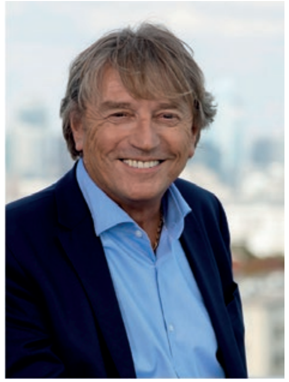

What if 2026 WAS THE YEAR YOU BECAME AN
ELIS SHAREHOLDER ?
From 15 September to 1 October 2026
Elis renews its employee share ownership operation.
Elisfor·all
2026
elis
Circular services at work



Thanks to the strong commitment of our teams ad the robustness of our business model, our Group continues on its growth trajectory in an uncertain economic environment. In 2025, Elis maintained a strong pace of development, while consolidating its presence in its historical markets and further strengthening its operational performance.

Since 2019, our employees share ownership plans have met with growing success, and the 2025 edition marked a historic milestone, with a record number of subscribers and a record investment amount.

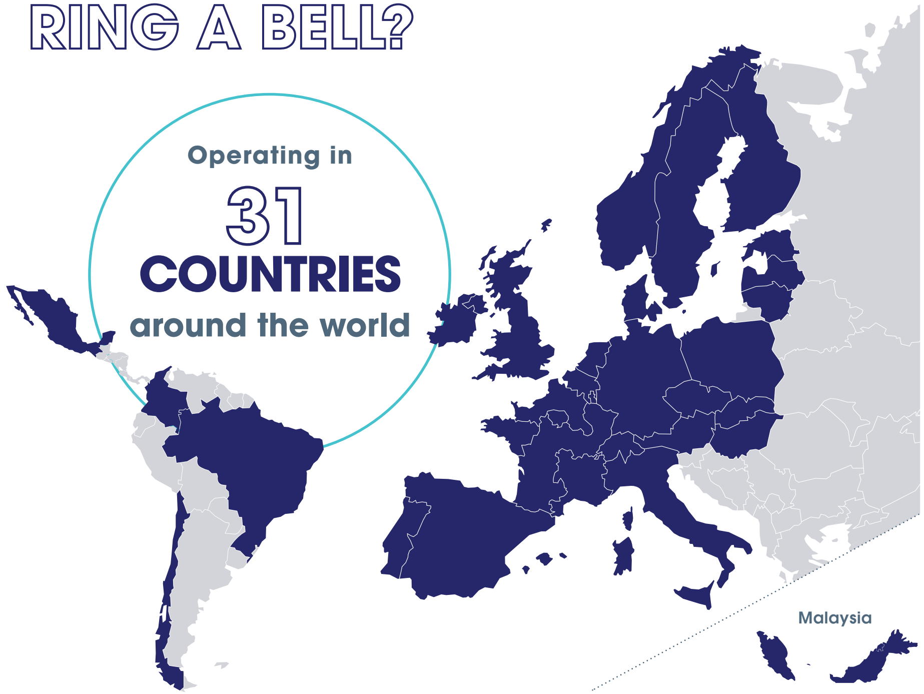
From 15 September to 1 October 2026, you will have the opportunity to subscribe to the "Elis for All 2026" plan through an indirect investment in Elis shares, under attractive terms within the framework of the Group Savings Plans.

In 2026, we would be proud to count you amongst our shareholders.

Didier Lachaud,
HR Director – Elis Group

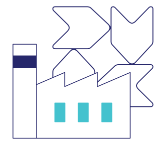
**Any investment in an equity carries a risk of capital loss. Please refer to the Key Information Document.*

DOES ELIS RING A BELL?



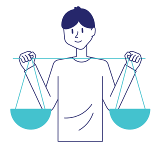
Neraly
59,000
employees

more than
400,000
customers supplied worlwide



440
production and distribution centers

€4,870 B
in consolidated revenue in 2025



€1,690 B
in EBITDA in 2025

ALL YOU NEED TO KNOW

By subscribing to Elis for all* offer, you will have the opportunity to hold Elis shares indirectly through an FCPE (Fonds Commun de Placement d'Entreprise – an employee investment fund).

-30%

You will benefit from a **30% DISCOUNT** applied on the reference Elis share price[1]

MATCHING CONTRIBUTION: 1 share is offered to you for every 10 shares subscribed

Your investment is **LOCKED IN FOR 3 YEARS,** except in cases where an early release is allowed (see local supplement)

YOUR INVESTMENT REMAINS LINKED TO THE EVOLUTION ELIS' SHARE PRICE, both upwards and downwards

DIVIDENDS: You will potentially receive dividends on the shares you hold. The dividends will be reinvested in units of the employee investment fund, thereby increasing the amount of your investment

The employee investment fund maintenance fees are covered by Elis

Through Elis for all Relais 2026 employee investment fund. Following the capital increase, Elis for all Relais 2026 employee investment fund will merge with the existing Elis Shareholding employee investment fund.

AN OFFER TO ALL

- Around 56,000 employees are eligible for the plan.
- The plan is available in 20 countries:
  - Andorra
  - Belgium
  - Brazil
  - Colombia
  - Denmark
  - Finland
  - France
  - Germany
  - Ireland
  - Italy
  - Luxemboug
  - Mexico
  - Netherlands
  - Norway
  - Poland
  - Portugal
  - Spain
  - Sweden
  - Switzerland
  - United Kingdom

UNDERSTANDING THE OFFER

- **Discount:**

Reference price assumption €25 - 30% = €17.5 Subscription price

- **Matching contribution:** 1 share offered for every 10 shares subscribed

INVESTMENT EXAMPLES based on a reference price[1] of €25 and a subscription price of €17.5

YOU BUY	VALUE OF YOUR SHARES[1]	30% DISCOUNT	MATCHING CONTRIBUTION IN SHARES[2]	YOUR PERSONAL CONTRIBUTION	TOTAL PORTFOLIO
6 shares[2]	€150	- €45	0	€105	€150
10 shares[2]	€250	- €75	1	€175	€267.5
15 shares[2]	€375	- €112.5	1	€262.5	€392.5
20 shares[2]	€500	- €150	2	€350	€535

[1] Reference price: average of the opening prices of Elis share over the 20 trading days preceding the launch of the plan

[2] The equivalent units of Elis Shareholding employee investment fund invested on your behalf in Elis shares

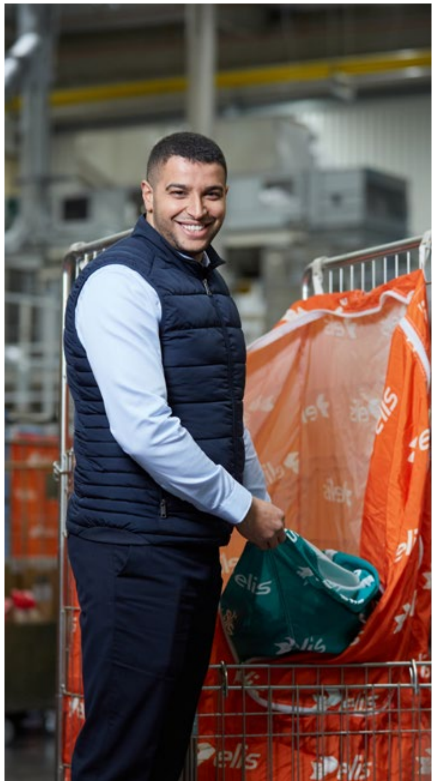
HOW MUCH CAN I INVESTED?

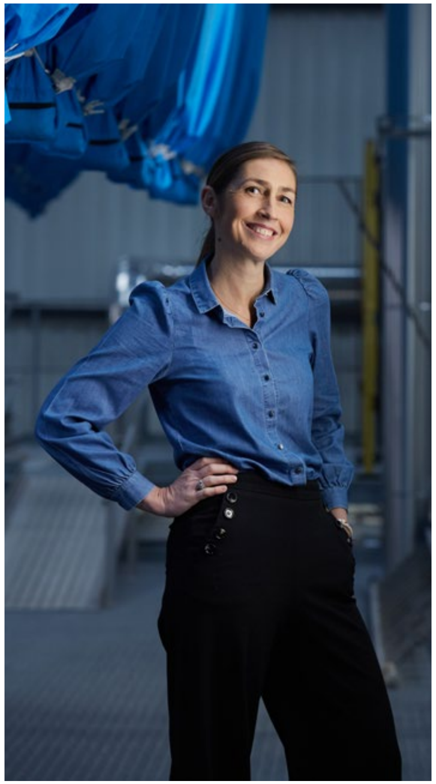
50 €
MINIMUM

The minimum investment amount at Elis for all is set at €50.

The maximum amount is limited to a quarter of your estimated gross annual remuneration for 2026, and this amount is capped at €50,000.

To assess your investment, you can test different subscription amounts in the **Simulator available on Elis for all website** and see what works best for you.





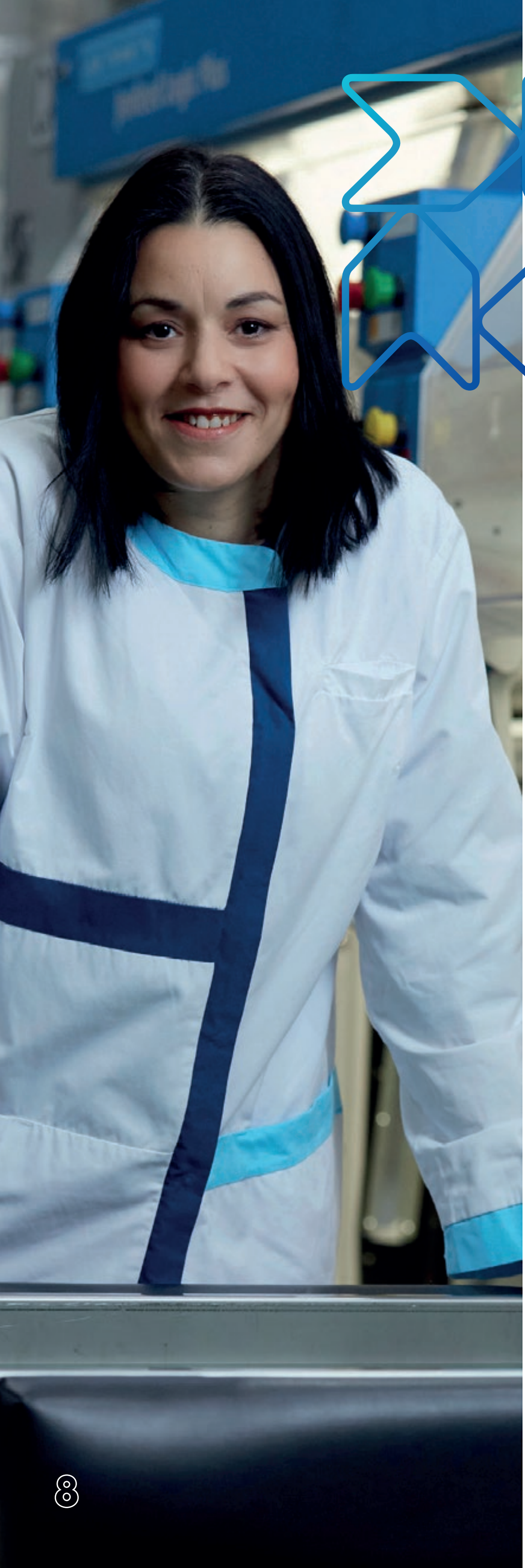
HOW CAN I PAY?

- If your currency is in Euro: your subscription will be paid by a debit from your bank account on or about 30 October 2026.
- When you subscribe, it is necessary that you authorise the direct debit and provide your bank details of a current account during your subscription. Saving accounts cannot be debited.
- If your currency is in Sterling: you will pay your subscription, in your currency by bank transfer to the account indicated on your local supplement no later than 1 October 2026.
- Please refer to the local supplement for more information.

WHAT IF THE PLAN'S OVERSUBSCRIBED?

Elis for all 2026 offer covers a maximum of 2,000,000 shares. If the number of subscription requests exceeds the number of shares available for the plan, a reduction will be applied.

A reduction coefficient will be calculated by dividing the total number of shares offered by the number of shares requested.
All subscriptions will be subject to this reduction coefficient so as not to exceed the authorised amount.



Elis for·all 2026

I'D LIKE TO SUBSCRIBE Elis for·all 2026 OFFER

An opportunity open to all from 15 September to 1 October 2026

This capital increase is exclusively offered to all Elis employees and the subsidiaries that are members of the International Group Savings Plan (PEGI).

To be eligible to the plan, all you need is 3 months' seniority in the Group on the date of the opening of the subscription period, and to still be an employee of the group on the closing date of the subscription period.

Subscribe to the offer in just a few clicks*

You can subcribe in minutes via a simple and secure online platform.

1. Go to the website **ie.elis.com/en/EFA**

2. Click on the button **Suscribe to Elis For All 2026**

3. Use the username and password indicated in the e-mail you received from Amundi*

4. Fill in and verify your personnal information

5. Enter the amount you want to invest

6. Confirm your subscription

To find out more about the plan, visit the website:

All relevant information for the subscription can be found there.

**If you do not have access to the internet, do not hesitate to concact your Human Ressources representative.*

PLAN TIMELINE

11 September 2026
Subscription price set

From 15 September to 01 October 2026
Subscription period

1st October 2026
Bank transfer

10 November 2026
Transaction completion

2029
Date on which funds become available after 3 years

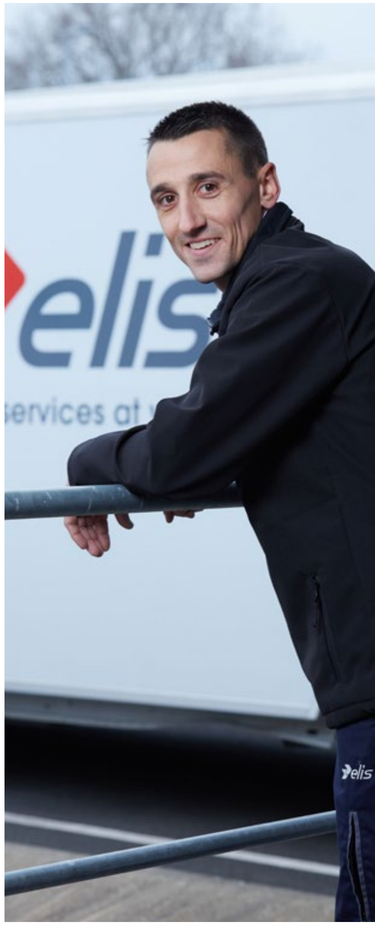
After the subscription

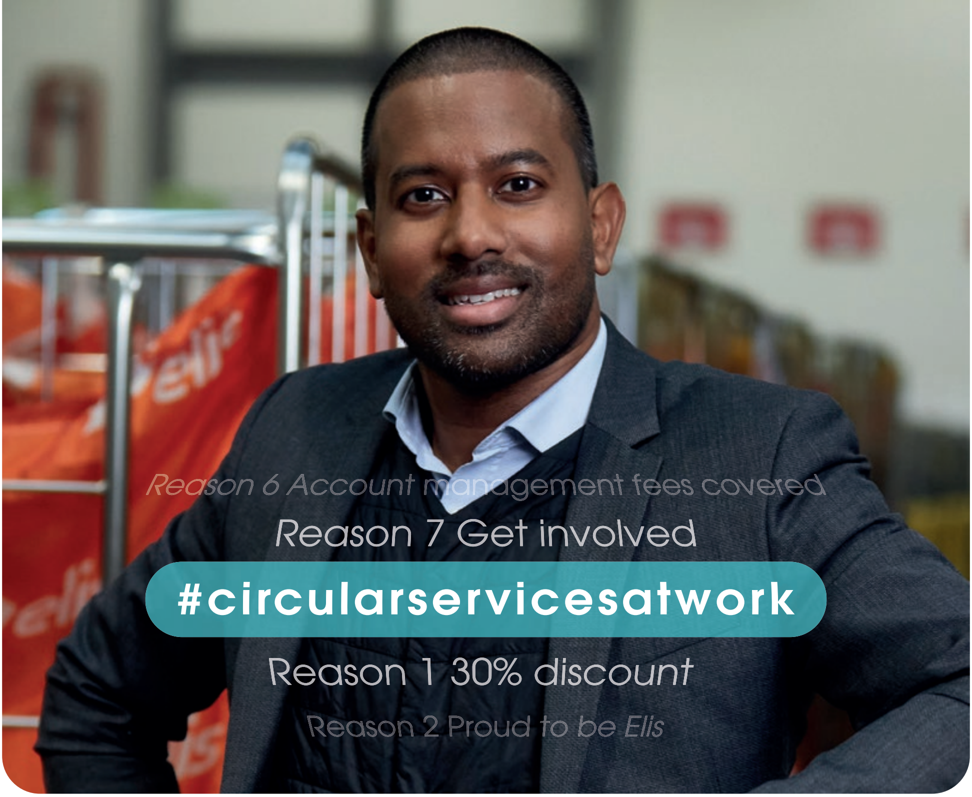
Your investment will follow the evolution of the Elis share price upwards and downwards. This means that your capital could be at risk.

Depending on the tax system applicable in your country, your subscription, any dividends earned on the subscribed shares and the resale of those shares could be liable to tax, or you could be required to disclose the transaction to the tax authorities.

The investment does not come with a capital guarantee. Given this risk, it is worth considering whether you need to diversify your investment portfolio.

As with any investment, past performance is no guarantee of future results.





Circular services at work

elis.com

DISCLAIMER

This brochure is for the attention of eligible Elis employees only. Elis's Universal Registration Document, as well as other information documents, including the periodic financial reports, are available on the Company's website at www.elis.com. You are encouraged to read these documents, which contain important information about the Company's business, its strategy and objectives, its financial performance and its inherent risk factors. The information contained in this brochure is for informational purposes only. It does not constitute financial or investment advice on the part of Elis or its subsidiaries. You are reminded that the past performance of Elis shares is no guarantee of future performance and that a stock market investment is not without risk. Depending on the tax system applicable in your country, your subscription, any dividends earned on the subscribed shares and the resale of those shares could be liable to tax, or you could be required to disclose the transaction to the tax authorities. This offer has been presented to you as an eligible employee of an Elis Group company. This brochure or any other document provided or made available to you in connection with this offer does not alter the terms of your employment contract or the rights and obligations resulting therefrom, or your position within the Elis Group. The benefits contained in this offer are not considered as items of remuneration that can be taken into account in the calculation of future benefits. The right to participate in this offer does not affect any similar offers launched in the future or the right to participate in those offers. Whether you participate or not is entirely at your own discretion.

A public limited company with an executive board and a supervisory board, with a share capital of €237,553,695
Registered office: 18 rue Hoche – 92800 Puteaux – France 499 668 440 R.C.S. Nanterre