

ALSTOM

Société Anonyme with a share capital of € 2,603,304,935
Head Office: 48, rue Albert Dhalenne, 93400 Saint-Ouen-sur-Seine
Registration number: 389 058 447 R.C.S. Bobigny
(the “Company”)

NOTICE OF MEETING

The Company’s shareholders are informed that the **Annual Combined General Meeting** (the “Meeting”) will be held on first call **behind closed doors on Wednesday, 28 July 2021 at 2:00 p.m.** at 28, avenue George V, (“Châteaufort” le 28 George V”), 75008 Paris, to deliberate on the agenda and on the draft resolutions presented below.

NOTICE - PUBLIC HEALTH SITUATION

In the context tied to the Covid-19 pandemic and the measures taken by the authorities for combatting the spread of the outbreak, in accordance with the provisions of order no. 2020-321 of 25 March 2020 and decree no. 2020-418 dated 10 April 2020, as extended and amended in particular by order no. 2020-1497 of 2 December 2020 and decree no. 2021-255 of 9 March 2021, the Chairman & Chief Executive Officer, upon the delegation of the Board of Directors meeting held on 10 May 2021, decided that the Company’s Annual Combined General Meeting (the “Meeting”) would exceptionally be held **behind closed doors, without shareholders or other persons entitled to participate being present, whether physically or by teleconference or video conference**. Indeed, as of the date of this publication, administrative measures limiting or prohibiting travel and public gatherings due to public health reasons make it impossible for the Company’s shareholders to attend the Meeting in person and do not allow to ensure their full sanitary safety and their equal access particularly in light of the obligation to comply with sanitary and social distancing measures and the number of persons usually present at previous general meetings.

The Meeting will therefore be broadcast **live and in full, in video format, on the Company’s website** (www.alstom.com). This broadcast will also be available on the Company’s website on demand within the timeframes provided for by applicable regulations.

To the extent the Meeting will be held without shareholders being present in person, no attendance card will be issued for this Meeting. As such, shareholders **are strongly encouraged to vote either by internet** on the secured VOTACCESS platform **or by correspondence** using the paper voting form, or to **grant a proxy to the Chairman** of the Meeting before 3:00 p.m. (Paris time) on Tuesday, 27 July 2021. Up to four days before the Meeting (at the latest), shareholders may also **grant a proxy** to a third party to vote by correspondence.

In addition, shareholders will not be able to ask questions orally, amend the resolutions or propose new resolutions.

However, in accordance with applicable regulations, shareholders may send **questions in writing**, by including a shareholding certificate, as provided for in terms described in this notice of meeting.

In order **to promote shareholder dialogue and in addition to the legal arrangements applicable to written questions** referred to above, shareholders will also be able to ask questions using the following methods; as the case may be, questions will be answered during the Meeting based on a representative selection of the issues raised:

- before the Meeting, in an **open forum** on the www.alstom.com website, without, however, such questions falling within the legal framework applicable to written questions;
- the day of the Meeting and throughout the duration of the Meeting, a system (of which modalities will be made public later on) will be put in place which will allow shareholders to send **questions** over a dedicated platform.

Finally, the Company strongly encourages shareholders to send all their requests regarding this Meeting (and in particular regarding the exercise of their right to have information communicated to them) to the following email address: alstom.fr.ag2021@alstomgroup.com.

In any event, the methods for holding and participating in this Meeting **may change depending on the evolution of the public health and/or regulatory situation**. Therefore, if the public health conditions are met, the Meeting could be held physically, with shareholders or other persons entitled to participate being present. In such a case, shareholders will be notified by a press release and Shareholders are therefore invited to regularly consult the dedicated Meeting page on the Company’s website (www.alstom.com) for up-to-date information.

AGENDA

On an ordinary basis:

1. Approval of the annual financial statements for the fiscal year ended 31 March 2021,
2. Approval of the consolidated financial statements for the fiscal year ended 31 March 2021,
3. Appropriation of the result for the financial year and determination of the dividend,
4. Special report of the Statutory Auditors on related party agreements – Acknowledgement of the absence of new agreements
5. Renewal of PricewaterhouseCoopers Audit as principal statutory auditor,
6. Non-renewal and non-replacement of Mr. Jean-Christophe Georghiou as alternate statutory auditor,
7. Renewal of Mazars as principal statutory auditor,
8. Non-renewal and non-replacement of Mr. Jean-Maurice El Nouchi as alternate statutory auditor,
9. Approval of the compensation policy applicable to the Chairman & Chief Executive Officer,
10. Approval of the compensation policy applicable to the members of the Board of Directors,
11. Approval of the information referred to in article L.22-10-9 I of the French Commercial Code,
12. Approval of the fixed, variable and exceptional components making up the total compensation and benefits of any kind paid during the previous fiscal year or awarded in respect of such fiscal year to Mr. Henri Poupart-Lafarge, Chairman & Chief Executive Officer,
13. Authorisation to be granted to the Board of Directors for the purpose of causing the Company to buy back its own shares in the framework of article L. 22-10-62 of the French Commercial Code, duration of the authorization, purposes, terms, limit,

On an extraordinary basis:

14. Authorisation to be given to the Board of Directors in view of cancelling the shares bought back by the Company in the framework of article L.22-10-62 of the French Commercial Code, duration of the authorisation, limit,
15. Delegation of competence to be given to the Board of Directors to increase the capital by way of the issuance of ordinary shares and/or securities granting access to the share capital with preferential subscription rights cancelled in favour of members of a company savings plan pursuant to articles L. 3332-18 *et seq.* of the French Labor Code, duration of the delegation, maximum nominal amount of the capital increase, issue price, ability to grant free shares pursuant to article L. 3332-21 of the French Labor Code,
16. Delegation of competence to be granted to the Board of Directors for the purpose of deciding a capital increase of the Company reserved for a category of beneficiaries, with shareholders' preferential subscription rights cancelled,
17. Authorisation to be granted to the Board of Directors in view of free grants of existing shares or shares to be issued to employees and/or certain corporate officers of the Company or of related companies or economic interest groupings, waiver by the shareholders of their preferential subscription rights, term of the authorization, limit, duration of vesting periods, notably in the event of a disability and, as applicable, holding requirements,
18. Amendment of the Articles of Association aimed at deleting provisions relating to preferred shares,
19. Bringing the Articles of Association in line with applicable legal and regulatory provisions,

On an ordinary basis:

20. Powers in view of formalities.

DRAFT RESOLUTIONS

On an ordinary basis:

First resolution – Approval of the annual financial statements for the fiscal year ended 31 March 2021

The General Meeting, voting in accordance with the quorum and majority requirements applicable to Ordinary General Meetings, after reviewing the reports of the Board of Directors and of the Statutory Auditors regarding the fiscal year ended 31 March 2021, approves, as they were presented, the annual financial statements closed on such date and showing a profit of 221,575,091.56 euros.

Second resolution – Approval of the consolidated financial statements for the fiscal year ended 31 March 2021

The General Meeting, voting in accordance with the quorum and majority requirements applicable to Ordinary General Meetings, after reviewing the reports of the Board of Directors and of the Statutory Auditors on the consolidated financial statements at 31 March 2021, approves such financial statements as they were presented and showing a profit (group share) of 247 million euros.

Third resolution – Appropriation of the result for the fiscal year and determination of the dividend

Upon the proposal of the Board of Directors, the General Meeting, voting in accordance with the quorum and majority requirements applicable to Ordinary General Meetings, decides to appropriate the result of the fiscal year ended 31 March 2021, i.e. a profit of 221,575,091.56 euros, as follows:

Appropriation

- Dividends	€ 92,800,448.25
- General Reserve	€ 128,774,643.31

The General Reserve being increased, after appropriation of result, to 6,380,981,542.40 euros.

The General Meeting acknowledges that the aggregate gross dividend for each share is set at 0.25 euro.

When paid to natural persons domiciled in France for tax purposes, dividends are subject to either a single flat-rate tax withheld from the gross dividend at a flat rate of 12.8% (article 200 A of the French Tax Code) or, at the taxpayer's express, irrevocable and global option, to income tax under the progressive income tax scale after a 40% allowance is applied (article 200 A, 13 and 158 of the French Tax code). The dividend is also subject to social security contributions at the rate of 17.2%.

The ex-dividend date will be 2 August 2021.

The dividends will be paid on 4 August 2021.

In the event of a change in the number of shares entitled to dividends relative to the 371,201,793 shares making up the share capital at 31 March 2021, the aggregate amount of the dividends will be adjusted accordingly and the amount appropriated to the General Reserve account would be determined on the basis of the dividends actually paid.

In accordance with the provisions of article 243 *bis* of the French Tax Code, the General Meeting notes that it was reminded that the distribution of dividends and revenue in respect of the last three fiscal years was as follows:

Fiscal year ended	31 March 2020	31 March 2019	31 March 2018
Gross dividend per share (in €)	-	5.50	0.35
Amount per share eligible for the tax reduction (in €)	-	5.50	0.35
Amount per share ineligible for the tax reduction (in €)	-	0	0
Total dividends (in thousands of euros)	-	1,233,674	77,773

Fourth resolution – Special report of the Statutory Auditors on related party agreements – Acknowledgement of the absence of new agreements

The General Meeting, after reviewing the report of the Statutory Auditors' special report mentioning the absence of any new agreement of a nature of those referred to in articles L. 225-38 *et seq.* of the French Commercial Code, purely and simply so acknowledges.

Fifth resolution – Renewal of PricewaterhouseCoopers Audit as principal statutory auditor

Upon the proposal of the Board of Directors, the General Meeting, voting in accordance with the quorum and majority requirements applicable to Ordinary General Meetings, reappoints PricewaterhouseCoopers Audit, whose appointment expires at the end of this General Meeting, as principal statutory auditor for a term of six fiscal years, i.e., until the end of the annual ordinary general meeting called to approve the financial statements for the fiscal year ending 31 March 2027.

PricewaterhouseCoopers declares that it accepts its duties.

Sixth resolution – Non-renewal and non-replacement of Mr. Jean-Christophe Georghiou as alternate statutory auditor

Upon the proposal of the Board of Directors, the General Meeting, voting in accordance with the quorum and majority requirements applicable to Ordinary General Meetings, decides, after having noted that Mr. Jean-Christophe Georghiou's duties as alternate statutory auditor were expiring at the end of this General Meeting, not to renew his appointment or replace him, in accordance with the law.

Seventh resolution – Renewal of Mazars as principal statutory auditor

Upon the proposal of the Board of Directors, the General Meeting, voting in accordance with the quorum and majority requirements applicable to Ordinary General Meetings, reappoints Mazars, whose appointment expires at the end of this General Meeting, as principal statutory auditor for a term of six fiscal years, i.e., until the end of the annual ordinary general meeting called to approve the financial statements for the fiscal year ending 31 March 2027.

Mazars declares that it accepts its duties.

Eighth resolution - Non-renewal and non-replacement of Mr. Jean-Maurice El Nouchi as alternate statutory auditor

Upon the proposal of the Board of Directors, the General Meeting, voting in accordance with the quorum and majority requirements applicable to Ordinary General Meetings, decides, after having noted that Mr. Jean-Maurice El Nouchi's duties as alternate statutory auditor were expiring at the end of this General Meeting, not to renew his appointment or replace him, in accordance with the law.

Ninth resolution - Approval of the compensation policy applicable to the Chairman & Chief Executive Officer

The General Meeting, voting in accordance with the quorum and majority requirements applicable to Ordinary General Meetings and pursuant to article L. 22-10-8 of the French Commercial Code, approves the compensation policy applicable to the Chairman & Chief Executive Officer presented in the report on corporate governance included in the 2020/21 universal registration document in chapter 5, sections "Guiding principles of the compensation policy applicable to executive officers / Compensation policy applicable to the Chairman & Chief Executive Officer".

Tenth resolution - Approval of the compensation policy applicable to the members of the Board of Directors

The General Meeting, voting in accordance with the quorum and majority requirements applicable to Ordinary General Meetings and pursuant to article L. 22-10-8 of the French Commercial Code, approves the compensation policy applicable to members of the Board of Directors presented in the report on corporate governance included in the 2020/21 universal registration document in chapter 5, sections "Guiding principles of the compensation policy applicable to executive officers / Compensation policy applicable to the members of the Board of Directors".

Eleventh resolution - Approval of the information referred to in I of Article L.22-10-9 of the French Commercial Code

The General Meeting, voting in accordance with the quorum and majority requirements applicable to Ordinary General Meetings and pursuant to article L. 22-10-34 I of the French Commercial Code, approves the information referred to in I of Article L.22-10-9 of the French Commercial Code mentioned in the report on corporate governance presented in the 2020/21 universal registration document in chapter 5, section “Components of compensation paid during or attributed in respect of the 2020/21 fiscal year to corporate officers”.

Twelfth resolution - Approval of the fixed, variable and exceptional components making up the total compensation and benefits of any kind paid during the previous fiscal year or awarded in respect of such fiscal year to Mr Henri Poupart-Lafarge, Chairman & Chief Executive Officer

The General Meeting, voting in accordance with the quorum and majority requirements applicable to Ordinary General Meetings and pursuant to article L. 22-10-34 II of the French Commercial Code, approves the fixed, variable and exceptional components making up the total compensation and benefits of any kind paid during the previous fiscal year or awarded in respect of such fiscal year to Mr Henri Poupart-Lafarge, Chairman & Chief Executive Officer, presented in the report on corporate governance included in the 2020/21 universal registration document in chapter 5, section “Compensation paid during or attributed in respect of the 2020/21 fiscal year to Mr Henri Pourpart-Lafarge, Chairman & Chief Executive Officer”.

Thirteenth resolution – Authorisation to be granted to the Board of Directors for the purpose of causing the Company to buy back its own shares in the framework of article L. 22-10-62 of the French Commercial Code, duration of the authorization, purposes, terms, limit

The General Meeting, voting in accordance with the quorum and majority requirements applicable to Ordinary General Meetings, having reviewed the report of the Board of Directors, authorises the Board of Directors (which may further delegate this authorisation under the conditions set by law) for a period of 18 months to purchase, on one or more occasions at the times it shall determine, shares of the Company, within the limit of 5% of the number of shares making up the share capital, as adjusted if appropriate in order to take into account any capital increases or decreases that may take place during the duration of the programme, in accordance with articles L. 22-10-62 *et seq.* and L. 225-210 *et seq.* of the French Commercial Code.

This authorisation terminates the authorization given to Board of Directors by the General Meeting held on 8 July 2020 in its twelfth ordinary resolution.

These acquisitions may be carried out in view of:

- cancelling the acquired shares, in accordance with the authorization conferred or to be conferred by the Extraordinary General Meeting;
- covering stock option plans and/or free share grant plans (or equivalent plans) for the benefit of employees and/or corporate officers of the Company, a controlled company within the meaning of article L. 233-16 of the French Commercial Code or a related company within the meaning of article L. 225-180 or L.225-197-2 of the French Commercial Code and any grants of shares under a company or group savings plan (or equivalent plans), under profit sharing and/or any other form of grants of shares by way of a grant or transfer to the employees and/or corporate officers of the Company, a controlled company or a related company;
- holding the purchased shares and subsequently selling them, transferring them, delivering them as payment or exchanging them in the context of external growth transactions, mergers, spin-offs or contributions within the limit provided for by law;
- covering securities giving access to the grant of shares of the Company under applicable regulations;
- maintaining a secondary market in, or the liquidity of, ALSTOM shares through an investment services provider under a liquidity agreement that complies with practices authorised by regulations; provided that in this framework, the number of shares taken into account to calculate the above limit corresponds to the number of shares purchased, less the number of shares resold;
- implementing any market practice that becomes allowed by law or the AMF and, more generally, carrying out any other transaction that complies with applicable regulations.

The purchases, sales, transfers or exchanges of these shares may take place, in whole or in part, in accordance with the rules set by the financial market authorities, on regulated markets or off the market, including on multilateral trading facilities

(MTFs) or *via* a systematic internaliser by any means, including by block trades of securities, the use or exercise of any financial instruments, derivatives and, in particular, through option transactions such as the purchase and sale of options, or by delivery of shares following the issuance of securities giving access to the Company's share capital by conversion, exchange, redemption or exercise of a warrant, either directly or indirectly through an investment service provider, or in any other way (without limiting the share of the buyback programme that may be carried out by any of these means), and at any time within the limits provided for by applicable laws and regulations. The portion of the programme carried out in the form of a block trade may constitute the entire programme.

However, the Board of Directors may not, without the prior authorization of the General Meeting, use this authorization during a public bid initiated by a third party involving the Company's securities, up until the end of the offering period.

The maximum purchase price is set at €60 per share. In the event of a transaction involving the capital, notably a stock split or reserve stock split or the free grant of shares to shareholders, the aforementioned amount will be adjusted proportionally (multiplying factor equal to the relationship between the number of shares making up the capital before the transaction and the number of shares after the transaction).

The aggregate amount allocated to the above share buy-back programme may not exceed €1.11 billion.

The General Meeting grants all powers to the Board of Directors, with authority to subdelegate such powers, for the purpose of carrying out these transactions, defining the terms thereof, entering all agreements and carrying out all formalities.

On an extraordinary basis:

Fourteenth resolution - Authorisation to be given to the Board of Directors in view of cancelling the shares bought back by the company in the framework of article L.22-10-62 of the French Commercial Code, duration of the authorisation, limit

The General Meeting, voting in accordance with the quorum and majority requirements applicable to Extraordinary General Meetings, pursuant to article L.22-10-62 of the French Commercial Code, and having reviewed the Board of Directors' report and the report of the Statutory Auditors:

- 1) Grants the Board of Directors an authorisation (with the ability to subdelegate such authorisation) to cancel, at its sole discretion and on one or more occasions, within the limit of 10% of the capital calculated as of the date of the cancellation decision, less any shares cancelled over the previous 24 months, the shares the Company holds or may hold, in particular subsequent to buybacks carried out in the framework of article L. 22-10-62 of the French Commercial Code and to reduce the capital to the extent of such buybacks in accordance with applicable legal and regulatory provisions,
- 2) Sets this authorisation's period of validity at 26 months as from the date of this General Meeting,
- 3) Grants all powers to the Board of Directors to carry out the transactions necessary for such cancellations and the corresponding reductions of the share capital, amend the Company's Articles of Association accordingly and carry out all required formalities.

Fifteenth resolution - Delegation of competence to be given to the Board of Directors to increase the capital by way of the issuance of ordinary shares and/or securities granting access to the share capital with preferential subscription rights cancelled in favour of members of a company savings plan pursuant to articles L. 3332-18 *et seq.* of the French Labor Code, duration of the delegation, maximum nominal amount of the capital increase, issue price, ability to grant free shares pursuant to article L. 3332-21 of the French Labor Code,

The General Meeting, voting in accordance with the quorum and majority requirements applicable to Extraordinary General Meetings, after reviewing the Board of Directors' report and the special report of the Statutory Auditors, and voting pursuant to Articles L. 225-129-2, L. 225-129-6, L. 225-138-1 and L. 228-92 of the French Commercial Code and Articles L. 3332-1 *et seq.* of the French Labour Code:

1. Delegates its competence to the Board of Directors for the purpose of, if the Board of Directors deems it appropriate and at its sole discretion, increasing the share capital on one or more occasions by way of the

issuance of ordinary shares or securities granting access to the Company's share capital in favour of members of one or more company savings plans or group savings plans established by the Company and/or companies or economic interest groups, in France or abroad, related to it within the meaning of Articles L. 225-180 and L. 233-16 of the French Commercial Code,

2. Cancels the preferential subscription rights to shares that may be issued pursuant to this delegation, in favour of such persons
3. Sets the validity period of this delegation at twenty-six months as from the date of this General Meeting,
4. Limits the maximum nominal amount of the capital increase(s) that may be realized pursuant to this delegation to 2% of the Company's share capital as of the date of this General Meeting, plus, as appropriate, the nominal amount of the capital increase necessary to preserve the rights of holders of rights or securities granting access to the Company's share capital, in accordance with the law and, as the case may be, contractual provisions providing for other preservation methods. The nominal amount of the shares issued by virtue of the sixteenth resolution of this General Meeting shall count towards such limit (exclusive of the preservation of rights),
5. Resolves that the price for the new shares to be issued pursuant to paragraph 1) of this delegation may not be more than 30% lower (or 40% lower when the duration of the lock-up period provided for by the plan pursuant to Articles L. 3332-25 and L. 3332-26 of the French Labour Code is greater than or equal to ten years) than the average trading price during the 20 trading days preceding the decision setting the opening date for subscriptions, nor higher than such average; provided however that, in the event of a change in legislation, the maximum discount amounts provided for by legal or regulatory provisions applicable on the issue date shall be automatically substituted for the 30% and 40% discounts referred to above; provided further, however, that the Board of Directors shall be entitled to decide, if it deems it appropriate, to reduce or eliminate the discount thus granted in order to take into account, among other things, the legal, social security, tax or accounting regimes applicable outside France;
6. Authorises the Board of Directors, within the limits set forth in this resolution, to proceed with sales of shares to members of a company savings plan or group savings plan (or equivalent plan) as provided for by Article L. 3332-24 of the French Labour Code, it being specified that the shares sales carried out with a discount to the benefit of members of one or more savings plans referred to in this resolution shall count towards the limit referred to in paragraph 4 above in an amount equal to the amount of the nominal amount of such sold shares;
7. Resolves pursuant to the provisions of Article L.3332-21 of the French Labour Code, that the Board of Directors may provide for the grant, free of charge, to the beneficiaries defined in paragraph 1 above of shares to be issued or existing shares or other securities granting access to the Company's capital in respect of (i) the matching contribution which may be paid in accordance with the company or group savings plan rules, and/or (ii) the discount, as the case may be, and may decide if new shares are issued in respect of the discount/matching contribution, to capitalise the reserves, profits or premiums necessary to pay up such shares;
8. Resolves that the Board of Directors shall have all powers (with the authority to further delegate such powers under the conditions set by law) to implement this resolution in accordance with the limits and under the conditions specified above and, in particular, to:
 - decide to issue of shares or securities granting access to the share capital of the Company;
 - set the conditions, dates, and terms of each issuance and, in particular, determine the amount and the characteristics of the securities to be issued, the subscription price or, as the case may be, the amount of reserves, profits or premiums that may be capitalised, the dividend entitlement date (which may be retroactive) of the shares to be issued, the method for paying up such shares, the opening and closing date of the subscription period, the time period granted to subscribers within which their securities must be paid for in full;
 - officially acknowledge the completion of the share capital increases based on the number of shares actually subscribed for, and make the corresponding amendments to the Articles of Association;
 - enter into any agreements or complete any procedure or formalities directly or *via* an agent;

- as appropriate, charge any amounts against the issue premiums and, in particular, the costs incurred in connection with the share capital increase, and charge against the issue premium the amounts necessary to fund the legal reserve to one tenth of the new share capital amount;
 - take all measures necessary for the completion of the issuances, complete all formalities relating to the share capital increases, proceed with any formality required for a market listing application in respect of the shares or securities issued thereby, and, more generally, do all that is required.
9. Resolves that the Board of Directors may not, without the prior authorisation of the General Meeting, use this delegation of competence once a public offer for the Company's shares has been filed by a third party, until the end of the offering period;
 10. Takes note that this delegation cancels and supersedes as of the date hereof the prior delegation of the same nature granted in the ninth resolution of the General Meeting held on 29 October 2020 in respect of its unused portion (if any).

The Board of Directors may implement this delegation (or not), take all measures and proceed with all necessary formalities, with the ability to sub-delegate under the conditions provided for by law.

Sixteenth resolution - Delegation of competence to be granted to the Board of Directors for the purpose of deciding a capital increase of the Company reserved for a category of beneficiaries, with shareholders' preferential subscription rights cancelled

The General Meeting, voting in accordance with the quorum and majority requirements applicable to Extraordinary General Meetings, after reviewing the Board of Directors' report and the Statutory Auditors' special report and pursuant to the provisions of the French Commercial Code, notably those of Articles L. 225-129-2 and L. 225-138:

1. delegates to the Board of Directors (which may further delegate this delegation of authority under the conditions set by law) the authority to decide to increase the Company's share capital on one or more occasions, in the amount and at the times it deems appropriate, with or without premium, against payment or free of charge, through the issuance of ordinary shares to be subscribed for in cash, by offsetting receivables or by capitalising reserves, profits or premiums, within the limit of a total number of shares representing up to 0.5% of the Company's share capital at the date of this General Meeting, plus, as necessary, the nominal amount of the capital increase necessary to preserve the rights of holders of rights or securities or other rights granting access to the Company's share capital in accordance with legal provisions, applicable regulations, and, as the case may be, contractual provisions providing for other preservation methods;
2. resolves that the maximum nominal amount of the capital increase that may be realised under this delegation shall count towards the limit defined in the fifteenth resolution of this General Meeting, such that the maximum nominal amount of the share capital increase that may result from this resolution and the fifteenth resolution or any other successor resolution of the same nature does not exceed 2% of the Company's share capital as of the date of this general meeting (exclusive of the preservation of rights);
3. resolves to cancel shareholders' preferential subscription rights to the shares to be issued under this delegation and to reserve the right to subscribe to the category of beneficiaries responding to the following characteristics: (i) companies held by a credit institution or any credit institution acting at the Company's request to put in place a structured offering to employees and corporate officers of companies related to the Company under the terms of Articles L. 225-180 and L. 233-16 of the French Commercial Code and whose registered office is located outside France; (ii) and/or employees and corporate officers of entities related to the Company under the terms of Articles L. 225-180 and L. 233-16 of the French Commercial Code and whose registered office is located outside France; (iii) or/and UCITS and other employee shareholding entities, irrespective of whether they are a legal entities, invested in the Company's securities and whose shareholders will be made up of the persons referred to above in (ii);
4. resolves that pursuant to this authorisation, the issue price of the new shares shall not be more than 30% (or any other amount in the event of a change in legislation or regulations applicable on the date of the issuance in the context of the fifteenth resolution) below an average trading price of the Company's shares on the regulated market of Euronext Paris during the twenty trading days preceding the decision setting the opening day for the subscription to a share capital increase carried out under fifteenth resolution; the Board of Directors shall be entitled to decide, if

it deems appropriate, to reduce or eliminate any discount thus granted in order to take into account, among other things, the legal, accounting, tax and social security regimes applicable in countries outside France (for example, the Shares Incentive Plan in the United Kingdom or section 423 of the US Internal Revenue Code);

5. resolves that the Board of Directors shall have all powers (with the power to further delegate such powers within the limits of the law) to implement this delegation, and in particular to:
 - decide to issue shares of the Company;
 - set the date and the subscription price of the shares to be issued, the amount of the premium that may be requested upon issuance or, as the case may be, the amount of reserves, profits or premiums that may be capitalised, as well as the other terms and conditions of the issuance, including the dividend entitlement date (which may be retroactive) of the shares to be issued and how they are to be paid for;
 - set the list of beneficiaries of the cancellation of preferential subscription rights within the category defined above as well as the number of shares to be subscribed by each of them;
 - acknowledge the completions of the capital increases to the extent of the number of shares that will actually be subscribed for and make the corresponding changes to the Articles of Association;
 - as the case may be, charge any amounts against the issue premiums and, in particular, the costs incurred in connection with the share capital increase, charge against the issue premium the amounts necessary to fund the legal reserve to one tenth of the new share capital amount; and
 - take all measures necessary for the completion of the issuances, complete all formalities arising from the share capital increases, proceed with any formality required for a market listing application in respect of the shares, and, more generally, do all that is required;
6. resolves that this delegation is granted for eighteen months as from the date of this General Meeting;
7. resolves that this delegation cancels and supersedes in respect of the unused portion (if any) the prior delegation of competence having the same purpose granted by the Combined General Meeting of 29 October 2020 in the tenth resolution;
8. resolves that the Board of Directors may not, without the prior authorisation of the General Meeting, use this delegation of authority once a third-party files a tender offer for the Company's shares, until the end of the offering period.

Seventeenth resolution - Authorisation to be granted to the Board of Directors in view of free grants of existing shares or shares to be issued to employees and/or certain corporate officers of the company or of related companies or economic interest groupings, waiver by the shareholders of their preferential subscription rights, term of the authorization, limit, duration of vesting periods, notably in the event of a disability and, as applicable, holding requirements

The General Meeting, voting in accordance with the quorum and majority requirements applicable to Extraordinary General Meetings, after reviewing the Board of Directors' report and the Statutory Auditors' special report, authorises the Board of Directors to grant on one or more occasions, in accordance with articles L. 225-197-1, L. 225-197-2 and L.22-10-59 of the French Commercial Code, ordinary shares, whether existing or to be issued, in favour of:

- employees of the Company or of companies or economic interest groupings directly or indirectly related to it within the meaning of article L. 225-197-2 of the French Commercial Code or of certain from among them,
- and/or corporate officers who respond to the conditions set by article L. 225-197-1 of the French Commercial Code.

The number of shares granted free of charge under this authorisation may not exceed 5,000,000 shares, without taking into account the adjustments that may be made in order to preserve the rights of beneficiaries of free grants of shares in the event of transactions involving the Company's capital during the vesting period; provided, however, that the maximum nominal amount of the capital increases that may be made immediately or in the future under this authorisation shall count towards the overall limit on capital increases provided for by the fourth resolution of the Combined General Meeting of 29 October 2020 or, as appropriate, any overall limit provided for in a similar resolution that applies subsequent to this resolution during the term this authorisation is valid.

Within such overall amount, the total number of shares that can be granted free of charge to the Company's corporate officers cannot exceed 200,000 shares (before adjustment).

The grants will be subject in full to the achievement of one or more performance conditions set by the Board of Directors under the conditions described in the Board of Directors' report. Exceptionally, if such grants are made to the benefit of a majority of the Group's employees and/or in the framework of employee shareholding transactions, the Board of Directors may proceed with free grants of shares without performance conditions attached (except with respect to corporate officers or members of the leadership team) within the limit of 2,000,000 shares (excluding adjustments), which amount would count towards the limit of 5,000,000 shares defined above.

Regarding all grants that are not subject to performance conditions within the limit of 2,000,000 shares defined above, the award of the shares to beneficiaries shall vest after the end of a vesting period the duration of which shall be set by the Board of Directors but which cannot be less than one year, and beneficiaries must, as the case may be, hold these shares for a period defined by the Board of Directors that is at least equal to the period necessary so that the cumulative duration of these vesting periods and, as applicable, holding periods is not less than two years.

Regarding all grants submitted to performance condition(s), the grant of the shares to the beneficiaries shall vest at the end of a vesting period the duration of which shall be defined by the Board of Directors, which period may not be less than three years. The Board of Directors authorises the Board of Directors to provide for (or not) a holding obligation upon the expiration of the vesting period.

Exceptionally, the shares will vest before the expiration of the vesting period in the event of a beneficiary disability corresponding to a classification in the second and third categories provided for by article L. 341-4 of the French Social Security Code.

All powers are conferred upon the Board of Directors for the purpose of:

- setting the conditions and, as the case may be, vesting criteria for the shares;
- determining the identity of the beneficiaries and the number of shares granted to each of them;
- as appropriate:
 - o acknowledging the existence of sufficient reserves and proceeding at the time of each grant with the transfer to an unavailable reserve account the amounts necessary for the new shares to be allocated to be paid up,
 - o decide at the appropriate time the capital increase(s) via the capitalisation of reserves, premiums or profits corresponding to the issue of the new shares granted free of charge,
 - o carry out acquisitions of the necessary shares within the framework of the share buyback programme and allocate them to the grant plan,
 - o determine the impact on beneficiaries' rights of transactions modifying the capital or that are likely to affect the value of the shares granted carried out during the vesting period and, if necessary, modifying or adjusting the number of shares granted accordingly in order to preserve the rights of the beneficiaries;
 - o decide whether to apply (or not) a holding obligation upon the expiration of the vesting period and, as applicable, determine the duration thereof and take all necessary measures to ensure it is complied with by the beneficiaries; and
 - o more generally, do within the framework of applicable legislation all that the implementation of this authorization renders necessary.

This authorisation automatically entails the shareholders' waiver of the preferential rights to subscribe for the new shares issued by way of capitalisation or reserves, premiums or profits, and to the portion of the reserves, benefits or premiums to be capitalized in view of their being paid up.

This authorization is granted for a period of twenty-six months commencing on the date of this General Meeting.

This authorization cancels and supersedes as of the date hereof any prior authorisation having the same subject matter, in respect of the unused portion of such authorization.

Eighteenth resolution - Amendment of the Articles of Association aimed at deleting provisions relating to preferred shares

The General Meeting, voting in accordance with the quorum and majority requirements applicable to Extraordinary General Meetings, after reviewing the Board of Directors' report:

1. resolves to delete all provisions in the Articles of Association relating to preferred shares, the terms and conditions of which are set forth in Annex 1 to the Company's Articles of Association (the "**Category B Preferred Shares**"). This update includes in particular:

- a. The deletion of Annex 1 of the Articles of Association and all references to such annex in the Articles of Association;
- b. the deletion of the Articles (or portions of Articles) of the Articles of Association relating to Category B Preferred Shares (including any references to the Category B Preferred Shares in the Articles of Association); and
- c. correspondingly, the deletion of all references to "Ordinary Shares" in the Articles of Association and the replacement of the words "Ordinary Shares" at each occurrence by the word "Share", whether used in the singular or plural form;

2. as a result, resolves to modify the Company's Articles of Association as follows:

- in Article 6 "Share Capital", the penultimate paragraph is deleted and the term "Ordinary Shares" is replaced by "Share" (the rest of the Article remains unchanged);
- in Article 7 "Nature and Form of Shares - Obligation to Give Notification of Shareholding Exceeding Certain Levels Set forth in the Articles of Association", the sub-title "Nature and Form of Shares" is deleted and the first paragraph is amended as follows (the rest of the Article remaining unchanged):

Former version	New version
The fully-paid up Ordinary Shares and Class B Preferred Shares are registered shares or bearer shares, as the shareholder chooses.	The fully-paid up Shares are registered shares or bearer shares, as the shareholder chooses.

- in Article 8 "Rights and Obligations Attached to the Shares", the first and last paragraphs are amended as follows (the rest of the Article remaining unchanged):

Former version	New version
Each Share confers the right to participate in the capital of the Company and the distribution of profits, subject to Articles 21 and 23 of these Articles of Association, save that the rights assigned to the holders of Class B Preferred Shares, as well as the rights assigned to shares of different classes that may be created in the future, will be peculiar to such shares alone. [...]	Each Share confers the right to participate in the capital of the Company and the distribution of profits, as provided for in Articles 21 and 23 of these Articles of Association, and subject to the rights assigned to the shares of different classes that might be created in the future. [...]
Whenever it is necessary to own more than one Share in order to exercise any right whatsoever (including for the purpose of the adjustment events for the Class B Preferred Shares) or in the event of an exchange or allocation of securities giving right to a new security in exchange for the delivery of multiple Shares, the single security or securities in a number inferior to that required will not give their holders any right against the	Whenever it is necessary to own more than one Share in order to exercise any right whatsoever, or in the event of an exchange or allocation of securities giving right to a new security in exchange for the delivery of multiple Shares, the single security or securities in a number inferior to that required will not give their holders any right against the Company, the shareholders being personally responsible for the grouping and, as the case

Company, the shareholders being personally responsible for the grouping and, as the case may be, purchase or sale of the relevant number of securities.	may be, purchase or sale of the relevant number of securities.
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- in Article 15.3 “Conduct of General Meetings – Voting rights”, the first two paragraphs are amended as follows (the last paragraph of the Article remaining unchanged):

Former version	New version
One voting right is attached to each Share, subject to the veto right granted to Caisse de dépôt et placement du Québec and its Affiliates (as such terms are defined in the terms and conditions of the Class B Preferred Shares), the terms of which are specified in Annex 1 to these Articles of Association.	One voting right is attached to each Share.
By exception to the provisions of last paragraph of Article L.225-123 of the French Commercial Code, no share shall bear any double voting right.	By exception to the provisions of last paragraph of Article L.225-123 of the French Commercial Code, no Share shall bear any double voting right.

- article 16-A “Special Meetings” is deleted; and
- Annex 1 “Terms and Conditions of the Class B Preferred Shares” is deleted; and

3. grants all powers to the Board of Directors, with the ability to sub-delegate as provided for by law, to carry out all formalities and proceed with all filings in view of implementing the above-cited amendments to the Articles of Association.

Nineteenth resolution - Bringing the Articles of Association in line with applicable legal and regulatory provisions

1. The General Meeting, voting in accordance with the quorum and majority requirements applicable to Extraordinary General Meetings, after reviewing the Board of Directors’ report, resolves to bring the Articles of Association in line with order no. 2020-1142 of 16 September 2020 creating a chapter relating to companies whose shares are admitted for trading on a regulated market within the French Commercial Code and, as a result, modify articles 9-A and 15 as follows:

- In paragraph 1 of Article 9-A, new references to texts are added, and the rest of the Article remains unchanged:

Former version	New version
Pursuant to Article L. 225-27-1 of the French Commercial Code, the Board of Directors also includes two Directors who represent the Group’s employees. If the number of Directors appointed by the General Meeting (other than those who represent employee shareholders appointed pursuant to Article L. 225-23 of the French Commercial Code) becomes equal to or less than the number legally required for the appointment of at least two Directors representing the employees appointed pursuant to Article L. 225-27-1, the number of Directors representing the employees so appointed may be decreased to one upon the expiration of the current term of office of the Directors representing the employees.	Pursuant to Articles L. 225-27-1 and L. 22-10-7 of the French Commercial Code, the Board of Directors also includes two Directors who represent the Group’s employees. If the number of Directors appointed by the General Meeting (other than those who represent employee shareholders appointed pursuant to Articles L. 225-23 and L. 22-10-5 of the French Commercial Code) becomes equal to or less than the number legally required for the appointment of at least two Directors representing the employees appointed pursuant to Articles L. 225-27-1 and L. 22-10-7, the number of Directors representing the employees so appointed may be decreased to one upon the expiration of the current term of office of the Directors representing the employees.

- In paragraph 3, point 2 of Article 15, as modified pursuant to the eighteenth resolution and subject to the adoption of the eighteenth resolution, the words “By exception to the provisions of the last paragraph of Article L.225-123 of the French Commercial Code” are replaced by “By exception to Article L.22-10-46 of the French Commercial Code”.

Drafting resulting from the 18 th resolution	New drafting resulting from this resolution
One voting right is attached to each Share. By exception to the provisions of the last paragraph of Article L.225-123 of the French Commercial Code, no Share shall bear any double voting right.	One voting right is attached to each Share. By exception to Article L.22-10-46 of the French Commercial Code, no Share shall bear any double voting right.

2. grants all powers to the Board of Directors, with the ability to sub-delegate as provided for by law, to carry out all formalities and proceed with all filings in view of implementing the above-cited amendments to the Articles of Association.

On an ordinary basis:

Twentieth resolution – Powers in view of formalities

The General Meeting, voting in accordance with the quorum and majority requirements applicable to Ordinary General Meetings, grants all powers to the holder of an original, copy or excerpt of these minutes for the purpose of carrying out the filing and publication formalities required by law.

PARTICIPATION IN THE ANNUAL COMBINED GENERAL MEETING

1. Preliminary formalities to complete in order to participate in the Meeting

All shareholders, irrespective of the number of shares they hold, can participate in the Meeting or be represented at the Meeting by another shareholder, their spouse or person with whom they have entered into a domestic partnership agreement (*pacte civil de solidarité*). Shareholders can also be represented by any legal or natural person of their choice (articles L. 225-106 and L. 22-10-39 of the French Commercial Code).

In accordance with Article R. 22-10-28 of the French Commercial Code, the right to participate in the Meeting is evidenced by the registration of the shares in the name of the shareholder or of the intermediary registered on the shareholder's behalf (pursuant to the seventh paragraph of Article L. 228-1 of the French Commercial Code) on the second business day preceding the Meeting, *i.e.* **at 12:00 a.m. (Paris time) on Monday, 26 July 2021**, either in the registered share accounts maintained on behalf of the Company by its agent, BNP Paribas Securities Services, or in the bearer share accounts maintained by the authorised banking or financial intermediary.

The registration of the shares in the holder's security accounts maintained by the authorised intermediaries is evidenced by a shareholding certificate delivered by such authorised intermediaries to the shareholder and is attached to:

- the postal voting form;
- the voting proxy.

In respect of any transfer of ownership of the shares occurring after such date, the transferor's shareholding certificate shall remain valid and the vote shall be accounted for under the name of the transferor.

2. Participation in the Meeting

In the context of a meeting held behind closed doors, **shareholders and other persons who are entitled to participate will not be present physically or by telephone or video conference.**

As a result, shareholders **are strongly encouraged to vote in advance by post or via the internet** before Tuesday, 27 July 2021 at 3:00 p.m. (Paris time) (see below regarding proxies to third parties).

In light of the current public health context, the Company recommends that shareholders vote by internet.

I. CARRYING OUT VOTING STEPS BY INTERNET (STRONGLY RECOMMENDED)

Over the past few years, Alstom has allowed its shareholders to use the services of the **VOTACCESS** platform. This secure website will allow you to:

- **vote remotely before the Meeting;**
- **grant or revoke a proxy** to the Chairman or to any other person appointed for such purpose (to vote by correspondence). In such a case, and in accordance with articles R. 225-79 and R. 22-10-24 of the French Commercial Code, shareholders may notify BNP Paribas Securities Services of the appointment of an agent, or as the case may be, the revocation of an agent pursuant to the same formalities as those required for the agent's appointment.

The ability to vote by internet will end the day before the Meeting, i.e., on Tuesday, 27 July 2021 at 3:00 p.m. (Paris time).

Pursuant to article 6 of decree no. 2020-418 of 10 April 2020 (as extended and amended), proxies to a third party may be validly received up to four days before the date of the Meeting, i.e., by **Saturday, 24 July 2021** at the latest.

In order for a proxy to any person appointed for such purpose (other than to the Chairman of the Meeting) to be validly taken into account, such appointed person must send BNP Paribas Securities Services **their principal's voting instruction** by sending a scanned copy of both sides of the voting form by email to the following address: paris.bp2s.france.cts.mandats@bnpparibas.com by **Saturday, 24 July 2021 at the latest**.

Shareholders may have access to the VOTACCESS platform as follows:

A. Holders of registered shares (direct registered form or intermediary registered form)

Persons holding shares in **direct registered form** (*nominatif pur*) must log in to the Planetshares website (<https://planetshares.bnpparibas.com>) with their usual access codes, which allows them to consult their registered accounts.

Persons holding shares in **intermediary registered form** (*nominatif administré*) must log in to the Planetshares website using their identification number, which is located on the upper right side of their paper voting form.

After logging in, you must follow the instructions displayed on the screen in order to access the VOTACCESS site and you may either **vote remotely** or **grant a proxy** to the Chairman of the Meeting **or** to any other person appointed for such purpose (to vote by correspondence), or, as the case may be, revoke such proxy.

If you no longer have your username and/or password, you can call:

- 0 800 509 051 from France (toll free number), or
- +33 (0)1 40 14 80 05 from abroad.

B. Holders of bearer shares

You are responsible for determining whether your authorised intermediary has signed up to the VOTACCESS service and, if so, whether such access is subject to any special terms of use.

If this is the case, after you have identified yourself **on your authorised intermediary's online portal** using your customary access codes, you must follow the instructions displayed on the screen with respect to your Alstom share account line to access the VOTACCESS platform, which will allow you to either **vote remotely before the Meeting** or **grant a proxy** to the Chairman of the Meeting or to any other person appointed for such purpose (to vote by correspondence), and, as the case may be, revoke such proxy.

The secure VOTACCESS platform dedicated to the Meeting will be open starting **Friday, 9 July 2021 and up until Tuesday, 27 July 2021 at 3:00 p.m. (Paris time)**. **However, shareholders are recommended to not wait until this final date to connect to the site.**

C. Holders of bearer shares whose authorised intermediary has not signed up to the VOTACCESS service

To **vote by post or by proxy**, you must request the single postal/proxy voting form from your authorised intermediary and carry out the relevant steps **by post** as indicated hereafter.

If you wish to grant a proxy, you may **appoint or revoke an agent** via internet as follows:

- send an email the following address:

paris.bp2s.france.cts.mandats@bnpparibas.com

This email must contain the following information: name of the company (ALSTOM), date of the Meeting (28 July 2021), last name, first name, address, bank details of the shareholder granting the proxy (the principal) and the last name, first name and, if possible, address, of the agent; and

- ask your authorised intermediary, who is responsible for managing the ALSTOM shares in your securities account, to send written confirmation to: BNP Paribas Securities Services, CTO Assemblées Générales, Grands Moulins de Pantin, 9, rue du Débarcadère, 93761 Pantin Cedex, France.

Proxies granted to a third party may be validly received up to four days before the date of the Meeting, i.e., by **Saturday, 24 July 2021** at the latest.

In order for a proxy to any person appointed for such purpose (other than to the Chairman of the Meeting) to be validly taken into account, such appointed person must send BNP Paribas Securities Services **their principal's voting instruction** by sending a scanned copy of both sides of the voting form by email to the following address: paris.bp2s.france.cts.mandats@bnpparibas.com by **Saturday, 24 July 2021 at the latest**.

Only notices of appointment or revocation of proxies and the agent's voting instructions may be sent to the above addresses. Any other request or notification relating to another subject will not be taken into account and/or processed.

II. CARRYING OUT VOTING STEPS BY POST

To vote by post or to grant or revoke a proxy

In order to vote by post, grant a proxy to the Chairman or to another agent (to vote by correspondence) or revoke such proxy, you must:

- **when shares are held in direct registered form or intermediary registered form:** send the single form included in the meeting brochure, duly signed and completed, to BNP Paribas Securities Services, CTO Assemblées Générales, Grands Moulins de Pantin, 9, rue du Débarcadère, 93761 Pantin Cedex, France, and
- **when shares are held in bearer form:** ask for the single form from your authorised intermediary. Once the form has been duly completed and signed depending on the option selected, the form should be returned to your authorised intermediary who will send it to BNP Paribas Securities Services along with a shareholding certificate.

The single postal voting/proxy form will be uploaded to the Company's website (www.alstom.com) 21 days before the Meeting, i.e., **Wednesday, 7 July 2021**.

The ability to vote by post will end on Tuesday, 27 July 2021. On an exceptional basis and in accordance with the regulations that apply during the public health crisis, proxies to a named person (other than the Chairman) and revocations must be received by BNP Paribas Securities Services by Saturday, 24 July 2021 at the latest.

In order for a proxy to any person appointed for such purpose (other than to the Chairman of the Meeting) to be validly taken into account, such appointed person must send BNP Paribas Securities Services **their principal's voting instruction** by sending a scanned copy of both sides of the voting form by email to the following address: paris.bp2s.france.cts.mandats@bnpparibas.com by **Saturday, 24 July 2021 at the latest**.

In addition and in the current context of the public health crisis tied to the Covid-19 pandemic, and pursuant to article 7 of decree no. 2020-418 of 10 April (as extended and amended), any shareholder **who has already expressed their vote before the Meeting or who decides to vote by proxy can select a different method of participating in the Meeting and change their vote, subject to their instruction in this regard being received by the Company within the deadlines described herein** depending on the relevant method of participation. Consequently, the prior instructions that were received will be revoked.

III. REQUESTS FOR THE INCLUSION OF ISSUES OR DRAFT RESOLUTIONS ON THE AGENDA

Requests that issues or draft resolutions be added to the Meeting agenda by shareholders who satisfy the conditions laid down in article R. 227-71 of the French Commercial Code must be received by the Chairman of the Board of Directors by email at alstom.fr.ag2021@alstomgroup.com or by registered mail with advice of receipt requested at Alstom's head office (Attention: *Président du Conseil d'Administration d'Alstom – "Points ou Projets de résolution à l'Assemblée Générale Annuelle Mixte du 28 juillet 2021"* - 48, rue Albert Dhalenne, 93400 Saint-Ouen-sur-Seine) no later than 25 days before the date of the Meeting, i.e., by **Saturday, 3 July 2021** at the latest, but cannot be sent more than 20 days after the date this notice is published, in accordance with articles R. 225-73 (II) and R. 22-10-22 of the French Commercial Code.

Any request must be accompanied by the issue to be included on the agenda and the reasons therefor, or by the text of the draft resolutions, along with, as the case may be, a brief presentation of the grounds and, as appropriate, the information provided for by article R. 225-71 of the French Commercial Code. Any request must also be accompanied by a shareholding certificate that evidences that the person making the request possesses or represents the fraction of the share capital required by article L. 225-71 of the French Commercial Code.

The Meeting's examination of the issue or draft resolution is subject to the person making the request sending a new certificate evidencing that their shares are registered in their account at 12:00 a.m. on the 2nd business day preceding the Meeting, i.e., **Monday, 26 July 2021 at 12:00 a.m. (Paris time)**.

IV.

V. WRITTEN QUESTIONS

All shareholders may ask questions in writing. The questions must be addressed to the Chairman of the Board of Directors and sent by email to the address: alstom.fr.ag2021@alstomgroup.com or by registered mail with advice of receipt requested to Alstom's head office (Attention: *Président du Conseil d'administration d'ALSTOM – "Questions écrites à l'Assemblée Générale Annuelle Mixte du 28 juillet 2021"* – 48, rue Albert Dhalenne, 93400 Saint-Ouen-sur-Seine, France).

As an exception to article R. 225-84 of the French Commercial Code and pursuant to article 8-II of decree no. 2020-418 of 10 April 2020 (as extended and amended), written questions will be taken into account if they have been received before the end of the second business day that precedes the date of the Meeting, i.e., by Monday, 26 July 2021 at the latest. To be taken into account, these written questions must be accompanied by a shareholding certificate evidencing registration either in the registered share accounts or the bearer share accounts maintained by a financial intermediary.

All written questions asked by the shareholders and the responses provided to such questions will be published on the Company's website. The publication will take place as soon as possible after the Meeting, and by the end of the fifth business day after the Meeting date, at the latest, i.e., Wednesday, 4 August 2021.

In accordance with applicable legislation, a common answer can be given to several questions if they have the same content or relate to the same topic. The answer to a written question will be deemed given if it is on ALSTOM's website.

VI. INFORMATION AND DOCUMENTS MADE AVAILABLE TO SHAREHOLDERS

This notice, as well as a presentation of the resolutions submitted to the Meeting, may be consulted on ALSTOM's website at www.alstom.com/finance/shareholders-meetings.

In addition, the information referred to in Article R.22-10-23 of the French Commercial Code, including the documents to be presented to the Meeting, will be published on ALSTOM's website at the aforementioned address, by the 21st day preceding the Meeting at the latest, i.e., **Wednesday, 7 July 2021**. These documents and information will also be made available and may be consulted at ALSTOM's head office (subject to any measures put in place to prevent the spread of the Covid-19 pandemic) as from the publication of the notice of meeting and at least during the 15-days that precede the Meeting, i.e., as from **Tuesday, 13 July 2021**.

In addition, as from the notice of meeting, shareholders may request that the Company send them the documents and information referred to in articles R. 225-81 and R. 225-83 of the French Commercial Code, up until the 5th day (inclusive) before the Meeting, preferably by email at the following address: alstom.fr.ag2021@alstomgroup.com. In this context, shareholders are invited to note in their requests the email address to which these documents may be sent to them so that the Company may validly send them such documents by email in accordance with article 3 of the above-cited order. Shareholders holding their shares in bearer form must provide evidence of their capacity as such by the transmittal of a shareholding certificate.

As applicable, the text of the issues and draft resolutions presented by shareholders will also be published on Alstom's website at the above-cited address.

In any event and in light of the public health crisis, the Company strongly encourages shareholders to send any requests concerning this Meeting, and in particular the exercise their rights to the communication of information, via the following email address: alstom.fr.ag2021@alstomgroup.com.

The Board of Directors