

6.4.2. Table of cross-references with the Annual Financial Report and the Management Board Report issued in accordance with the French Commercial Code

For the convenience of readers of the Annual Financial Report (AFR) and the Management Report issued pursuant to the French Commercial Code, the following table identifies the main statutory information covered in this Universal Registration Document.

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1. Parent entity financial statements	AFR	4.2	265
2. Consolidated financial statements	AFR	4.1	202
3. Management Board Report			
3.1. Group's business activities and situation			
<ul style="list-style-type: none"> ■ Situation during the year ended and an objective and exhaustive analysis of the development of the business, results and financial position of the Company and the Group, including its debt position, in relation to the volume and complexity of business. <i>Articles L. 225-100-1, I., 1°, L. 232-1, II., L. 233-6 and L. 233-26 of the French Commercial Code (applicable until December 31, 2020)</i> <i>Articles L. 225-100-1, I., 1°, L. 232-1, II, L. 233-6 and L. 233-26 of the French Commercial Code (applicable as of January 1, 2021)</i> 		1.4.1 & 1.4.3	41 & 50
<ul style="list-style-type: none"> ■ Key financial performance indicators of the Company and Group. <i>Article L. 225-100-1 I., 2° of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 225-100-1, I., 2° (applicable as of January 1, 2021)</i> 	AFR	1.1.1, 1.4.1, 1.4.3	8, 41, 50
<ul style="list-style-type: none"> ■ Key non-financial performance indicators relating to the specific business of the Company and the Group, including information on environmental and employee matters. <i>Article L. 225-100-1 I., 2° of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 225-100-1, I., 2° French Commercial Code (applicable as of January 1, 2021)</i> 	AFR	3	161
<ul style="list-style-type: none"> ■ Significant events occurring between the year-end closing date and the date on which the Annual Management Report was prepared. <i>Articles L. 232-1-II and L. 233-26 of the French Commercial Code</i> 		1.1.3 - upon referral by Section 1.4.4 (b)	15
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		Section 4.2.5 (f) to the parent entity financial statements for the fiscal year 2020	306
<ul style="list-style-type: none"> ■ Identity of the main shareholders and holders of voting rights at General Meetings, and changes made during the fiscal year. <i>Article L. 233-13 of the French Commercial Code</i> 		2.7.1 - upon referral by Sections 5.2.1 & 5.2.3	142
		5.2.1	325
<ul style="list-style-type: none"> ■ Existing branches. <i>Article L 232-1, II of the French Commercial Code</i> 		n.a. (none)	
<ul style="list-style-type: none"> ■ Significant holdings in companies having their registered office in France. <i>Article L. 233-6, subsection 1 of the French Commercial Code</i> 		1.2.2	19

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<ul style="list-style-type: none"> ▪ Transfer of cross-holdings. <i>Articles L. 233-29, L. 233-30 and R. 233-19 of the French Commercial Code</i> 		n.a.	
<ul style="list-style-type: none"> ▪ Foreseeable development of the Company and the Group and outlook. <i>Article L. 232-1, R. 225-102 and L. 233-26 of the French Commercial Code</i> 		1.4.4	57
<ul style="list-style-type: none"> ▪ Research and development activities. <i>Articles L. 232-1, II and L. 233-26 of the French Commercial Code</i> 		1.3.3	28
<ul style="list-style-type: none"> ▪ Table showing the Company's results for each of the last five fiscal years. <i>Article R. 225-102 of the French Commercial Code</i> 	AFR	1.4.1 (b)	42
<ul style="list-style-type: none"> ▪ Payment period of suppliers' and customers' debts. <i>Article D. 441-4 of the French Commercial Code</i> 		1.4.8	60
<ul style="list-style-type: none"> ▪ Amounts of inter-company loans granted and auditor's statement. <i>Articles L. 511-6 and R. 511-2-1-3 of the French Monetary and Financial Code</i> 		n.a.	
3.2. Internal control and risk management			
<ul style="list-style-type: none"> ▪ Main risks and uncertainties facing the Company and Group. <i>Article L. 225-100-1, I., 3° of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 225-100-1, I., 3° of the French Commercial Code (applicable as of January 1, 2021)</i> 	AFR	1.5.1 & 1.5.2	62 & 64
		3.4.1	166
<ul style="list-style-type: none"> ▪ Information on the financial risks related to the effects of climate change and the measures the Company is taking to reduce them by implementing a low-carbon strategy in all aspects of its business activities. <i>Article L. 225-100-1, I., 4° of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 22-10-35, 1° of the French Commercial Code (applicable as of January 1, 2021)</i> 		3.8.1	185
<ul style="list-style-type: none"> ▪ Main characteristic 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. <i>Article L. 225-100-1, I., 5° and II., final paragraph of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 22-10-35, 2° of the French Commercial Code (applicable as of January 1, 2021)</i> 		1.5.5	68
<ul style="list-style-type: none"> ▪ Information on the objectives and policy for hedging main category of transactions and on exposure to price, credit, liquidity and cash flow risks, including the use of financial instruments. <i>Article L. 225-100-1, I., 6° of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 225-100-1, 4° of the French Commercial Code (applicable as of January 1, 2021)</i> 		1.5.5 (c)	69
		Note 2.5 to the Group's consolidated financial statements for the fiscal year 2020, in Section 1.4.5	213
		Section 4.2.5 (e) to the parent entity financial statements for the fiscal year 2020	306
<ul style="list-style-type: none"> ▪ Anti-bribery system. <i>French Law n°2016-1691 of December 9, 2016 known as « Sapin 2 »</i> 		3.6	173
<ul style="list-style-type: none"> ▪ Monitoring plan and report on its effective implementation. <i>Article L. 225-102-4 of the French Commercial Code</i> 		n.a.	

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3.3. Report by the Supervisory Board on the Corporate Governance	AFR		
3.3.1. Information on remuneration			
<ul style="list-style-type: none"> ■ Remuneration policy for corporate officers. <i>Article L. 225-37-2, I., subsection 2 of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 22-10-8, I., subsection 2 of the French Commercial Code (applicable as of January 1, 2021)</i> 		2.6.1	102
<ul style="list-style-type: none"> ■ Remuneration and benefits of any kind paid during the fiscal year or granted in respect of the fiscal year to each corporate officer. <i>Article L. 225-37-3, I., 1° of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 22-10-9, I., 1° of the French Commercial Code (applicable as of January 1, 2021)</i> 		2.6.2	108
<ul style="list-style-type: none"> ■ Ratio of fixed and variable remuneration. <i>Article L. 225-37-3, I., 2° of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 22-10-9, I., 2° of the French Commercial Code (applicable as of January 1, 2021)</i> 		2.6.2.1 (a)	108
<ul style="list-style-type: none"> ■ Use of the possibility to ask for the restitution of a variable remuneration. <i>Article L. 225-37-3, I., 3° of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 22-10-9, I., 3° of the French Commercial Code (applicable as of January 1, 2021)</i> 		n.a. (no use)	
<ul style="list-style-type: none"> ■ Commitments of any kind provided to the Company's corporate officers, corresponding to remuneration, indemnities or benefits due or likely to be due as a result of the assumption, termination or change in their duties or after the exercise of their duties. <i>Article L. 225-37-3, I., 4° of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 22-10-9, I., 4° of the French Commercial Code (applicable as of January 1, 2021)</i> 		2.6.2.1 (d) - upon referral by Section 2.7.10	128
<ul style="list-style-type: none"> ■ 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. <i>Article L. 225-37-3, I., 5° of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 22-10-9, I., 5° of the French Commercial Code (applicable as of January 1, 2021)</i> 		2.6.2.1	108
<ul style="list-style-type: none"> ■ Ratios between the level of remuneration of each corporate officer and the average and median remuneration of the Company's employees. <i>Article L. 225-37-3, I., 6° of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 22-10-9, I., 6° of the French Commercial Code (applicable as of January 1, 2021)</i> 		2.6.3	139
<ul style="list-style-type: none"> ■ Annual changes in remuneration, Company's performance, average remuneration of Company's employees and the above ratios over the five most recent fiscal years. <i>Article L. 225-37-3, I., 7° of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 22-10-9, I., 7° of the French Commercial Code (applicable as of January 1, 2021)</i> 		2.6.3	139
<ul style="list-style-type: none"> ■ 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. <i>Article L. 225-37-3, I., 8° of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 22-10-9, I., 8° of the French Commercial Code (applicable as of January 1, 2021)</i> 		2.6.1	102

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<ul style="list-style-type: none"> ■ Manner by which the vote of the last Ordinary General Meeting provided for in II of Article L. 225-100 (until December 31, 2020) then in I of Art L. 22-10-34 (as of January 1, 2021) of the French Commercial Code was taken into account. <i>Article L. 225-37-3, 95</i> 		2.6.1	102
<ul style="list-style-type: none"> ■ I., 9° of the French Commercial Code (applicable until December 31, 2020) Article L. 22-10-9, I., 9° of the French Commercial Code (applicable as of January 1, 2021) 			
<ul style="list-style-type: none"> ■ Deviation from the procedure for the implementation of the remuneration policy and any derogation. <i>Article L. 225-37-3, I., 10° of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 22-10-9, I., 10° of the French Commercial Code (applicable as of January 1, 2021)</i> 		n.a. (none)	
<ul style="list-style-type: none"> ■ Application of the provisions of the second paragraph of Article L. 225-45 of the French Commercial Code (suspension of payment of corporate officers' remuneration in the event of failure to comply with the gender mix of the Management Board). <i>Article L. 225-37-3, I., 11° of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 22-10-9, I., 11° of the French Commercial Code (applicable as of January 1, 2021)</i> 		n.a. (none)	
<ul style="list-style-type: none"> ■ Stock option granting and retention by corporate officers. <i>Article L. 225-185 of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 225-185 of the French Commercial Code (applicable as of January 1, 2021)</i> 		2.6.2.1 (c)	117
<ul style="list-style-type: none"> ■ Free shares granting and retention by executive directors. <i>Article L. 225-197-1 of the French Commercial Code (applicable until December 31, 2020)</i> <i>Articles L. 225-197-1 and L. 22-10-59 of the French Commercial Code (applicable as of January 1, 2021)</i> 		2.6.2.1 (c)	117
3.3.2. Governance information			
<ul style="list-style-type: none"> ■ List of all duties and positions held in any company by each of the corporate officers during the fiscal year. <i>Article L. 225-37-4, 1° of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 225-37-4, 1° of the French Commercial Code (applicable as of January 1, 2021)</i> 		2.1.1 & 2.1.2	75 & 79
<ul style="list-style-type: none"> ■ Agreements entered into between a corporate officer or a significant shareholder and a subsidiary. <i>Article L. 225-37-4, 2° of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 225-37-4, 2° of the French Commercial Code (applicable as of January 1, 2021)</i> 		2.5	101
<ul style="list-style-type: none"> ■ Summary table of the current delegations of authority granted by the General Meeting in respect of capital increases. <i>Article L. 225-37-4, 3° of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 225-37-4, 3° of the French Commercial Code (applicable as of January 1, 2021)</i> 		2.7.2 - upon referral by Section 2.3	145
<ul style="list-style-type: none"> ■ Choice of one of the two methods of exercising general management, in case of modification. <i>Article L. 225-37-4, 4° of the French Commercial Code (applicable until December 31, 2020)</i> <i>Article L. 225-37-4, 4° of the French Commercial Code (applicable as of January 1, 2021)</i> 		n.a. (no change)	

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<ul style="list-style-type: none"> ■ Composition, conditions for the preparation and organization of the Supervisory Board's work. Article L. 225-37-4, 5° of the French Commercial Code (applicable until December 31, 2020) Article L. 22-10-10, 1° of the French Commercial Code (applicable as of January 1, 2021) 		2.2 & 2.1.2	96 & 79
<ul style="list-style-type: none"> ■ Application of the principle of gender-balanced representation on the Supervisory Board. Articles L. 225-37-4, 6° et R. 225-104 of the French Commercial Code (applicable until December 31, 2020) Article L. 22-10-10, 2° of the French Commercial Code (applicable as of January 1, 2021) 		n.a.	
<ul style="list-style-type: none"> ■ Any limitations that the Supervisory Board may impose on the powers of the Managing Director. Article L. 225-37-4, 7° of the French Commercial Code (applicable until December 31, 2020) Article L. 22-10-10, 3° of the French Commercial Code (applicable as of January 1, 2021) 		2.1.3 (a) & (b) upon referral by Section 2.4	86 & 89
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<ul style="list-style-type: none"> ■ Special terms and conditions for the participation of shareholders in the General Meeting. Article L. 225-37-4, 9° of the French Commercial Code (applicable until December 31, 2020) Article L. 22-10-10, 5° of the French Commercial Code (applicable as of January 1, 2021) 		2.8 & 5.3.5	156 & 131
<ul style="list-style-type: none"> ■ Procedure for assessing Ordinary Agreements - Implementation. Article L. 225-37-4, 10° of the French Commercial Code (applicable until December 31, 2020) Article L. 22-10-10, 6° of the French Commercial Code (applicable as of January 1, 2021) 		2.1.3 (b)	89
<ul style="list-style-type: none"> ■ Information that may affect a potential public offer of purchase or exchange: <ul style="list-style-type: none"> - capital structure of the Company; - statutory restrictions on the exercise of voting rights and share transfers, or provisions of agreements brought to the Company's attention in application of Article L. 233-11 of the French Commercial Code; - direct or indirect shareholdings in the Company's share capital of which it has been informed pursuant to Articles L. 233-7 and L. 233-12 of the French Commercial Code; - list of the holders of any securities with special control rights and a description of these - control mechanisms provided for in any employee shareholding system, when the control rights are not exercised by the employees; - agreements between shareholders of which the company is aware and which may result in restrictions on the transfer of shares and the exercise of voting rights; - rules applicable to the appointment and replacement of members of the Management Board and to the amendment of the Company's bylaws; - powers of the Management Board, in particular with respect to the issuance or buyback of shares; - agreements entered into by the company that are amended or ended in the event of a change of control of the company, unless such disclosure, other than in cases where disclosure is required by law, would seriously harm its interests; - agreements providing for compensation for members of the Management Board, if they resign or are dismissed without real and serious cause or if their employment is terminated due to a public offer of purchase or exchange. Article L. 225-37-5 of the French Commercial Code (applicable until December 31, 2020) Article L. 22-10-11 the French Commercial Code (applicable as of January 1, 2021) 		2.7	142
<ul style="list-style-type: none"> ■ For public limited companies with a Supervisory Board: Observations of the Supervisory Board on the Annual Management Report and on the financial statements for the fiscal year. Article L. 225-68, last subsection, of the French Commercial Code (applicable until December 31, 2020) Article L. 225-68, last subsection, of the French Commercial Code (applicable as of January 1, 2021) 		2.10	158

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■ Acquisition and sale by the Company of its own shares (share buybacks). <i>Article L. 225-211 of the French Commercial Code</i>	AFR	5.1.3	314
■ Statement of employee shareholding as of the last day of the fiscal year (proportion of capital represented). <i>Article L. 225-102, 1st subsection of the French Commercial Code</i>		5.7.1	343
■ Any adjustments for securities giving access to the Company's share capital in the event of share buybacks or financial transactions. <i>Articles R. 228-90 et R. 228-91 of the French Commercial Code</i>		5.1.8	324
■ Information on transactions by corporate officers and related parties in the Company's securities. <i>Article L. 621-18-2 of the French Monetary and Financial Code</i>		2.6.4.2	141
■ Amounts of dividends distributed in respect of the previous three fiscal years. <i>Article 243 bis of the French General Tax Code</i>		1.4.9	61
3.5. CSR information of the Company			
■ Business model. <i>Articles L. 225-102-1 and R. 225-105, I of the French Commercial Code</i>		3.3	164
■ 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. <i>Articles L. 225-102-1 et R. 225-105, I. 1° of the French Commercial Code</i>		3.4.1	166
■ Information on how the Company or Group takes into account the social and environmental impacts of its activity, and the effects of this activity in respect of 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). <i>Articles L. 225-102-1, III, R. 225-104 and R. 225-105, I. 2° of the French Commercial Code</i>		3.6.1 & 3.6.3	173 & 175
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■ Social information (employment, work organization, health and safety, labor relations, training, equal treatment). <i>Articles L. 225-102-1 and R. 225-105, II. A. 1° of the French Commercial Code</i>		3.7 & 3.8	176 & 185
■ Environmental information (general environmental policy, pollution, circular economy, climate change). <i>Articles L. 225-102-1 and R. 225-105, II. A. 2° of the French Commercial Code</i>		3.8.1	185
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<ul style="list-style-type: none"> ▪ Collective agreements signed within the Company and their impact on the Company's financial performance as well as on the work conditions of employees. <p><i>Article L. 225-102-1, III and R. 225-105 of the French Commercial Code</i></p>		3.7.1	177
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4. Declaration by the persons responsible for the Annual Financial Report	AFR	6.1.1	348
5. Statutory Auditors' reports on the parent entity and on the consolidated financial statements	AFR		
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