



## ROSS MCINNES

Director

- Chairman of the Audit Committee
- Member of the Investment and Technology Committee
- Member of the Ethics, Environment and Sustainable Development Committee

**Age:** 71

**Nationality:** French and Australian

**First appointment:** May 18, 2018

**Expiration of term:** 2026

**Shares held:** 4,900 shares

**Business address:**  
SAFRAN  
2, boulevard du  
Général-Martial-Valin  
75015 Paris

A graduate of the University of Oxford, Ross McInnes began his career in 1977 with Kleinwort Benson in London and then in Rio de Janeiro. In 1980, he joined Continental Bank (which became Bank of America) where he successively held several positions in corporate finance operations, first in Chicago and then in Paris. In 1989, Ross McInnes joined Eridania Beghin-Say, where he was appointed Chief Financial Officer in 1991, and a member of the Board of Directors in 1999. The following year, Ross McInnes joined Thomson-CSF (now Thales) as Senior Vice President and Chief Financial Officer and worked on the transformation of the Group until 2005. He then joined the PPR Group (now Kering) as Senior Vice President for Finance and Strategy, then became a member of the Supervisory Board of Générale de Santé in 2006. He temporarily chaired the Management Board of Générale de Santé from March until June 2007. He also held the position of Vice-Chairman of Macquarie Capital Europe, specializing primarily in network investments. In March 2009, Ross McInnes joined Safran and became Executive Vice President, Economic and Financial Affairs in June of that year. He served as a member of the Safran Management Board from July 2009 to April 2011, then as Deputy Chief Executive Officer until April 2015. On April 23, 2015, he became Chairman of the Safran Board of Directors. In February 2017, he joined SICOM, the general partner of VIVESCIA Industries, as a "qualified person." From February of 2015 to November 2024, Ross McInnes also served as Special Representative for economic relations with Australia, appointed by the Minister for Europe and Foreign Affairs in the context of French economic diplomacy. From November 2016 to November 2019, he was a member of the High Committee on Corporate Governance. In October 2017, the French Prime Minister appointed Ross McInnes Co-Chairman of the Public Action 2022 Committee to propose actions to reform public policies. The Committee has since achieved its goals. In December 2025, he was co-opted as a Director of Rexecode, a French non-governmental economic research institute dedicated to economic information and business development.

### PRINCIPAL ACTIVITIES OUTSIDE THE COMPANY

Chairman of the Board of Directors of Safran

### CURRENT OFFICES AND POSITIONS HELD

#### Offices and positions in companies outside the Group

- Chairman of the Board of Directors of Safran<sup>(1)</sup>

### OFFICES THAT HAVE EXPIRED IN THE LAST FIVE YEARS

- Lead Director at Lectra<sup>(1)</sup> (until 2025)
- Director at Eutelsat Communications<sup>(1)</sup> (until 2022)

### AREAS OF EXPERTISE

- Administration and management of large companies
- ESG: Environmental/Climate and Governance
- Finance
- Industrial sector
- International experience

<sup>(1)</sup> Listed company.