and how the performance criteria have been applied	Article L. 22-10-9, I., 8°	3.3.2.1
3.10. Manner in which the vote of the last ordinary general meeting provided for in II of Article L. 225-100 (until December 31, 2020) and I of Article L. 22-10-34 (as of January 1, 2021) of the French Commercial Code was taken into account	Article L. 22-10-9, I., 9°	3.3.2.1
3.11. Deviation from the procedure for the implementation of the remuneration policy and any deviation from it	Article L. 22-10-9, I., 10°	3.3
3.12. Application of the provisions of the second paragraph of Article L. 225-45 of the French Commercial Code (suspension of the payment of directors' remuneration in the event of failure to comply with the gender mix of the Supervisory Board)	Article L. 22-10-9, I., 11°	3.2.2.1
3.13. Grant and retention of performance stock options to executive officers	Article L. 225-185	3.3.1.1
3.14. Grant and retention of performance shares to executive officers	Articles L. 225-197-1 and L. 22-10-59	3.3.1.1
GOVERNANCE INFORMATION		
3.15. List of all mandates and functions exercised in any Company by each of the corporate officers during the financial year	Article L. 225-37-4, 1°	3.2.1.1 - 3.2.2.1
3.16. Agreements between an executive officer or significant shareholder and a subsidiary	Article L. 225-37-4, 2°	3.2.2.5
3.17. Summary table of valid delegations of authority granted by the General Meeting for capital increases	Article L. 225-37-4, 3°	7.5
3.18. General management procedures	Article L. 225-37-4, 4°	3.2.1
3.19. Composition, preparation and organisation of the Board's work	Article L. 22-10-10, 1°	3.2.2
3.20. Application of the principle of balanced representation of women and men on the Board	Article L. 22-10-10, 2°	3.2.2.1
3.21. Possible limitations by the Supervisory Board on the powers of the Chief Executive Officer	Article L. 22-10-10, 3°	7.6.5.2.1
3.22. Reference to a corporate governance code and application of the "comply or explain" principle	Article L. 22-10-10, 4°	3.1
3.23. Special terms and conditions for the participation of shareholders in the General Meeting	Article L. 22-10-10, 5°	n/a
3.24. Assessment process of the current agreement - Implementation	Article L. 22-10-10, 6°	3.2.2.5
3.25. Information likely to have an impact in the event of a takeover bid or exchange offer	Article L. 22-10-11	7.8
3.26. For public limited companies with a supervisory board: Observations of the Supervisory Board on the report of the Management Board and on the accounts for the financial year	Article L. 225-68, last paragraph	2022 Notice of Meeting
4. SHAREHOLDING AND CAPITAL		
4.1. Structure, changes in the Company's share capital and crossing of thresholds	Article L. 233-13	7.4
4.2. Acquisition and sale by the Company of its own shares	Article L. 225-211	7.3
4.3. Employee share ownership at the last day of the financial year (proportion of capital represented)	Article L. 225-102, 1st paragraph	7.4.1
4.4. Mention of any adjustments for securities giving access to the capital in the event of share buybacks or financial transactions	Articles R. 228-90 and R. 228-91	n/a
4.5. Information on transactions by officers and related parties in the Company's securities	Article L. 621-18-2 of the French Monetary and Financial Code	3.3.3.5
4.6. Amounts of dividends distributed in respect of the previous three financial years	Article 243 bis of the French General Tax Code	5.2 - (note 12.3)

8. Additional information

8.6 Cross-reference tables

		Section of the Universal Registration Document
Management report		
5. EXTRA-FINANCIAL PERFORMANCE STATEMENT (EFPS)		
5.1. Business model	Articles L. 225-102-1 and R. 225-105, I	1.1 - 1.3 - 1.4 - 1.5 - 2.1 - 4.1
5.2. Description of the main risks related to the Company's or Group's business, including, where relevant and proportionate, risks created by business relationships, products or services	Articles L. 225-102-1 and R. 225-105, I. 1°	2.1.2.2
5.3. Information on how the Company or Group takes into account the social and environmental consequences of its activity, and the effects of this activity on respect for human rights and the fight against corruption (description of the policies applied and due diligence procedures implemented to prevent, identify and mitigate the main risks related to the Company's or Group's activity)	Articles L. 225-102-1, III, R. 225-104 and R. 225-105, I. 2°	2.1.2.2 - 2.1.5.1 - 3.4.1
5.4. Results of the policies applied by the Company or Group, including key performance indicators	Articles L. 225-102-1 and R. 225-105, I. 3°	2.1.2.2 - 2.1.4.1- 2.2 - 2.3 - 2.4
5.5. Social information (employment, work organisation, health and safety, labour relations, training, equal treatment)	Articles L. 225-102-1 and R. 225-105, II. A. 1°	2.4
5.6. Environmental information (general environmental policy, pollution, circular economy, climate change)	Articles L. 225-102-1 and R. 225-105, II. A. 2°	2.2
5.7. Societal information (societal commitments in favour of sustainable development, subcontracting and suppliers, fair practices)	Articles L. 225-102-1 and R. 225-105, II. A. 3°	2.3
5.8. Anti-corruption information	Articles L. 225-102-1 and R. 225-105, II. B. 1°	2.1.5.1 - 3.4.1
5.9. Information on actions in favour of human rights	Articles L. 225-102-1 and R. 225-105, II. B. 2°	2.1.5.1 - 2.4.3.4
5.10. Specific information:		
<ul style="list-style-type: none"> • Policy of prevention of the risk of technological accidents carried out by the Company; 		
<ul style="list-style-type: none"> • The Company's ability to cover its civil liability to property and persons as a result of the operation of such facilities; and 	Article L. 225-102-2	n/a
<ul style="list-style-type: none"> • Means provided by the Company to ensure the management of compensation for victims in the event of a technological accident involving its responsibility. 		
5.11. Collective agreements concluded within the Company and their impact on the Company's economic performance and on the working conditions of employees	Articles L. 225-102-1, III and R. 225-105	2.4.3.4
5.12. Independent Third Party Certification of the Information in the <i>Déclaration de Performance extra-financière</i>	Articles L. 225-102-1, III and R. 225-105-2	2.6.2
6. OTHER INFORMATION		
6.1. Additional tax information	Articles 223 quater and 223 quinquies of the French General Tax Code	n/a
6.2. Injunctions or monetary penalties for anti-competitive practices	Article L. 464-2	n/a