

## 3.5 DISCLOSURES ON REMUNERATION OF CORPORATE OFFICERS IN RESPECT OF 2025

*Report on remuneration prepared in accordance with Article L. 22-10-9 of the French Commercial Code*

This section contains the reports required by the French Commercial Code and the tables recommended in:

- the Afep-Medef Corporate Governance Code as revised on 20 December 2022, application of which is overseen by the High Committee on Corporate Governance;

- the AMF (French Financial Markets Authority) Recommendation of 22 December 2008, updated on 12 December 2025 as part of its annual report on corporate governance and the remuneration of Corporate Officers for listed companies.

For information purposes, as of 2022, the sub-section entitled "Disclosures on stock options and performance shares", which is historically included in the "Disclosures on remuneration of Corporate Officers" section of our Universal Registration Document, was moved to Section 7.5 for the sake of overall consistency.

### **Acknowledgement of the final vote of the General Meeting**

The 2025 remuneration principles and criteria decided by the Board of Directors on 12 February 2025 were approved by the General Meeting of 17 April 2025 with 99.20% of votes in favour (8<sup>th</sup> resolution).

This General Meeting approved the information provided for in Article L. 22-10-9 of the French Commercial Code on the remuneration components paid or granted for the financial year ended 31 December 2025 to Corporate Officers with 91.54% of votes in favour (6<sup>th</sup> resolution), in addition to approving the 2025 remuneration policy for Directors with 93.98% of votes in favour (9<sup>th</sup> resolution).

### 3.5.1. REMUNERATION STRUCTURE FOR RODOLPHE BELMER IN 2025

The following information is required by Articles L. 22-10-9 and L. 22-10-34, paragraph II, of the French Commercial Code. The Board of Directors has continuously factored in changes in the Afep-Medef Code concerning executive remuneration as well as implementation guidance to the Afep-Medef Code, as published by the High Committee on Corporate Governance.

The remuneration components below were awarded in 2025 to Rodolphe Belmer as Chairman and Chief Executive Officer.

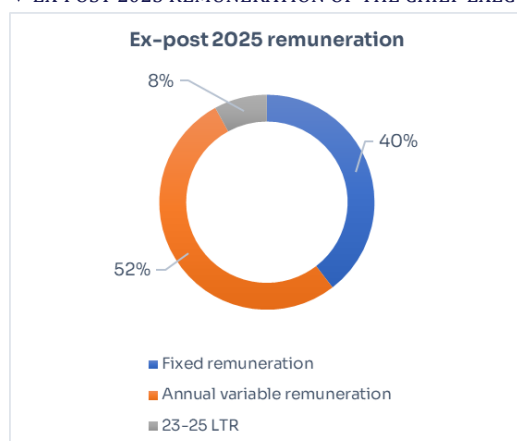
On 12 February 2025, acting on a recommendation from the Selection and Remuneration Committee, the Board of Directors decided to apply the principles and rules for determining remuneration to Rodolphe Belmer – in his role as Chairman and Chief Executive Officer – approved by the General Meeting of 17 April 2025 in its 8<sup>th</sup> resolution.

## Remuneration for Rodolphe Belmer

### REMUNERATION STRUCTURE FOR RODOLPHE BELMER, CHAIRMAN AND CHIEF EXECUTIVE OFFICER, IN 2025

FIXED REMUNERATION (FR)	ANNUAL VARIABLE REMUNERATION	LOWER THRESHOLD (% FR)	INTERMEDIATE THRESHOLD (% FR)	UPPER THRESHOLD (% FR)	2025 RESULTS
€920,000	P1 TF1 Group FCF before WCR	10%	20%	30%	13.2%
	P2 TF1 Group net surplus cash/(net debt)	10%	20%	25%	25.0%
	P3 TF1 Group COPA margin	15%	30%	35%	25.0%
	P4 Net profit/(loss) attributable to the TF1 Group	10%	20%	25%	17.0%
	P5 Strategy: Optimisation of TF1 Group's net cash surplus	7.5%	15%	15%	15.0%
	P6 Non-financial	40%	40%	40%	37.5%
	<i>P6.1 – Compliance</i>	7.5%	7.5%	7.5%	7.5%
	<i>P6.2 – Health/Safety</i>	5%	5%	5%	2.5%
	<i>P6.3 – Climate/Environment</i>	10%	10%	10%	10%
	<i>P6.4 – Diversity</i>	7.5%	7.5%	7.5%	7.5%
	<i>P6-5 – Management</i>	10%	10%	10%	10%
	<b>TOTAL</b>	<b>92.5%</b>	<b>145%</b>	<b>170%</b>	<b>132.7%</b>
					<b>€1,220,840</b>
	VARIABLE LONG-TERM REMUNERATION (2023-2025)	LOWER THRESHOLD (NO. OF SHARES)	INTERMEDIATE THRESHOLD (NO. OF SHARES)	UPPER THRESHOLD (NO. OF SHARES)	2023-2025 RESULTS
	A1 - Bouygues group ROCE (average 23-25)	2,500	5,000	6,000	6,000
	A2 – Bouygues TSR vs Benchmark (3 years)	+0.0 PT 2,750	+0.5 PT 3,375	+1.0 PT 4,000	+17.5 PT 4,000
	A3.1 – Strategy: TF1 2025 margin from activities	3,000	5,000	5,000	-
	A2.2 – Strategy: TF1 23-25 mean margin				
	A4 – CSR	10,000	10,000	10,000	10,000
	<i>A4.1 Climate</i>	7,000	7,000	7,000	7,000
	<i>A4.2 Gender balance</i>	3,000	3,000	3,000	3,000
	<b>TOTAL</b>	<b>18,250</b>	<b>23,375</b>	<b>25,000</b>	<b>20,000</b>
BENEFITS IN KIND	PROVIDENT AND HEALTHCARE SCHEME COSTS	SUPPLEMENTARY PENSION	EXCEPTIONAL REMUNERATION	BENEFITS ON LEAVING OFFICE	NON- COMPETITION BENEFITS
€34,206 SEE SPECIFIC §	€31,197	YES Share-based scheme SEE SPECIFIC §	NONE	NONE	NONE

## ▼ EX-POST 2025 REMUNERATION OF THE CHIEF EXECUTIVE OFFICER (RODOLPHE BELMER)



### Fixed remuneration

The Executive Officer's fixed remuneration is reviewed annually by the TF1 Board of Directors, in accordance with Article L. 22-10-17 of the French Commercial Code, after taking advice from the Selection and Remuneration Committee. Fixed remuneration is determined in line with the general interests of the Company, and takes into account the following factors:

- the level and difficulty of the Executive Officer's responsibilities;
- his experience in the post;
- his length of service with the Group;
- practices followed by the Group or by companies conducting comparable businesses.

For 2025, Rodolphe Belmer's fixed remuneration was set at €920,000.

### Annual variable remuneration

#### *General policy on annual variable remuneration*

The Board of Directors determines the criteria governing variable remuneration, in line with the Afep-Medef recommendations. In consultation with the Selection and Remuneration Committee, the Board ensures that the annual variable remuneration of the Executive Officer is consistent with the Company's performance goals, such that it is consistent with corporate interests and the medium/long-term strategy. The variable component is an integral part of the Executive Officer's remuneration.

#### *General description of the method used to determine the Executive Officer's annual variable remuneration*

A target is defined for each criterion.

These targets are precisely defined, referring to the Company's three-year business plan. They are not disclosed for confidentiality reasons.

When the target is attained, a bonus corresponding to a percentage of the fixed remuneration is granted. If all the targets are attained, the total of the bonuses is equal to the 170% of fixed remuneration cap applicable to the variable remuneration of the Executive Officer. Annual variable remuneration for 2025 is based on the result calculated according to three pre-defined "thresholds" for each of the corresponding criteria. The result of each bonus is adjusted on a straight-line basis (see weighting applied to each criterion using the three thresholds below). As a result, if just one target is not attained, it is impossible to award the maximum variable remuneration (170% of fixed remuneration).

No deferred annual variable remuneration is awarded to the Executive Officer.

#### *Criteria used to determine the variable portion*

The criteria used to determine variable remuneration, their relative weightings and their attainment rate are set out in the summary table above.

The annual variable remuneration has been determined by applying six criteria, five of which refer to the first year of a three-year business plan, thus making it possible for the Executive Officer to receive six variable components: P1, P2, P3, P4, P5 and P6.

- P1: TF1 Group FCF before WCR<sup>1</sup> during the year;
- P2: TF1 Group net surplus cash/(net debt) for the financial year;
- P3: TF1 Group COPA margin for the financial year;
- P4: TF1 Group consolidated net profit/(loss)<sup>2</sup> attributable to owners of the group for the financial year;
- P5: Strategy: Optimisation of TF1 Group's net cash surplus;

<sup>1</sup> Free cash flow before changes in working capital relating to operating activities and to non-current assets used in operations. This indicator is adjusted to eliminate exceptional items.

<sup>2</sup> This indicator is adjusted to eliminate exceptional items.

● P6: Six non-financial criteria.

On the advice of the Selection and Remuneration Committee, for many years now the Board has attached greater weight to qualitative criteria (non-financial) considering that performance must be measured by more than just financial results.

The non-financial criteria in 2025 were as follows:

- **Compliance** (max. 7.5% of fixed remuneration (FR)), indicator broken down into three sub-criteria covering:
  - raising employee awareness of ethics and compliance (public speeches, dedicated training courses, ethical commitment of employees),
  - monitoring sanctions for breaches of business ethics,
  - disseminating the whistleblower system,

Following a review, the “compliance” target was assessed as being fully attained, entitling Rodolphe Belmer to an amount equal to 7.5% of his fixed remuneration for 2025.

- **Health/Safety** (max. 5% of FR): assessment of attainment rate based on changes in the number and frequency of serious accidents between 2024 and 2025.

Following a review, the “health/safety” target was assessed as being partially attained, entitling Rodolphe Belmer to an amount equal to 2.5% of his fixed remuneration for 2025.

- **Climate/Environment** (max. 10% of FR), indicator broken down into three sub-criteria covering:
  - Scopes 1 and 2: reducing GHG emissions linked to fuel consumption of company cars (target: 3% reduction in tCO<sub>2</sub> between 2024 and 2025),
  - Scope 3: reducing GHG emissions by productions (target: to obtain four “Ecoprod” labels for TF1 and four for Studio TF1),
  - Environment (excluding climate): launch of a study on digital sobriety and Life Cycle Analysis (LCA) of a video with the technical department and TF1+ in order to develop an action plan,

Following a review, the “climate/environment” target was assessed as being fully attained, entitling Rodolphe Belmer to an amount equal to 10% of his fixed remuneration for 2025.

- **Diversity** (max. 7.5% of FR), indicator broken down into three sub-criteria covering:
  - Increased number of female hires in technical fields (Tech, data and digital),
  - At the Group level (all countries combined), representation of women in management positions,
  - Human rights: drafting of an action plan, relevant indicators and associated resources in line with the Group’s Human Rights Policy and the mapping of associated risks,

Following a review, the “diversity” target was assessed as being fully attained, entitling Rodolphe Belmer to an amount equal to 7.5% of his fixed remuneration for 2025.

- **Management** (max. 10% of FR).

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Following a review, the “management” target was assessed as being fully attained, entitling Rodolphe Belmer to an amount equal to 10% of his fixed remuneration for 2025.

*P1, P2, P3, P4 and P5*

The variable portion awarded (P1, P2, P3, P4 and P5) reflects the actual performance achieved during the financial year. It is expressed as a percentage of fixed remuneration (% FR<sup>3</sup>). Three thresholds are set for each criterion:

- A “lower” threshold that sets the threshold for triggering the bonus;
- An “intermediate” threshold, corresponding to the expected results in 2025;
- An “upper” threshold for overperformance compared to the financial goals of the intermediate threshold.

Each variable portion (P1, P2, P3, P4 and P5) is calculated as follows:

1. If the lower threshold is reached:

- P1 = 10 to 20% of FR,
- P2 = 10 to 20% of FR,
- P3 = 15 to 30% of FR,
- P4 = 10 to 20% of FR,
- P5 = 7.5 to 15% of FR.

2. If the intermediate threshold is reached:

- P1 = 20 to 30% of FR,
- P2 = 20 to 25% of FR,
- P3 = 30 to 35% of FR,
- P4 = 20 to 25% of FR,
- P5 = 15% of FR.

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<sup>3</sup> FR = fixed remuneration.

3. If the upper threshold is reached:

- P1 = 30% of FR,
- P2 = 25% of FR,
- P3 = 35% of FR,
- P4 = 25% of FR,
- P5 = 15% of FR.

Between these thresholds, the weight of each bonus is adjusted on a straight-line basis. If the lower threshold is not met, P=0.

#### **P6**

For this bonus, the Board of Directors assesses the attainment of the P6 target, without exceeding the 40% cap of fixed remuneration (FR).

#### **Overall cap**

The overall cap for variable remuneration is 170% of fixed remuneration.

The variable remuneration awarded to Rodolphe Belmer for 2025 was €1,220,840 or 132.7% of his fixed remuneration.

The variable remuneration received by the executive director Rodolphe Belmer in respect of 2024 was €1,518,920 (in respect of the period from 1 January to 31 December 2024).

#### **Conditions for payment**

In accordance with Article L. 22-10-34 of the French Commercial Code, payment of the annual variable remuneration due in respect of the 2025 financial year is subject to approval by the General Meeting called on 16 April 2026 to approve the financial statements for the year ended 31 December 2025. It is to be paid upon approval of the payment by the General Meeting.

There is no further deferral period.

#### **Cessation of duties**

In the event that Rodolphe Belmer leaves his position during the financial year, the amount of the variable component of the remuneration payable in respect of the current financial year will be determined pro rata to the time spent at the Company during the financial year in question, on the basis of the level of performance observed and assessed by the Board of Directors for each of the criteria initially adopted.

### **Long-term remuneration**

The Chairman and Chief Executive Officer is eligible for long-term remuneration.

#### *Award of performance shares under the 2025-2027 long-term remuneration plan*

On 17 April 2025, as part of the 2025 remuneration policy, the General Meeting approved the principle of granting long-term remuneration in the form of a free, deferred and conditional award of performance shares to the Chairman and Chief Executive Officer in order to more closely align his interests with those of the shareholders.

This long-term remuneration takes the form of a maximum award, at the end of a three-year vesting period (2025-2027) of:

- 69,000 TF1 shares based on TF1 performance criteria, representing approximately 60% of the weight of the plan's indicators;
- 11,000 Bouygues shares based on Bouygues performance criteria, representing approximately 40% of the weight of the plan's indicators.

The aggregate value of these shares, which are subject to continuing employment and performance criteria calculated over three years, was €403,674 on the date of the award (measured at fair value on the date of the award). These conditions are described in detail in paragraph 3.4.2 of the 2024 Universal Registration Document, in the section on long-term remuneration on page 105.

#### *Vesting of performance shares under the 2023-2025 long-term remuneration plan*

On 13 February 2023, the Board of Directors approved long-term remuneration in the form of a deferred and conditional allocation of Bouygues shares. This remuneration was approved by the General Meeting on 16 April 2023.

On the recommendation of the Selection and Remuneration Committee, the Board of Directors decided to establish a long-term remuneration scheme involving up to 25,000 Bouygues shares.

The following performance conditions were achieved at the end of the vesting period in 2025:

- Bouygues group ROCE (Return on Capital Employed):

This criterion measures average value creation by the Bouygues group over the 2023-2025 period. It is calculated by comparing the average ROCE achieved in the three financial years covered by the period.

As the target was exceeded, 6,000 shares vested.

- Bouygues TSR (Total Share Return);

This criterion measures, over the three-year period, the performance of Bouygues shares relative to sector indices that reflect the Bouygues Group's principal business activities (STOXX® Europe 600 Construction & Materials, STOXX® Europe 600 Telecommunications, and STOXX® Europe 600 Media).

As the target was significantly exceeded, 4,000 shares vested.

- a strategy criterion: TF1 Group margin from activities:

- the TF1 Group margin from activities at the end of the 2025 plan;
- the average TF1 group margin from activities in 2023-2025;

● environmental targets: reduction in carbon emissions in each of the three scopes aligned with that forecast for the annualised trajectory enabling SBTi targets to be met between the SBTi reference year and 2025. Scope 1 & 2 targets represent 50% of the weighting of the indicator, with the Scope 3 target representing the remaining 50%;

- gender targets, each representing one half of the weighting of the target: proportion of women:

- As all the targets were attained, 3,000 shares vested.

The aggregate value of these shares was €185,192 (their fair value on the date of award, i.e. the 2023 fair value of €9.26 per share).

## Exceptional remuneration

Rodolphe Belmer was not awarded any exceptional remuneration in respect of the 2025 financial year.

Benefits in kind consist of the use of a company car (2025 valuation corresponding to an amount of €12,049) and employer funding of part of the contributions to a supplementary pension scheme (€21,977 in respect of 2025). In 2025, the total amount of these benefits in kind was €34,206.

In 2025, Rodolphe Belmer received no remuneration from Bouygues SA or any other legal entity of the Group.

The executive pay ratio disclosures provided below comply with paragraphs 6 and 7 of Article L. 22-10-9 of the French Commercial Code.

The last five financial years are presented together below, despite changes to roles over the period. However, it is important to note the changes in 2022, which had a significant impact on results for 2022 and 2023.

In line with the recommendations of the 2022 report on corporate governance and executive pay issued by the AMF on 1 December 2022, the executive pay ratios presented below are based on an historical scope and, in addition, on a broader scope deemed to be representative of the Company:

- historical scope: Media excluding STS and Studio TF1 (84 % of headcount);
- representative scope: Media + Studio TF1 (100 % of headcount).

All of the remuneration components for the Executive Officer were taken into account to calculate the ratio.

Pay ratio between the remuneration of the Chairman and Chief Executive Officer and mean/median employee remuneration for the historical scope of TF1

*(1) The reference periods are difficult to compare as Rodolphe Belmer was remunerated from 27 October 2022, in respect of 2022, with no bonus payment in respect of 2021. In 2023, the annual variable remuneration for 2022 was paid for the two months of attendance in 2022. Items are only truly comparable and representative from 2024 onwards.*

Table comparing the remuneration of the Chairman and Chief Executive Officer relative to the performance of TF1 SA and to mean employee remuneration for the [historical scope of TF1](#)

	Change 2021/2020	Change 2022/2021	Change 2023/2022	Change 2024/2023	Change 2025/2024
	Gilles Pélisson		Rodolphe Belmer		
Annual remuneration paid to the Executive Officer	-2.4%	+21.0%	ns <sup>(1)</sup>	+111%	-1.3%
Company performance: current operating profit/(loss)	+80.5%	-7.90%	-10.6%	+2.2%	-16.3%
Company performance: consolidated net profit	307.40%	-21.80%	+9.0%	+7.1%	-25.6%
Mean remuneration paid to employees	-1.90%	9.90%	-4.40%	-2.4%	-4.2%
Pay ratio with mean remuneration paid	28	28	13 <sup>(2)</sup>	29	30

(1) The reference periods are difficult to compare as Rodolphe Belmer was remunerated from 27 October 2022, in respect of 2022, with no bonus payment in respect of 2021. In 2023, the annual variable remuneration for 2022 was paid for the two months of attendance in 2022. It is only from 2024 onwards, and therefore for the 2025/2024 variation, that the items will be truly comparable and representative. Nevertheless, by way of indication, if fixed remuneration had been taken into account on a "full-time equivalent" basis over the two years compared, the change in remuneration paid would have been +29% between 2022 and 2023 (effect of the lag in payment of the annual variable remuneration).

(2) Executive pay ratios are calculated for partial periods. As such, they are expected to change considerably as from 2024.

Pay ratio between the remuneration of the Chairman and Chief Executive Officer and mean/median employee remuneration for the [scope considered representative of TF1](#)

	2021	2022	2022	2023	2024	2025
	Gilles Pélisson		Rodolphe Belmer <sup>(1)</sup>			
Ratio to mean remuneration paid to employees	28	31	11	14	30	31
Ratio to median remuneration paid to employees	34	38	13	17	36	37

(1) The reference periods are difficult to compare as Rodolphe Belmer was remunerated from 27 October in respect of 2022, with no bonus payment in respect of 2021. In 2023, the annual variable remuneration for 2022 was paid for the two months of attendance in 2022. Items are only truly comparable and representative from 2024 onwards.

Comparison of the remuneration of the Chairman and Chief Executive Officer relative to the performance of TF1 and to mean employee remuneration for the [scope considered representative of TF1](#)

	Change 2021/2020	Change 2022/2021	Change 2023/2022	Change 2024/2023	Change 2025/2024
	Gilles Pélisson		Rodolphe Belmer		
Annual remuneration paid to the Executive Officer	-2.4%	+21%	ns <sup>(1)</sup>	+111%	-1.3%
Company performance: current operating profit/(loss)	+80.5%	-7.90%	-10.6%	+2.2%	-16.3%
Company performance: consolidated net profit	307.40%	-21.80%	+9.0%	+7.1%	-25.6%
Mean remuneration paid to employees	-1.9%	10.7%	+1.0%	0%	-2.1%
Pay ratio with mean remuneration paid	28	38	14 <sup>(2)</sup>	30	31

(1) The reference periods are difficult to compare as Rodolphe Belmer was remunerated from October 27 in respect of 2022, with no bonus payment in respect of 2021. In 2023, the annual variable remuneration for 2022 was paid for the two months of attendance in 2022. It is only from 2024 onwards, and therefore for the 2025/2024 variation, that the items will be truly comparable and representative. Nevertheless, by way of indication, if fixed remuneration had been taken into account on a "full-time equivalent" basis over the 2 years compared, the change in remuneration paid would have been +29% between 2022 and 2023 (effect of the lag in payment of the annual variable).

(2) Executive pay ratios are calculated for partial periods. As such, they are expected to change considerably as from 2024.

## Comments

- 2022/2021: Rodolphe Belmer succeeded Gilles Pélisson as Chief Executive Officer, effective from 27 October 2022.
- 2023/2022: Rodolphe Belmer was appointed Chairman and Chief Executive Officer on 13 February 2023.

- The Group's 2022 financial statements include non-current items (notably the proposed merger with M6 and the liquidation of SALTO) that could explain the significant changes in net profit attributable to the Group.

## **Pension, provident and healthcare schemes**

### **Compulsory group pension, provident and healthcare schemes**

Rodolphe Belmer benefits from the compulsory group pension, provident and healthcare schemes in force at Bouygues SA under the same conditions as those applicable to employees.

Insurance policies relating to these schemes may be terminated in accordance with the relevant conditions of ordinary law.

### **Supplementary pension**

#### *Additional pension scheme for the period prior to 1 January 2025*

For the period between 1 January 2023 and 31 December 2024, the Chief Executive Officer benefited from a supplementary pension scheme in the form of an insurance policy governed by Article L. 137-11-2 of the French Social Security Code for annuity benefits between zero and eight times the Annual Social Security Ceiling (PASS).

The vested pension benefits were equal to 0.92% of the reference salary per year subject to the satisfaction of the performance conditions set out in the relevant Universal Registration Documents.

Rodolphe Belmer retains all the benefits acquired prior to 1 January 2025 under this scheme, but since 2025, no longer acquires any new benefits under this scheme.

#### *Share-based supplementary pension scheme*

A share-based supplementary pension scheme is in place from 2025 instead of the scheme falling under Article 137-11-2 of the French Social Security Code and the equity-based supplementary pension scheme.

This scheme has the following characteristics:

1. The scheme provides for the allocation of 10,000 Bouygues shares in recognition of Rodolphe Belmer's role on the Bouygues Group General Management Committee;
2. As these shares are intended to provide a supplementary pension, from delivery they are locked up until the pension is paid;
3. The scheme factors in two performance conditions:
  - (a) 50% of the pension shares are allocated if the annual variable remuneration linked to the results of the Bouygues Group exceeds the lower threshold,
  - (b) 50% of the pension shares are allocated if the annual variable remuneration linked to the results of the TF1 Group exceeds the lower threshold,
4. The implementation breaks down as follows:
  - (a) A grant date followed by a vesting period of one year,
  - (b) The delivery of the number of shares based on specified performance criteria, at the end of the vesting period, subject to the approval of the TF1 Group's General Meeting,
  - (c) A mandatory lock-up period until retirement.

Following a review, in which the performance conditions were assessed as being met, 10,000 shares will be delivered to Rodolphe Belmer, subject to continuing employment at the end of the vesting period and approval by the General Meeting of 16 April 2026.



## 3.5.2. REMUNERATION FOR DIRECTORS

The total gross amount of remuneration paid to Directors before taxes was €485,460, as indicated in the tables below.

The remuneration components for Directors are consistent with the 2024 remuneration policy for the Company's Corporate Officers, as approved by the Board of Directors acting on the recommendation of the Selection and Remuneration Committee, and as voted by the General Meeting of 17 April 2024 (9<sup>th</sup> resolution, passed with 98.90% of votes in favour).

### Remuneration received by the Directors in respect of the 2024 financial year (in €)

Directors	Directorship	Gross amounts before tax due for 2025 <sup>(1)</sup>	Gross amounts before tax due for 2024
Rodolphe Belmer	Chairman (since 13 February 2023)	30,000	21,000
Marie Pic-Pâris Allavena	Director	30,000	21,000
		20,000	15,000
Charlotte Bouygues	Permanent representative of SCDM, Director	30,000	21,000
Olivier Bouygues	Director	30,000	21,000
Catherine Dussart	Director	11,038	21,000
		19,259	17,000
Farida Fekih <sup>(2)</sup>	Employee Representative Director <sup>(3)</sup>	N/A	7,739
		N/A	5,520
Pascal Grangé	Permanent representative of Bouygues, Director	30,000	21,000
		15,000	12,000
Sophie Leveaux <sup>(4)</sup>	Employee Representative Director	30,000	21,000
		10,000	7,000
Marie-Aude Morel <sup>(5)</sup>	Employee Shareholder Representative Director	30,000	21,000
		10,000	7,000
Orla Noonan	Director	30,000	21,000
		30,000	22,000
Coralie Piton	Director <sup>(6)</sup>	27,362	N/A
		22,801	N/A
Yoann Saillon <sup>(7)</sup>	Employee representative Director	30,000	16,201
		10,000	6,380
Olivier Roussat	Director	30,000	21,000
		10,000	7,000
<b>TOTAL</b>		<b>485,460</b>	<b>332,840</b>

(1) Remuneration paid by TF1 for serving as Director. The first line shows the remuneration paid for meetings of the Board of Directors, while the second line displays the remuneration paid for participation in one or more Board Committees.

(2) Remuneration paid to the French Democratic Confederation of Labour (CFDT) trade union in which she is an elected member.

(3) Until 17 April 2024

(4) Remuneration paid to the French Confederation of Christian Workers (CFTC) trade union in which she is an elected member.

(5) Remuneration paid to the French General Confederation of Labour – Workers' Force (FO) trade union in which she is an elected member.

(6) As of 17 April 2025

(7) Remuneration paid to the French General Confederation of Labour – Workers' Force (FO) trade union in which he is an elected member.

No remuneration other than that referred to in the above table was paid for serving as Director.

The Employee Representative Directors, Sophie Leveaux (whose appointment was recorded by the General Meeting of 17 April 2024) and Yoann Saillon (whose appointment was recorded by the General Meeting of 17 April 2024), and the Employee Shareholder Representative Director, Marie-Aude Morel (appointed by the General Meeting of 17 April 2024), did not receive any exceptional remuneration in respect of their corporate office at the TF1 Group.

### 3.5.3. SUMMARY TABLES

#### Remuneration package of Rodolphe Belmer, Chairman and Chief Executive Officer of TF1, paid or awarded in respect of the 2025 financial year, subject to approval by the General Meeting to be held on 16 April 2026 (6<sup>th</sup> resolution)

Change regarding supplementary pension

	Amount or accounting valuation in euros	Comments
Fixed remuneration	920,000	
Annual variable remuneration	1,220,840 (paid in 2026 in respect of 2025)	The criteria and their attainment rate are described in detail in section 3.5.1.1 above. Rodolphe Belmer is eligible for gross annual variable remuneration of €1,220,840 in respect of the 2025 financial year. This variable remuneration will be paid subject to approval by the General Meeting of 16 April 2026.
Multi-year variable remuneration	N/A	No multi-year variable remuneration
Deferred variable remuneration	N/A	No deferred variable remuneration
Exceptional remuneration	N/A	No exceptional variable remuneration
Options, performance shares or any other long-term remuneration awarded in respect of the financial year	403,674 (valued at their fair value on the date of award)	<u>Award of performance shares (2025-2027 long-term remuneration plan)</u> In relation to the TF1 shares, the Board of Directors, at its meeting held on 28 July 2025, acting on a recommendation from the Selection and Remuneration Committee, awarded Rodolphe Belmer a maximum of 69,000 shares, subject to continuing employment and performance criteria calculated over three years and described in section 3.4.2 of the 2024 Universal Registration Document. In relation to the Bouygues shares, the Board of Directors, at its meeting held on 30 July 2025, acting on a recommendation from the Selection and Remuneration Committee, awarded Rodolphe Belmer a maximum of 11,000 shares, subject to continuing employment and performance criteria calculated over three years and described in section 3.4.2 of the 2024 Universal Registration Document.
	185,192 (valued at their fair value on the date of award)	<u>Vesting of performance shares (2023-2025 long-term remuneration plan)</u> The Board of Directors, at its meeting held on 27 July 2023, acting on a recommendation from the Selection and Remuneration Committee, had awarded Rodolphe Belmer a maximum of 25,000 shares, subject to continuing employment and performance criteria assessed over three years (2023, 2024 and 2025), in accordance with the 2023 remuneration policy approved by the General Meeting of 14 April 2023. After assessing the performance criteria, Rodolphe Belmer will receive 20,000 shares, subject to approval by the General Meeting of 16 April 2026.
Remuneration for corporate offices	30,000	Remuneration approved and paid by TF1, the company at which the corporate office is carried out.
Valuation of benefits in kind	34,206	Company car (€12,049) and funding of part of the contributions to a supplementary pension scheme (€21,977).
Benefits on leaving office	N/A	No benefits on leaving office
Non-competition benefits	N/A	No non-competition benefits
Social protection scheme	31,197	The company contributed €31,197 to the cost of the provident and health insurance policies.
Supplementary pension	184,061 (valued at their fair value on the date of award)	10,000 performance shares in Bouygues will be delivered at the end of the vesting period subject to performance criteria relating to both Bouygues and TF1 (achieved) and to continuing employment. These shares are subject to mandatory lock-up until the date on which the pension is drawn down.

#### Summary table of the executive officer's remuneration

Rodolphe BELMER – Chairman and Chief Executive Officer since 13 February 2023 (in €)	2025		2024	
	Gross amounts allocated before taxes	Gross amounts paid before taxes	Gross amounts due before taxes	Gross amounts paid before taxes
Fixed remuneration	920,000	920,000	920,000	920,000
Change	-	-	-	-
Annual variable remuneration	1,220 840	1,518,920	1,518,920	1,487,410
Change	-	-	-	-
% variable/fixed <sup>(1)</sup>	132.7%	165.1%	165.1%	161.7%
Cap	170%	170%	170%	170%

Multi-year variable remuneration <sup>(2)</sup>	403,674	185,192 <sup>(3)</sup>	352,115	-
Other remuneration	-	-	-	-
Remuneration for serving as a Director	30,000	30,000	21,000	21,000
Benefits in kind	34,206	34,206	26,844	26,844
<b>TOTAL</b>	<b>2,608,720</b>	<b>2,688,318</b>	<b>2,838,879</b>	<b>2,455,254</b>
<i>(1) As a percentage of fixed annual remuneration.</i>				
<i>(2) Each year, Rodolphe Belmer is awarded performance shares subject to continuing employment and performance conditions assessed over a three-year period.</i>				
<i>(3) Shares delivered in connection with the 2023-2025 LTI performance share plan</i>				