

3.2. Corporate governance arrangements AFR

Taken in conjunction with section 3.1 above, this section constitutes the Board of Directors' report on Corporate Governance required under Article L. 225-37 of the French Commercial Code. It includes the information specified in Articles L. 22-10-8 to L. 22-10-11 of the French Commercial Code.

This report was prepared by the Secretary to the Board (who is also Group Legal Affairs Director) in conjunction with Executive Management and the Group Finance Department. It draws upon various internal documents (notably, Articles of Association, Internal Procedures, and minutes of Board and

Board Committee Meetings), and takes account of current regulations; corporate governance recommendations issued by the AMF (French Financial Markets Authority), the recommendations made in the Afep/Medef Corporate Governance Code of Listed Corporations (the "Afep/Medef Code"), the report of the French High Committee on Corporate Governance, and market practices.

The Board of Directors approved the present report at its meeting of 12 February 2026, after receiving a favourable opinion from the Selection and Remuneration Committee.

3.2.1. Principles governing the composition of the Board of Directors

Procedures for selecting Directors

Under the Articles of Association, the Board of Directors includes Directors appointed by the Annual General Meeting and Directors nominated by the employees. The Board of Directors may appoint one or more Non-Voting Directors to attend meetings of the Board of Directors in an advisory capacity.

The Board has established Internal Procedures, supplementing the legal and regulatory requirements and the provisions of the Articles of Association. They specify how the Board operates, and reflect the Afep/Medef Corporate Governance Code (which is annexed to the Internal Procedures).

The Board seeks at all times to operate in a way that ensures good corporate governance.

The composition of the Board and its Committees complies with provisions on gender balance and on the presence of Independent Directors. It takes into account the significant share of the Company's equity capital owned by Bouygues SA, and the requirements of the Articles of Association regarding the number of Employee Representative Directors and Employee Shareholder Representative Directors.

The staggering of terms of office, as recommended by the Afep/Medef Code, is ensured by the reappointment of a portion of the Directors' terms annually.

Procedure for selecting Directors

The procedure for selecting future Directors takes account of the preferred diversity profile of the Board and its Committees in terms of training, experience, diversity, independence, etc., and of the needs of the Board. This procedure was clarified and incorporated into the Board of Directors' Internal Procedures.

For each Board vacancy, the Selection and Remuneration Committee works with the Chairman and CEO to assess the profiles of a number of potential members and candidates put forward, with a view to achieving a good fit between Board members (Directors) and coherence in the composition of the Board and its Committees.

The Committee ensures that the Board includes a range of competencies, including sector, CSR and financial expertise.

The actual selection process is strictly confidential.

Any proposal to appoint a new member is subject to a collegiate decision by the Board.

Non-Employee Representative Directors

Non-Employee Representative Directors are appointed by the General Meeting or co-opted by the Board of Directors. Their term of office is three years. They must hold at least 100 Company shares throughout their term of office according to the Board of Directors' Internal Procedures.

Employee Representative Directors

By French Order No. 2020-1642 of 21 December 2020 (by which the former regime governed by Article 66 of French Law No. 86-1067 of 30 September 1986 was repealed), Employee Representative Directors at TF1 are appointed in line with the provisions of Article L. 225-27-1 of the French Commercial Code and Article 10 of the TF1 Articles of Association.

When only one Employee Representative Director is to be appointed, this Director is appointed by the trade union that obtained the most votes in the first round of the elections mentioned in Articles L. 2122-1 and L. 2122-4 of the French Labour Code in TF1 and its direct or indirect subsidiaries whose registered offices are located in France. Where two Employee Representative Directors are to be appointed, those Directors are nominated by the two trade union bodies that obtained the most votes in the first round of those elections.

Their term of office is three years. Each Employee Representative Director must hold ten shares in the Company during their term of office (according to the Internal Procedures of the Board of Directors), and has the same powers and duties as any other Director.

Employee Shareholder Representative Director

Since the publication of French Law No. 2019-486 of 22 May 2019 on the business growth and transformation action plan (France's Pacte Law – "Loi Pacte"), an Employee Shareholder Representative Director is appointed pursuant to Article L. 225-23 of the French Commercial Code.

In accordance with the Company's Articles of Association the Employee Shareholder Representative Director is appointed by the General Meeting on a proposal from the Supervisory Board of the FCPE (the employee share ownership fund), invested primarily in TF1 shares. The Supervisory Board of the FCPE elects one candidate, by simple majority, from among the employee members of the Supervisory Board.

The Employee Representative Director is appointed for a three-year term, and must hold ten shares in the Company during their term of office (according to the Internal Procedures of the Board of Directors). He or she has the same duties and powers as any Director.

Non-Voting Director

One or more Non-Voting Directors may be appointed to ensure that the Articles of Association are properly implemented. Non-Voting Directors are appointed by the Board of Directors for a three-year term. The first Non-Voting Director was

appointed by the Board on 14 April 2023, on a proposal from the Selection and Remuneration Committee.

Non-Voting Directors attend Board and Board Committee meetings in an advisory capacity, contributing towards proper governance of TF1.

They must hold ten TF1 shares throughout their term of office according to the Board of Directors' Internal Procedures.

Age limit

The Articles of Association do not set an age limit for Directors, but set an age limit of seventy (70) for Non-Voting Directors.

Internal Procedures of the Board of Directors and Directors' and Non-Voting Directors' Code of Conduct

The Board Internal Procedures describe how the Board and its Committees operate, and set out the powers, characteristics and remit of the Board and its Committees. Annexes to the Internal Procedures include the latest version of the Afep/Medef Corporate Governance Code (revised in December 2022).

The Board updates the Internal Procedures regularly to reflect changes in laws and regulations, good corporate governance practice, and changes to the way the Board itself operates.

A separate annex to the Internal Procedures, the "TF1 Directors' and Non-Voting Directors' Code of Conduct", specifies the rights and obligations of Directors. At its meeting on 30 April 2025, the Board of Directors made the following amendments to the Internal Procedures:

- in annex 2 (Internal Procedures of the Audit Committee), the Board of Directors replaced references to the Non-financial Performance Statement (NFPS) with sustainability information;

- in annex 4 (Internal Procedures of the Ethics, CSR and Patronage Committee), the Board of Directors replaced the reference to the Non-financial Performance Statement (NFPS) with the sustainability report and replaced the reference to Article L. 22-10-36 of the French Commercial Code with Article L. 223-28-4 of the French Commercial Code.

The Internal Procedures also lay down principles for the annual evaluation of the Board's operating procedures.

The Internal Procedures and Directors' and Non-Voting Directors' Code of Conduct are available (in French only) on TF1's website: <https://groupe-tf1.fr/en/investisseurs/governance>

AFEP/MEDEF Corporate Governance Code of Listed Corporations

In 2008, the Board of Directors decided that the Company would adhere to the Corporate Governance Code of Listed Corporations published by the Afep and the Medef. This Code was updated in December 2022, and is reproduced in an annex to the Internal Procedures of the TF1 Board of Directors.

An English-language version of the Code can be viewed on the Afep website at: https://www.lafep.org/wp-content/uploads/2025/11/Afep_Medef-Code-revision-2022-version-EN_nouveau-logo.pdf

The table below shows TF1's departures from the Afep/Medef Corporate Governance Code, and the reasons for those departures.

Departure from AFEP/MEDEF Code

Explanation

Article 12.3:

It is recommended that at least one meeting not attended by the Executive Officers should be organised each year.

The Board is of the opinion that it is more appropriate to have a meeting attended solely by the Independent Directors, and to allow them the opportunity to express their views on the management of the Group from their own distinctive standpoints, in a challenging but supportive manner.

Assessment of Director Independence

Every year, the Board of Directors – having taken advice from the Selection and Remuneration Committee – assesses the position of each Director individually by reference to all of the independence criteria contained in the Afep/Medef Code and also assesses whether a potential conflict of interest exists.

Under Article 10 of the Afep/Medef Corporate Governance Code, a Director is regarded as independent when they have no relationship of any kind whatsoever with the Company, its group or its management that may interfere with his or her

freedom of judgement. The Code lists a number of independence criteria, which are as follows:

- **critterion 1 "employee and corporate officer within the previous five years"** not to be and not to have been within the previous five years:
 - an employee or Executive Officer of TF1;
 - an employee, Executive Officer or Director of a consolidated company;

- an employee, Executive Officer or Director of the Company's parent company or a company consolidated within this parent company;
- **critérieron 2 "cross directorships"** not being an Executive Officer of an entity in which the Company directly or indirectly holds a directorship or in which an employee is appointed as a Director or an Executive Officer of the Company (current, or who has held such office within the past five years) holds a directorship;
- **critérieron 3 "significant business relations"** not being a client, supplier, investment banker, commercial banker or consultant that is material to the Company or its Group or for which the Company or its Group represents a significant proportion of its business;
- **critérieron 4 "family ties"** not being related by close family ties to a Corporate Officer;
- **critérieron 5 "Statutory Auditors"** not having been a Statutory Auditor of TF1 within the past five years;
- **critérieron 6 "term of office over 12 years"** not having been a TF1 Director for more than 12 years. A Director ceases to be independent once they have served on the Board for 12 years;
- **critérieron 7 "status of non-executive officer"** a non-executive officer cannot be regarded as independent if they receive variable remuneration in cash or in the form of shares or any remuneration linked to the performance of the Company or its Group;
- **critérieron 8 "major shareholder status"** Directors representing major shareholders of the company or its parent company may be considered independent provided that these shareholders do not take part in the control of the Company; however, above a 10% threshold in capital or voting rights, the Board, after consulting the Selection and Remuneration Committee, should systematically review whether a Director qualifies as independent, taking into account the composition of the Company's capital and the existence of a potential conflict of interest.

At 31 December 2025, the Board identified the following Directors as Independent Directors based on these criteria: Coralie Piton, Orla Noonan and Marie Pic-Pâris Allavena.

The three Independent Directors have no business relationship with TF1. None of the three receives variable remuneration in cash or shares, or any remuneration linked to the performance of TF1 or the TF1 group.

The table below sets out the position of each Director under the independence criteria.

	Criterion 1: Employee corporate officer over the past five years	Criterion 2: Cross director- ships	Criterion 3: Significant business relation- ships	Criterion 4: Family ties	Criterion 5: Statutory Auditor	Criterion 6: Term of office over 12 years	Criterion 7: Status of non- Executive Officer	Criterion 8: Status of significant shareholder	Independent Director Qualification
Rodolphe Belmer	X	✓	✓	✓	✓	✓	X	✓	X
Charlotte Bouygues	X	✓	X	X	✓	✓	✓	X	X
Olivier Bouygues	X	X	X	X	✓	X	✓	X	X
Catherine Dussart <i>(until 17 April 2025)</i>	✓	✓	✓	✓	✓	✓	✓	✓	✓
Pascal Grangé	X	X	X	✓	✓	✓	✓	X	X
Sophie Leveaux	X	✓	✓	✓	✓	✓	✓	✓	X
Marie-Aude Morel	X	✓	✓	✓	✓	✓	✓	✓	X
Orla Noonan	✓	✓	✓	✓	✓	✓	✓	✓	✓
Marie Pic-Pâris Allavena	✓	✓	✓	✓	✓	✓	✓	✓	✓
Coralie Piton <i>(from 17 April 2025)</i>	✓	✓	✓	✓	✓	✓	✓	✓	✓
Olivier Roussat	X	X	X	✓	✓	✓	✓	X	X
Yoann Saillon	X	✓	✓	✓	✓	✓	✓	✓	X

✓ Independence criterion satisfied.

X Independence criterion not satisfied.

Rodolphe Belmer's employment contract with Bouygues in October 2022 has been suspended since 1 January 2025;

The independence criterion linked to the length of the term of office of a Director in excess of 12 years does not apply to any of the Independent Directors.

The Board of Directors proposes to the Annual General Meeting of 16 April 2026 that Cyril Bouygues be appointed as a Director for a term of three years, to replace Olivier Bouygues, whose term of office will expire at the end of the next General Meeting (see 8.2).

Coralie Piton, Orla Noonan and Marie Pic-Pâris Allavena will continue to perform their roles as Independent Directors insofar as they will continue to satisfy all the criteria defined in the Afep/Medef Code.

With respect to the third criterion relating to meaningful business relationships, during its annual review, the Board of Directors ensured that none of the Directors likely to qualify as Independent Directors was directly or indirectly associated with one of TF1's or the TF1 Group companies' meaningful clients, suppliers, bankers or advisers. In accordance with the recommendations of the AMF (French Financial Markets Authority) and France's High Committee on Corporate Governance, a multi-criteria approach was adopted to determine the significance of a business relationship, with a focus on qualitative analysis, factoring in all qualitative criteria:

- importance of the business relationship for each of the relevant entities (potential economic dependence between players, importance of the transactions, particular characteristics of specific markets, direct interest of the relevant legal entity in said relationship);

- organisation of the relationship, particularly the position of the relevant Director in the company under contract (length of service in their term of office, existence of operational role within the relevant entity, direct decision-making powers over contracts, Director's direct interest or remuneration received from such contracts, etc.).

Subject to the appointment of Cyril Bouygues as a Director by the shareholders, TF1's Board of Directors would comprise:

- five female Directors, representing 55.5% of total Directors, above the 40% rate required by the French Commercial Code (the Employee Representative Directors and the Non-Voting Director are excluded from this calculation);
- three Independent Directors, which means that the proportion of Independent Directors is 37.5%, above the one-third threshold recommended by the Afep/Medef Code for a "controlled" company such as TF1 (the Employee Representative Directors, the Employee Shareholder Representative Directors, and the Non-Voting Director are excluded from this calculation).

The proportion of Independent Directors on the Board Committees is indicated in the description of the composition of each Committee.

Diversity policy applied to members of the Board

In accordance with the Afep/Medef Code, the Board periodically reassesses the balance of its membership and of its committees in terms of diversity (gender balance, expertise, experience, etc..).

The objectives, procedures and outcomes of the Board's diversity policy are presented below.

Objectives	The Board takes the view that a good balance is achieved by having Directors with diverse profiles, whether in terms of age, length of service, expertise and professional experience relevant to the Group's business activities, and also by having a sufficient number of Independent Directors.
Procedures	<p>The Board believes that the expertise and experience of its members, their ability to understand the challenges and risks facing the Group, and their complementarity and commitment, all contribute to the balance of the Board.</p> <p>The Board, acting on recommendations from the Selection and Remuneration Committee, takes account of this diversity objective when proposing new Directors or Committee members, and during the annual evaluation of the Board.</p> <p>The Board paid particular attention to the experience and knowledge of the Group's businesses that each Director needs in order to contribute effectively to the work of the Board and its three Committees.</p> <p>The presence of Employee Representative Directors on the Board and its Committees also contributes to the diversity policy.</p>
Outcomes	<p>Age</p> <p>At 31 December 2025, the average age of the Directors was 55.6.</p> <hr/> <p>Length of service</p> <p>The average length of service of the Directors at 31 December 2025 was 7.3 years.</p> <hr/> <p>Expertise</p> <p>The Directors are drawn from a variety of backgrounds. The detailed career CVs in section 3.1, and the table below, show the diverse nature of Board members' expertise in fields such as the media, entrepreneurship, finance, industry and digital.</p> <hr/> <p>Independent Directors</p> <p>See above.</p> <hr/> <p>International experience</p> <p>Although 9 of the 11 Board members are French nationals, most of them have extensive international professional experience or a bi-national culture.</p> <hr/> <p>Gender balance</p> <p>At 31 December 2025:</p> <ul style="list-style-type: none"> - the Board had five female Directors, which means that the proportion of female Directors was 55% (without counting the Employee Representative Directors or the Non-Voting Director); - each of the three Board Committees was chaired by a woman; - seven of the eleven Committee seats (64%) were held by women.

Policy on non-discrimination and gender balance on executive bodies

The Board regularly obtains assurance that the Executive Officers implement a non-discrimination and diversity policy.

The TF1 Group's commitment to diversity and gender balance on executive bodies is now recognised and goes beyond the gender balance obligations set forth in Law 2021-1774 of 24 December 2021 (the "Rixain Law"), which stipulates that the percentage of either gender on those bodies cannot be less than 30%.

Executive Committee

There were five women on the TF1 Group's Executive Committee at 31 December 2025, i.e. a rate of 45.5%.





























































Management Committee

Within the TF1 Group's Management Committee, which had 159 members at 31 December 2025, 49.4% of members were women.

Beyond the management bodies, TF1's commitment to equal representation of women and men is a priority.

Diversity and commitment of the Directors

The following table provides a summary presentation of the personal information and experience of the Directors, as well as their commitment to TF1's corporate governance, at 31 December 2025.

	Gender	Age	Expertise	Board Committees	First appointed	Term expires	Years service on Board	2025 Board attendance
EXECUTIVE OFFICER								
Rodolphe BELMER	M	56	     		2023	2028	3	7/8
INDEPENDENT DIRECTORS								
Orla NOONAN	F	55	     	Chair of Selection and Remuneration Committee, Member of Audit Committee	2022	2028	4	8/8
Marie PIC-PÂRIS ALLAVENA	F	65	     	Chair of Audit Committee	2019	2028	6	8/8
Coralie PITON	F	48	    	Chair of the Ethics, CSR and Patronage Committee, Member of the Selection and Remuneration Committee	2025	2028	1	6/6
NON-INDEPENDENT DIRECTORS								
Charlotte BOUYGUES permanent representative of SCDM	F	34	    		2020	2027	6	6/8
Olivier BOUYGUES	M	75	     		2005	2026	21	7/8
Pascal GRANGÉ permanent representative of Bouygues	M	64	     	Member of the Audit Committee	2020	2027	6	8/8
Olivier ROUSSAT	M	61	     	Member of the Selection and Remuneration Committee	2009	2028	17	8/8
EMPLOYEE REPRESENTATIVE DIRECTORS								
Sophie LEVEAUX	F	61	   	Member of the Selection and Remuneration Committee	2014	2027	12	7/8
Yoann SAILLON	M	40	  	Member of the Ethics, CSR and Patronage Committee	2024	2027	2	8/8
EMPLOYEE SHAREHOLDER REPRESENTATIVE DIRECTOR								
Marie-Aude MOREL	F	53	 	Member of the Ethics, CSR and Patronage Committee	2021	2027	5	8/8
NON-VOTING DIRECTOR								
Didier CASAS	M	55	    	Member of the Ethics, CSR and Patronage Committee	2023	2026	3	8/8

7.3 years⁽¹⁾	55.6 years⁽¹⁾	55.5%⁽¹⁾⁽²⁾	37.5%⁽¹⁾⁽³⁾
Average length of service of Directors	Average age of Directors	Percentage of women	Percentage of Independent Directors

(1) Figures calculated without the Non-Voting Director.

(2) Figures calculated excluding Employee Representative Directors.

(3) Figures calculated excluding Employee Representative and Employee Shareholder Representative Directors.

Martin Bouygues (no longer a Director since 2020) and Olivier Bouygues are brothers, and control SCDM. Charlotte Bouygues is the daughter of Martin Bouygues. The Company is not aware of any other family ties between Board members.

Commitments resulting from the agreement signed with ARCOM on 27 April 2023 concerning the TF1 television service

During the renegotiation of its agreement signed in 2023 with ARCOM, TF1 made new commitments to pluralism, honesty and independence of programmes. Article 2-3-8 of this agreement requires the appointment to the Board of Directors of a Director selected from among the independent Directors, who is specifically responsible for news ethics and independence.

In tandem with the Honesty, Independence and Pluralism of Information and Programmes Committee, presented in section 2.2, established within the TF1 Group, the Director responsible for news ethics and independence ensures that there is no involvement by shareholders and/or advertisers in the work of journalists, particularly in the context of political and general news programmes broadcast by the company or its subsidiaries.

3.2.2. Principles on which corporate governance operates

Governance arrangements

Executive Management

The Board is required by law to elect one of its members as Chairman, to organise and direct the work of the Board and ensure that the Company's management bodies function properly.

By law, the Board may choose to delegate responsibility for the executive management of the Company to either (i) the Chairman of the Board of Directors or (ii) another natural person, who may or may not be a Director. The Chief Executive Officer is responsible for the executive management of the Company.

When deliberating, Board members are aware of the need to ensure that all shareholders are treated equally and that the Board should operate effectively.

Combining the offices of Chairman and Chief Executive Officer

Rodolphe Belmer was appointed Chief Executive Officer at the Board of Directors' meeting of 27 October 2022 and Director and Chairman of the Board of Directors at the Board meeting of 13 February 2023. The roles of Chairman and Chief Executive Officer were temporarily split, between 27 October 2022 and 13 February 2023, and then reunited, in compliance with the governance model adopted by the Board of Directors.

The Board took the view that it was preferable not to separate the role of Chairman from that of Chief Executive Officer (given the size of the TF1 Group, the nature of its business, and past experience that the proposed governance structure was effective).

Rodolphe Belmer's term of office was renewed for a term of three years by the Annual General Meeting of 17 April 2025. At its meeting held on the same day, the Board of Directors appointed Rodolphe Belmer as its Chairman and stated that it was in favour of continuing to combine the offices of Chairman and Chief Executive Officer.

The Board has not appointed a Lead Director or Vice-Chairman, believing that such appointments are not necessary because:

- TF1 is a controlled company and 37.5% of its Board members qualify as Independent Directors, which is above the one-third threshold recommended by the Afep/Medef Code;
- the way in which the Board and its Committees operate allows all Directors complete freedom of judgement and total independence; Board members deal directly with the Chairman and Chief Executive Officer, and have regular access to information about the Group;
- when evaluating the Board, each Director has given a "positive" or "very positive" rating for how both the Board and its committees operate; they have also commented that the information they received was precise, the decision-making process was clear, they were free to speak their minds, and agenda items were fully discussed;
- careful attention is paid to preventing conflict of interests.

Shareholder relations, especially on corporate governance issues (which according to Article 4.4 of the Afep/Medef Code may be entrusted to a Lead Director), are handled by the Chairman and Chief Executive Officer as well as the Chief Financial Officer, supported by the Financial Communications Department. The Board is informed about shareholder expectations as required.

Limits on the powers of the Chairman and Chief Executive Officer

In accordance with the law, the TF1 Articles of Association state that the Chief Executive Officer has the broadest powers to act in the name of the Company under all circumstances. He exercises his powers within the limits of the corporate purpose and subject to the powers expressly accorded by law to Shareholders' Meetings and to the Board of Directors.

The measures in place to balance the exercise of executive management powers and limit the powers of the Chairman and Chief Executive Officer, in tandem with the powers of the Board of Directors, contribute to good governance.

A range of governance practices are in place, some of which date back several years:

- the Board Internal Procedures, which specify rules for how the Board and its Committees operate, along with the Directors' Code of Conduct;
- the presence of Independent Directors and Employee Representative Directors on the Board and its Committees;
- the existence of three permanent Committees to support the work of the Board: the Selection and Remuneration Committee, the Audit Committee, and the Ethics, CSR and Patronage Committee;
- a Special Purpose Committee, to make certain strategic decisions;
- a Non-Voting Director, who attends Board meetings in an advisory capacity;

Executive Committee

At 31 December 2025, the Executive Committee (COMEX) under the responsibility of Rodolphe Belmer, was made up of the six [Executive Vice-Presidents] of the Group, the General Counsel, the [Chief Communication and Brand Officer], the Head of Technologies and Information Systems and the Chief Executive Officer of Studio TF1. The COMEX is the most senior managerial body in terms of high-level strategic decision-making within the TF1 Group.

In this respect, the COMEX implements the overall strategic decisions determined by the Board.

It meets once a week. The agenda includes a status report on key issues (advertising, financial results and economic trajectory, content, digital strategy, HR, CSR, production etc.), an update from each member on the salient matters within the sphere of operations of their Division and their staff, and a look forward to major future events. A written record is kept of all decisions.

At 31 December 2025, TF1's COMEX had 11 members.

Alongside the Chairman and Chief Executive Officer, they were:

- meetings between Directors, without executive and salaried Directors or Bouygues representatives present, at which they can freely discuss any issue;
- four compliance programmes that supplement the Code of Conduct in the fields of anti-corruption, conflicts of interest, securities trading and competition;
- an Internal Charter on related-party agreements, which is published on the company's website.

Age limit

The Articles of Association set the age limit for holding office as Chairman of the Board of Directors, Chief Executive Officer or Deputy Chief Executive Officer at 67 years.

- Operational:
 - Ara Aprikian: Executive Vice President, Content,
 - Claire Basini: Executive Vice President of BtoC activities,
 - Pierre Branco: Chief Executive Officer of Studio TF1,
 - François Pellissier: Executive Vice President, Business and Sports,
 - Thierry Thuillier: Executive Vice President of News,
- Support divisions:
 - Julie Burguburu: General Counsel;
 - Anne-Gabrielle Dauba-Pantanance: Chief Communications and Brand Officer (since 1 April 2025),
 - Raphaëlle Deflesselle: Head of Technologies and Information Systems;
 - Pierre-Alain Gérard: Executive Vice President, Finance, Strategy and Procurement,
 - Valérie Languille: Executive Vice President, Human Resources and CSR.

The COMEX members attend Board Meetings to give the Directors insights into market conditions, business performance, new developments and strategy.

Succession planning

The Selection and Remuneration Committee reviews succession planning for the Executive Officers every year, including any unforeseen vacancies. The methodology applied in reviewing the succession planning takes account of the Group's governance structures, and the review is carried out in

the presence of the Independent Directors who are members of the Selection and Remuneration Committee, but in the absence of the Chairman of the Board.

At its meeting held on 4 February 2025, the Selection and Remuneration Committee reviewed the succession planning.

Rules governing how the Board operates

Powers of the Board of Directors

The powers and remit of the Board of Directors are those specified by law and in the Afep/Medef Code.

The Board's Internal Procedures state that the Board must promote the creation of long-term value by the Company while taking account of the social and environmental issues relating to its activities.

The Board's Rules of Procedure specify which important decisions must be taken by the Board, including:

- the Board of Directors, with the assistance of a Special Purpose Committee if needed, examines and makes decisions on operations of real strategic importance;
- the strategic priorities, business plans and financing policy for each business segment and the Group are presented to the Board for approval;

- the Board must give its prior approval for any transaction regarded as being of major significance for the Group including investments, organic growth, external acquisitions, disposals, or internal restructuring, particularly where the transaction is outside the scope of the Group's stated strategy;
- Board approval is required for major financing transactions either via public offering or private placement, as well as for the principal guarantees and major commitments entered into by the Group;
- the Board exercises control over management and oversees the quality of the information supplied to shareholders and to the markets, in particular through the financial statements and in connection with significant corporate actions;
- the Board performs regular reviews of opportunities and risks with respect to the strategy that it has determined, including risks of a financial, legal, operational, social or environmental nature, and the measures taken as a consequence. To that end, the Board receives all information necessary to fulfil its remit, particularly on behalf of Executive Officers;
- the Board ensures the implementation of a prevention and detection system for corruption and influence peddling. It receives all the necessary information in this respect;
- The Board ensures the implementation by Executive Management of non-discrimination and diversity policies, in particular with respect to gender balance within Executive bodies;
- the Board determines the remuneration of senior executives and Corporate Officers, subject to powers expressly reserved by law for the General Meeting;
- the Board determines, on proposals from Executive Management, the targets in terms of diversity within executive bodies, and defines the diversity policy applicable to executive bodies in the Corporate Governance report, as well as the targets of this policy, the terms and conditions of application and the results obtained during the past financial year, as well as, where relevant, the reasons these targets were not reached, and the remedial actions taken;
- it determines the multi-year strategic decisions regarding social and environmental responsibility as well as reviewing the methods for implementing this strategy and the action plan drawn up for this purpose; it examines the results produced and, with respect to targets set for climate change, it assesses potential opportunities to adapt the action plan or review such targets, factoring in developments in the Company's strategy, technologies, shareholders' expectations and the required business capabilities;

Training and informing Directors

On being appointed to the Board, each TF1 Director is given a presentation on the Company, its business lines, and operating segments. This includes an induction programme in which the incoming Director meets the heads of each of the Group's main divisions. During their term of office, each Director may also receive additional training from key executives of TF1 and its subsidiaries. Employee Representative Directors also receive specific training.

- the Board applies the rules relating to the composition of the Board and its Committees;
- the Board authorises related-party agreements, and monitors the process for determining whether contracts qualify as ordinary agreements contracted on an arm's length basis.
- it appoints the members of the Honesty, Independence and Pluralism of Information and Programmes Committee, in accordance with Article 30-8 of French Law No. 86-1067 of 30 September 1986 on freedom of communication.

Holding of Board Meetings

The Board of Directors meets as often as the interests of the Company require.

Board decisions are only valid if at least half of the Board members are present, and are taken on a majority of the members present or represented. In the event of a tie, the Chairman of the meeting has the casting vote.

All Directors have the same powers and duties. Decisions are taken collectively.

Under the Internal Procedures, the Board must meet at least once a quarter. In the first quarter, the Board approves the business plans and financing policy for the Group's business lines as well as approving the financial statements for the previous financial year. In the second quarter, it reviews the first-quarter financial statements. In the third quarter, the first-half financial statements are approved and the strategic priorities are presented for approval. In the fourth quarter, it reviews the third-quarter financial statements and analyses revenue and profit estimates for the current and following financial years.

The TF1 Board of Directors met eight times in 2025.

Each Board Meeting includes an update on corporate actions and events since the previous meeting, and on ongoing key projects likely to be completed before the next meeting. At least once a quarter, the Board is informed by Executive Management about the Company's financial position, cash position and commitments.

Between Board Meetings, Directors receive all useful information about events or corporate actions that are material to the Group. More generally, they may request from the Chairman at any time all information or documents they regard as useful for fulfilling their remit.

In general, Directors must be provided in advance with the information necessary for decision-making. During Board discussions, they should make recommendations in full possession of the facts. Their decisions are taken collectively.

Executive Management communicates in a transparent manner with all Directors, and keeps them informed regularly about the Group's operations and performances.

Directors receive periodic information about the Company and the Group, including strategic plans and business plans; information for monitoring the Group's operations and their revenues; the Company's financial position, cash position and commitments; any event that has or may have a material effect on the Group's consolidated results; and key events affecting human resources and headcount levels.

Each Director may also obtain further information on their own initiative, the Chairman being available at all times to provide the Board with explanations and information on significant matters.

Rules of Conduct – Conflicts of Interest – Related-party agreements – Assessment of Arm's Length Contracts – Convictions

Directors are bound by the rules of conduct in the Afep/Medef Code and in the Code of Conduct for Directors and Non-Voting Directors appended to the Internal Procedures of the Board of Directors. Those documents are available on TF1's website.

The Code of Conduct for Directors and Non-Voting Directors deals with the duty to be informed, the duty of regular attendance, the limitation of the numbers of directorships, preventing and managing conflicts of interest, and preventing insider trading. Compliance programmes include rules of conduct on securities trading and the prevention of conflicts of interest.

To the best of TF1's knowledge, in the last five years no member of the Board has been:

- convicted of fraud, or incriminated or publicly sanctioned by any statutory or regulatory authority;
- associated as a senior executive with any bankruptcy, sequestration or liquidation;
- prevented by a court from acting as a member of a Board of Directors, Management Board or Supervisory Board of a publicly listed company or from running such a company.

All Directors are under an obligation to comply with the rules on the prevention of insider trading contained in the Code of Conduct for Directors and Non-Voting Directors.

Extract from the Code of Conduct for Directors and Non-Voting Directors on preventing conflicts of interest:

"5. Prevention of conflicts of interest

Directors and Non-Voting Directors must ensure that they do not perform an activity that would place them in a conflict of interest with the Company. In particular, Directors and Non-Voting Directors shall not seek to hold an interest or invest in a company, whether a client, supplier or competitor of the Company, if this interest or investment could influence their actions in their role as a Director or Non-Voting Director.

Directors and Non-Voting Directors undertake to inform the Chairman of any conflict of interest, even of a potential nature, between their duties in relation to the Company and their private interests and/or other duties, and not to take part in debating or voting on any resolution directly or indirectly affecting them.

Directors and Non-Voting Directors may be obliged not to attend Board Meetings during deliberations and not to take part in any voting on a resolution and not to have access to documents and information brought to the attention of the other Directors and Non-Voting Directors concerning the subject in question.

Since the end of 2017, Directors have benefited from the use of a secure digital platform that enables them to access Board and Committee documents and other useful documentation and information (schedule of Meetings, excluding exceptional notices of Meetings, Articles of Association, Board Internal Procedures, Universal Registration Document, Afep/Medef Corporate Governance Code that TF1 follows, etc.).

The Chairman of the Board of Directors may ask Directors and Non-Voting Directors at any time to confirm in writing that they are not subject to any conflict of interest. "

Any Director who has a conflict of interest (notably, when related-party agreements are being approved) does not take part in Board discussions on that matter and leaves the meeting when approval is to be decided on.

The Company is currently aware of the following potential conflicts of interest:

- Bouygues, a major shareholder, is represented on the Board of Directors by Charlotte Bouygues (permanent representative of SCDM), Olivier Bouygues, Stéphane Stoll (permanent representative of Bouygues SA since 1 January 2026) and Olivier Roussat. Didier Casas has an employment contract with Bouygues. The employment contract entered into by Rodolphe Belmer and Bouygues in October 2022 has been suspended since 1 January 2025;
- Charlotte Bouygues and Olivier Bouygues have family ties. The Company is not aware of any other family ties between Board members;
- Marie-Aude Morel, Sophie Leveaux and Yoann Saillon have employment contracts with the TF1 Group;
- other potential conflicts of interest exist because of directorships or positions held by some Directors in other companies. A list of such directorships and positions is provided in section 3.1.3 above.

To the best of the Company's knowledge, no potential conflicts of interest currently exist between the duties of Board members to the Company and their private interests or other duties.

To the best of the Company's knowledge, there are no other service contracts between members of the Board of Directors and TF1 or any of its subsidiaries that provides for the award of any benefits under such a contract.

The Statutory Auditors' special report on related-party agreements (see section 3.3 below) describes the agreements submitted to the Board of Directors for authorisation.

Authorisations of related-party agreements are required under a specific procedure intended to prevent conflicts of interest, with any interested parties excluded from discussions and voting on the matter.

Application of the procedure for assessing agreements between unrelated parties

The procedure for assessing ordinary agreements contracted on an arm's length basis and related-party agreements is outlined in the Internal Charter on related-party agreements adopted by the Board of Directors on 11 December 2019, in accordance with the provisions of France's Pacte Law of 22 May 2019. At its meeting on 12 February 2026, the Board of Directors reviewed this procedure and decided not to make any amendments.

The Internal Charter sets out a methodology for determining whether a contract qualifies as an ordinary agreement contracted on an arm's length basis or as a related-party agreement.

Any new agreement is assessed on the basis of a list established by the TF1 Group of the types of contract which are presumed to be ordinary contracts.

Evaluation of the Board of Directors

In accordance with the Board's Internal Procedures and the Afep/Medef Code, the Board of Directors carries out an annual evaluation of how well the Board meets shareholder expectations. This involves a review of the composition, organisation and operation of the Board and its committees.

Every year, the Board devotes an agenda item to a discussion of its operational procedures.

The evaluation has three key objectives:

- to evaluate how the Board and its Committees are operating;
- to check that important issues are suitably prepared and debated;
- to measure the actual contribution of each Director to the Board's work through their expertise and involvement in discussions.

As in previous years, a detailed questionnaire designed to evaluate the performance of the Board and its Committees was distributed to Board and Committee members and the Non-Voting Director by the General Counsel and Secretary to the Board. In 2025, the questionnaire was issued in electronic format, guaranteeing the confidentiality and anonymity of the responses provided. The responses were compared with those of previous years to measure progress.

The evaluation allows each Director to express an opinion on the composition and operations of the Board, the relevance of agenda items, the quality of the discussions, the level of information provided, the assessment of commitments made, its corporate social responsibility, and corporate strategy.

Given the steady progress made on corporate governance issues and the clear satisfaction expressed by the Directors (both during evaluations, and at meetings) on how the Board is operating, the Board has decided to continue with a self-assessment approach rather than retaining a third party.

Any new agreement that may be construed as being a related-party agreement is submitted prior to signature to the Legal Affairs Department, who determine whether or not it qualifies as a "related-party" agreement by referring to the criteria contained in the Charter. In the case of agreements between TF1 and Bouygues SA, the assessment is carried out by the General Counsel of Bouygues SA.

A reassessment is performed systematically in advance of each amendment, renewal, rollover or termination, to check whether the criteria still apply and the agreement should continue to be classified in the same way.

In 2025, the Group General Counsel, who is Secretary to the Board, also held individual meetings with all members of the Board of Directors to discuss this evaluation and their contributions to the work of the Board.

Principal findings in 2025

In line with previous evaluations, the Directors expressed a high satisfaction rating on the composition and operation of the Board and its Committees, the comprehensive, well-documented presentations on the Group's operations, the availability and quality of information provided, and the commitment and compliance of their fellow Directors.

In 2025, comments and preferences expressed by Directors in previous years were taken into account to the extent possible.

Meetings between the Chairman and Chief Executive Officer and the Independent Directors continued to be organised.

An additional meeting of the Selection and Remuneration Committee was held in 2025. Lastly, the deadline for submitting documents was brought forward as far as possible in view of the constraints involved in preparing Board meetings.

For 2026, it has been suggested that certain strategic topics should be reviewed in greater depth, with more tangible and costed feedback, including micropayments, the roll-out of TF1 in French-speaking countries, Studio Tf1's cinema-related projects and the proposed TF1/Netflix partnership.

The time allocated for discussion in meetings will be closely monitored with improvements in terms of access to information and the onboarding process of Directors through industry meetings.

Work of the Board of Directors in 2025

The TF1 Board of Directors met eight times in 2025. The average attendance rate of Directors and the Non-voting Director was 95.20%. The following main issues were discussed:

Group strategy and performance

- Strategy and three-year business plan
- Review of strategic priorities
- Monitoring of Group performance and activities
- Monitoring and approval of projects
- Monitoring of Group CSR initiatives (including an opinion on the 2024 sustainability 2024 report)

Audit and risks

- 2024 parent company financial statements
- 2024 consolidated financial statements, and consolidated financial statements for Q1, H1 and Q3 2025
- Forward-looking management documents
- Group major risk mapping and cybersecurity
- Monitoring of financial delegations
- Internal Control and Internal Audit
- Monitoring of the Group's ethics and compliance initiatives

Governance

- Updates to the Internal Procedures
- Changes in the composition of the Board of Directors and its Committees
- Reappointment of the Chairman and Chief Executive Officer
- Replacement of the Director in charge of ethics and the independence of information
- Evaluation of the Board of Directors
- Review of ongoing related-party agreements

Remuneration and Human Resources

- Determination of the remuneration policy for Executive Officers and Directors in respect of the 2025 financial year
 - New distribution of the remuneration package for Directors and Committee members
 - Determination of the variable remuneration of the Chairman and CEO for the 2024 financial year
 - Stock subscription option and performance share plans
 - Monitoring Group initiatives on diversity, inclusion and solidarity
-

In 2025, the attendance rate of individual Directors and the Non-Voting Director at Board and Committee meetings was as follows:

Attendance	Board of Directors		Audit Committee		Selection and Remuneration Committee		Ethics, CSR and Patronage Committee	
Rodolphe Belmer	7/8	88%	-	-	-	-	-	-
Charlotte Bouygues	6/8	75%	-	-	-	-	-	-
Olivier Bouygues	7/8	88%	-	-	-	-	-	-
Catherine Dussart ⁽¹⁾	2/2	100%	-	-	2/2	100%	1/1	100%
Pascal Grangé	8/8	100%	5/5	100%	-	-	-	-
Sophie Leveaux	7/8	88%	-	-	3/3	100%	-	-
Marie-Aude Morel	8/8	100%	-	-	-	-	2/2	100%
Orla Noonan	8/8	100%	5/5	100%	3/3	100%	-	-
Marie Pic-Pâris Allavena	8/8	100%	5/5	100%	-	-	-	-
Coralie Piton	6/6	100%	-	-	1/1	100%	1/1	100%
Olivier Roussat	8/8	100%	-	-	3/3	100%	-	-
Yoann Saillon	8/8	100%	-	-	-	-	2/2	100%
Didier Casas	8/8	100%	-	-	-	-	1/2	50%

(1) The term of office of Catherine Dussart ended at the end of the General Meeting of 17 April 2025.

Committee of Independent Directors

The Independent Directors who do not represent employees meet without the other Directors, every year. They freely discuss any issues and express their views from their own

distinctive standpoint, in a critical yet supportive manner for the Group's performance. In 2025, the three independent Directors held two such meetings.

Board Committees

The Board of Directors may create one or more specialised Committees, which function under its responsibility. The remit of those Committees is described in annexes to the Internal Procedures or requested by the Board or the Chair of the Committee. The Committees assist the Board in its work. They are composed exclusively of Directors (except the Ethics, CSR and Patronage Committee on which the Non-Voting Director sits) with a majority of Independent and Employee Representative Directors (excluding the Audit Committee owing to the specific expertise required).

The three Board Committees – each chaired by an Independent Director – are the Audit Committee, the Selection and Remuneration Committee, and the Ethics, CSR and Patronage Committee. Each Committee issues proposals, recommendations and opinions, and reports to the Board of Directors.

A Special Purpose Committee, whose membership varies depending on the issues submitted to it, meets as often as the Group's business requires, to give its opinion on the strategic decisions presented to it. It met three times in 2025.

Audit Committee

Composition and attendance

In accordance with the Afep/Medef Code, two-thirds of Audit Committee members are independent. In addition, Audit Committee members are chosen for their financial and/or accounting expertise.

The members of the Audit Committee are:

- Marie Pic-Pâris Allavena, Chair, Independent Director;
- Orla Noonan, Independent Director;
- Stéphane Stoll, permanent representative of Bouygues, Director.

The professional track records of the two Independent Directors reflect their extensive experience in corporate governance and in economics and finance: their career CVs are provided in section 3.1.3.

The Audit Committee met five times in 2025 and once during the first two months of 2026, with an attendance rate of 100% among its members.

Remit

The remit of the Audit Committee is to oversee matters related to the preparation and control of accounting, financial and sustainability information, internal control and risk management systems, and matters related to the Statutory Auditors. In particular, the Audit Committee:

- oversees the process for preparing financial information, and to this end:
 - reviews the parent company and consolidated financial statements before they are presented to the Board;
 - obtains assurance that the accounting policies used in drawing up those financial statements are relevant and consistent;
 - reviews any changes that have a material impact on the financial statements;
 - reviews the principal optional treatments applied at the accounting close, key estimates and judgements, and the main changes in the scope of consolidation;
 - makes any recommendations necessary to safeguard the integrity of financial information;
- oversees the effectiveness of internal control and risk management systems, and of Internal Audit where necessary, as regards procedures for preparing and processing accounting, financial and sustainability information, without undermining its independence, and to this end:
 - reviews internal control procedures relating to the preparation of the financial statements, in conjunction with internal departments and qualified advisers, and also reviews the key accounting, financial, social and environmental risks faced by the Company, any changes in those risks, and the arrangements put in place to manage them,
 - performs an annual review of the key risks faced by the Company, including social and environmental risks, any changes in those risks, and the arrangements put in place to manage them,
 - reviews key information system risks,
 - performs an annual review of the Company's internal control self-assessment,
- oversees matters related to the Statutory Auditors, and to this end:
 - organises the selection procedure as specified in the relevant laws and regulations with a view to the appointment of the Statutory Auditors by the General Meeting,
 - makes recommendations to the Board of Directors on the Statutory Auditors proposed for appointment or reappointment at General Meetings and oversees the execution by the Statutory Auditors of their engagement,
 - obtains assurance that the Statutory Auditors are in compliance with the independence criteria specified in the applicable laws and regulations and, to this end, examines the allocation of fees paid by the Company itself and by Group companies between each Statutory Auditor (including members of their networks), including fees paid for services other than the statutory audit of the financial statements,

- approves the provision of any services other than statutory audit that may be provided by the Statutory Auditors or by members of their networks, having first analysed the risks posed to the independence of the Statutory Auditors and the protective measures applied by them,
- reports to the Board of Directors on the outcomes of the statutory audit engagement, the way in which that engagement contributed to the integrity of financial information, and the role played by the Audit Committee in that process;
- reports on its work to the Board of Directors on a regular basis and makes recommendations to the Board of Directors on the matters listed above, both periodically at accounting closes and whenever warranted by a specific event;
- informs the Board of Directors without delay of any difficulties that may be encountered.

In carrying out its duties, the Committee has access to all accounting and financial documents that it deems useful. The following are invited to each meeting at which the financial statements are examined: the Executive Vice President, Finance, Strategy and Procurement, the Director of Reporting, Accounting and Financial Statements, and the Statutory Auditors. The Statutory Auditors provide the Audit Committee with a memorandum pointing out key aspects of the scope of consolidation, the audit findings, and the elective accounting treatments applied. The Executive Vice President, Finance, Strategy and Procurement also submits a memorandum describing risk exposure and the Company's major off-balance sheet commitments. The main recommendations of the Statutory Auditors give rise to an action plan and a monitoring procedure.

The Committee reports on its work at the next meeting of the Board of Directors, and informs the Board without delay of any difficulties encountered. The deliberations of the Audit Committee, and the information communicated to the Committee, are highly confidential and may not be divulged outside the Board of Directors.

Work of the Audit Committee in 2025

During the five meetings held in the year, the Audit Committee reviewed the quarterly, half-year and annual financial statements, plus cash management reports and the conclusions of the Internal Audit and Internal Control Departments before they are submitted to the Board. The Committee obtained assurance that issues relating to the preparation and audit of accounting and financial information were being followed up.

The Audit Committee also monitored significant corporate actions during the financial year and progress on the audit plan as well as analysing the year-on-year change in the share price and reviewing key litigation and claims, financial and legal risks, major risk mapping, and insurance coverage and cybersecurity.

Selection and Remuneration Committee

Composition and attendance

In accordance with the Afep/Medef Code, the Selection and Remuneration Committee consists of three or four Directors, one of whom must be an Employee Representative Director. The Selection and Remuneration Committee is composed of 50% Independent Directors. The Committee is chaired by an Independent Director.

The members of the Committee are:

- Orla Noonan, Chair, Independent Director;
- Catherine Dussart, Independent Director (until 17 April 2025);
- Sophie Leveaux, Employee representative Director;
- Coralie Piton, Independent Director (since 17 April 2025);
- Olivier Roussat, Director.

Their career CVs are provided in section 3.1.3 of this Universal Registration Document.

The committee met three times in 2025 and twice in the first two months of 2026, with an attendance rate among its members of 100%.

Remit

The Selection and Remuneration Committee is governed by Internal Procedures that specify its remit and are regularly amended by the Board of Directors.

The Selection and Remuneration Committee's remit is as follows:

Remit relating to the composition, organisation and operation of the Board of Directors:

- periodically reviewing issues related to the composition of the Board, and making proposals to the Board on the appointment or reappointment of Directors, taking account of the principle of achieving a balance on the Board in terms of Independent Directors, gender balance, international experience, expertise, etc.;
- organising a procedure for selecting future Independent Directors, and carrying out its own research on potential candidates before making any approach to them;
- examining regularly, and each time the term of office of Executive Officers is up for renewal, (i) what governance arrangements to adopt (in particular, whether to combine or separate the functions of Chairman and Chief Executive Officer) and making recommendations on this, and (ii) changes in the Group's executive bodies, in particular by liaising with the Chairman to prepare succession plans for Executive Officers, especially in the event of an unforeseen vacancy;
- assessing, on a case by case basis, the situation of each Director or candidate for a directorship with respect to the independence criteria, and recommending proposals to the Board;
- anticipating and examining any issues relating to conflicts of interest;

- reviewing proposals to set up Board Committees, and suggesting lists of their remits and members;
- reviewing the draft report on Corporate Governance, and informing the Board of any observations about this report;
- preparing the evaluation of the Board and of its specialised Committees as specified in Article 6 of the Internal Procedures of the Board of Directors, presenting the Board with a summary report on this evaluation, and making recommendations to improve the composition, organisation and operation of the Board and its specialised Committees;
- examining the gender balance policy for executive bodies proposed by Executive Management, the objectives of that policy, how the policy is implemented along with the required action plan, as well as the outcomes achieved in the last financial year, and making any relevant observations to the Board.

Remit relating to remuneration:

- reviewing and submitting proposals to the Board on the remuneration policy for Corporate Officers, with a view to submission of this policy to the General Meeting for approval;
- reviewing and submitting proposals to the Board of Directors on all components of the remuneration and benefits due or likely to be due to the Executive Officers, and in particular:
 - for variable remuneration components:
 - proposing definitions for how the variable component objectives are to be determined, and ensuring that social and environmental responsibility criteria are included in this variable component;
 - checking each year that the rules for determining the variable portion have been correctly applied (including social and environmental responsibility criteria) and are consistent with the assessment of their performance and with the Company's medium- and long-term strategy;
 - for long-term remuneration components:
 - proposing and setting the terms of long-term remuneration plans;
 - examining stock option and share ownership plans, and making proposals for awarding such plans to Executive Officers;
 - making proposals on and monitoring compliance with rules specific to Executive Officers (minimum holding of registered shares and prohibition on use of hedging);
- issuing a recommendation on the overall amount of Directors' remuneration, and the arrangements for allocating that remuneration between the Directors;
- submitting proposals on remuneration and incentive arrangements for senior executives of the Company and the Group other than Executive Officers;
- proposing a general policy on the granting of stock options, the allotment of free shares or performance shares, and determining the frequency thereof for each category of beneficiary;
- presenting annually the drafts of the reports on the remuneration of corporate officers, on the remuneration policy applicable to Executive Officers, and on stock options or performance shares.

The Selection and Remuneration Committee may conduct or commission analyses or surveys in furtherance of its remit, and may call upon assistance from independent experts.

The Committee reports regularly to the Board of Directors on how it is fulfilling its remit and makes any recommendations to the Board on the matters described above, both periodically at the Board Meeting held to close off the financial statements and whenever circumstances require, and informs the Board without delay of any difficulty encountered.

Work of the Selection and Remuneration Committee in 2025

Director independence is discussed by the Selection and Remuneration Committee and reviewed by the Board of Directors, especially prior to publication of the annual report. The Committee expressed an opinion on the composition of the Board of Directors and recommended asking the Combined General Meeting of 17 April 2025 to approve the renewal of the terms of office of four Directors: Rodolphe Belmer, Marie Pic-Pâris Allavena, Orla Noonan and Olivier Roussat, as well as the appointment of a new Independent Director to replace Catherine Dussart. The Committee reviewed the succession planning, particularly for unforeseen vacancies.

The Committee expressed its opinion to the Board on the determination of the components of the remuneration and

benefits paid in 2024 or awarded in respect of the 2024 financial year to the Chairman and Chief Executive Officer, the setting of the total annual remuneration for Directors, increased from €350,000 to €700,000, the remuneration policy applicable to the Chairman and Chief Executive Officer and to the Directors for 2025, and the adjustment of the annual variable remuneration of the Chairman and Chief Executive Officer for 2025.

The Committee also signed off on the attainment levels for the performance conditions stipulated for the 2023 and 2024 performance share and stock option plans as well as the implementation of retention and performance-related incentives within the TF1 Group.

At its meeting of 4 February 2025, the Committee examined the introduction of four new long-term incentive (LTI) plans within the TF1 Group in an effort to retain and incentivise the Group's *key managers*. These incentive schemes are based on a TF1 2025 stock option plan, a TF1 2025 performance share plan for journalists and presenters on the same terms as the 2023 and 2024 plans, a 2025-2027 long-term incentive plan for the Chief Executive Officer of Studio TF1 and a Studio TF1 2025-2027 long-term incentive plan for members of the Studio TF1 COMEX.

Ethics, CSR and Patronage Committee

Composition and attendance

The Ethics, CSR and Patronage Committee has at least two Directors. The Committee is chaired by an Independent Director.

The members of the Committee are:

- Catherine Dussart, Chair, Independent Director (until 17 April 2025);
- Coralie Piton, Chair, Independent Director (since 17 April 2025);
- Marie-Aude Morel, Employee Shareholder Representative Director;
- Yoann Saillon, Employee Representative Director;
- Didier Casas, Non-Voting Director.

Their career CVs are provided in section 3.1.3 of this Universal Registration Document.

The committee met twice in 2025 and once during the first two months of 2021, with an attendance rate of 88% among its members.

Remit

The Ethics, CSR and Patronage Committee is governed by Internal Procedures that specify its remit and are regularly amended by the Board of Directors.

The Ethics, CSR and Patronage Committee's remit is:

- Ethics:
 - to help define rules of conduct or guiding principles to inspire the behaviour of executives and other employees,
 - to propose or express an opinion on ways to promote exemplary ethical conduct,
- to monitor compliance with those values and rules of conduct,
- to give an opinion on the system put in place to prevent and detect corruption and influence peddling.
- CSR:
 - to examine the multi-year strategic directions regarding social and environmental responsibility by Executive Management, how the policy is implemented along with the accompanying action plan, as well as the outcomes achieved in the last financial year, and making any relevant observations to the Board,
 - in this respect, the Committee also reviewed the specific targets set by Executive Management in terms of climate, as well as the outcomes achieved and potential opportunities, to adapt the action plan or review such targets, factoring in developments in the Company's strategy, technologies, shareholders' expectations and the required business capabilities,
 - to examine at least once a year issues the Group is facing in terms of responsibility to the environment, employees, and society,
 - to review the proposed CSR criteria for determining the variable component of Executive Officer remuneration,
 - to provide an opinion on the sustainability report required pursuant to Article L. 223-28-4 of the French Commercial Code.
- Patronage:
 - to set rules or make recommendations for the TF1 Group to follow,
 - to express an opinion to the Chairman of the Board on patronage initiatives proposed by the TF1 Group when they represent a significant financial commitment,

- to ensure that its recommendations are implemented and its initiatives properly carried out.

In fulfilling its remit, the Committee can meet with the Chairman of the Board of Directors or any person appointed by him.

Work of the Ethics, CSR and Patronage Committee in 2025

The Ethics, CSR and Patronage Committee expressed a favourable opinion on the commitment of TF1 Group's executives and initiatives introduced in 2024 on the business ethics system and on the work carried out in preparation for

Other information

Other information is published in section 7 of this Universal Registration Document, including:

- factors liable to have an impact in the event of a public offer (section 7.6.7);
- a table summarising current financial authorisations and delegations granted by the General Meeting to the Board of Directors (section 7.4.5);
- transactions in TF1 shares declared by Corporate Officers in 2025 (section 7.4.4);

the publication of the first sustainability report in 2025 based on 2024 data, and on the initiatives introduced in 2024 to strengthen the corruption prevention system and the production of the sustainability report.

As is custom each year, the Committee also addressed the issues of ethics and the conduct of TF1 Group employees.

In connection with the implementation of the provisions of Directive (EU) 2022/2464, the Corporate Sustainability Reporting Directive (CSRD), the Committee received a presentation on the results of the double materiality assessment.

- agreements entered into by Corporate Officers or shareholders with subsidiaries or sub-subsidiaries (section 7.6.9);
- specific rules on the participation of shareholders in General Meetings (section 7.6.4);
- specific arrangements for the participation of shareholders in the Annual General Meeting, or provisions in the Articles of Association that specify such arrangements (section 7.6.4).

