3.4. Principles for remuneration of corporate officers in respect of 2026

The remuneration policy for Corporate Officers was drafted on the basis of the information required by Article L. 22-10-8 of the French Commercial Code. The policy applies the principles defined in the 2025 remuneration policy in the structuring of the various remuneration vectors (fixed and variable remuneration, long-term variable remuneration, supplementary pension, etc.).

The policy was approved by the Board of Directors on 12 February 2026, acting on the recommendation of the Selection and Remuneration Committee. The Board of Directors ensures that the remuneration policy applied to Corporate Officers respects the Company's interests, is in line with its strategy and its Climate plan, and that it helps favour the Group's long-term performance and competitiveness.

Rodolphe Belmer was appointed Chief Executive Officer on 27 October 2022, and subsequently Chairman and Chief Executive Officer on 13 February 2023.

This remuneration policy is subject to approval by the General Meeting of 16 April 2026 (7 th and 8 th resolutions).

3.4.1. Remuneration policy for all Corporate Officers

General principles for determining, reviewing and implementing the remuneration policy for Corporate Officers

Determining the remuneration policy

The remuneration policy is determined by the Board of Directors acting on the recommendation of the Selection and Remuneration Committee, and includes a number of incentives.

Compliance

In its analysis and proposals to the Board of Directors, the Selection and Remuneration Committee oversees compliance with the recommendations of the Afep/Medef Code to which the Company refers.

Comparability and balance between remuneration components

In determining the remuneration policy, the Board of Directors takes account of the level and difficulty of the responsibilities entrusted to the Corporate Officers, in line with the practices observed in other groups conducting comparable activities, and ensures that the remuneration structure is balanced between the fixed and variable components as well as long-term remuneration. The remuneration policy is clearly motivated and determined to be consistent with the Company's interests.

Consistency and comprehensibility of rules

Acting on the recommendations of the Selection and Remuneration Committee, the Board of Directors strives to implement a remuneration policy for Executive Officers that is straightforward, comprehensible and consistent with the policy pertaining to the Group's senior executives and employees.

Completeness

The structure of the incentive-based remuneration breaks down as follows, in a way that is complete and consistent with the Company's interests:

- fixed remuneration;
- annual variable remuneration;
- long-term remuneration;
- benefits in kind;
- supplementary pension; and
- remuneration for serving as a Director.

Corporate officers are not paid any non-competition benefits when they leave office.

Reviewing the remuneration policy

The Group's remuneration policy is regularly reviewed by the Board of Directors, acting on the recommendation of the Selection and Remuneration Committee, in compliance with the principles set out in the applicable legal provisions and the Afep/Medef Code.

Each year, the Selection and Remuneration Committee proposes and controls the rules for determining the remuneration to be allocated to the Corporate Officers, as well as any benefits in kind made available to them, ensuring consistency with their performance assessment and the Group's medium-term strategy.

Implementing the remuneration policy

The Selection and Remuneration Committee reports on the work completed in line with its role as defined in the Board of Directors' Internal Procedures and reported below.

The Board of Directors is responsible for determining the fixed and variable remuneration, benefits in kind and, where appropriate, the retirement conditions or indemnities allocated to the Corporate Officers.

The Board of Directors makes reasoned decisions:

- by acting on the recommendations of the Selection and Remuneration Committee;
- by making an overall assessment of remuneration for each Corporate Officer; and
- by seeking the right balance between general interests, market practices and the executive's performance.

Decisions made by the Board of Directors comply with the recommendations provided by the Afep/Medef Code and the AMF (French Financial Markets Authority).

Managing conflicts of interest

In an effort to prevent conflicts of interest, 37.5% of the members of the Board of Directors are Independent Directors, higher than the one-third recommended by the Afep/Medef Code for a company with controlled capital such as TF1. The Employee Representative Directors, the Employee Shareholder Representative Director and the Non-Voting Director are not counted in the calculation of this percentage.

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.

The Directors' Code of Conduct, which is appended to the Board of Directors' Internal Procedures stipulates various provisions on managing conflicts of interest.

For further information, see Section 3.2.2 of this Universal Registration Document.

Role of the Selection and Remuneration Committee

The Selection and Remuneration Committee plays a key role in determining reviewing and implementing the remuneration policy.

The tasks of the Selection and Remuneration Committee comply with the recommendations of the Afep/Medef Code.

For further information, see Section 3.2.2 of this Universal Registration Document.

Assessment of performance criteria

The Selection and Remuneration Committee examines and assesses the rules for determining the variable portion awarded to Executive Officers on an annual basis.

To this end, the Committee uses objective, simple, transparent and stringent criteria to assess the performance criteria for determining both the annual variable component and the long-term remuneration awarded to Executive Officers. Such criteria are based on quantitative and qualitative performance criteria. They are fully aligned with the business plan trajectory.

For each financial criterion, a formula set by the Board of Directors is used to calculate the amount of the variable portion due (capped at a maximum), taking into account the value achieved in relation to the target objective set, based on the consolidated financial statements for the year. As such, if the performance exceeds the target, the value of the variable portion is adjusted upwards up to the maximum level set for each criterion. If the performance is below the lower threshold set for each target, the variable portion for this criterion is equal to zero.

Derogating from the remuneration policy

In the event of exceptional circumstances, the Board of Directors, acting on the recommendation of the Selection and Remuneration Committee, may, in accordance with the provisions of Article L. 22-10-8 of the French Commercial Code, derogate from the implementation of the remuneration policy when such derogation is temporary, in line with the Company's interests and necessary to ensure the Company's continuity or viability.

In particular, exceptional circumstances may result from an unforeseen change in the competitive environment, a change in accounting policy or a significant event affecting the markets, the economy and/or the Group's operating segment.

More generally, any such amendment shall be duly justified and strictly implemented. By necessity, it must ensure that the interests of shareholders and beneficiaries remain aligned.

Acknowledgement of the final votes of shareholders

The Annual General Meeting of 17 April 2025 approved the fifth and sixth resolutions (with 80.79% of votes in favour of the 5th resolution and 91.54% of votes in favour of the 6th resolution) concerning the information provided in Article L. 22-10-34 of the French Commercial Code and on the remuneration components paid or granted for the financial year ended 31 December 2024 to the Corporate Officers.

This General Meeting also approved the remuneration policy for the year ended 31 December 2025 (8th resolution) for the Executive Officer and Directors (9th resolution), in addition to the fixed and variable components comprising the total remuneration and benefits paid or granted for the financial year ended 31 December 2024 to the Executive Officer (5th and 6th resolutions).

Ensuring continuity in the remuneration policy

This remuneration policy was established by the Board of Directors on 12 February 2026 on the basis of the information required by Article L. 22-10-8 of the French Commercial Code.

It ensures continuity with the principles defined in the remuneration policy for the year ended 31 December 2025.

Changes to the remuneration policy in the event of a substantial change in the Group's scope of consolidation

The remuneration policy was defined on the basis of the Group's scope at the date of this Universal Registration Document. To take account of any significant financial transactions, acquisitions or disposals that may take place after this date and of any resulting change in the Group's scope of consolidation, the Board of Directors may, on an exceptional basis and if it deems it appropriate, on the recommendation of the Selection and Remuneration Committee, adjust the targets of one or more performance criteria for annual remuneration and/or long-term remuneration, as well as, where appropriate, their weightings.

Any adjustments will be duly justified and strictly enforced. They must necessarily ensure that the interests of shareholders and beneficiaries remain aligned.

Implementing the remuneration policy for newly appointed Corporate Officers

In the event of a change in governance and the appointment of a new Executive Officer during the 2026 financial year, the principles, criteria and remuneration components set out in the 2026 remuneration policy would apply to him/her.

More specifically, in the event that a new Chief Executive Officer is appointed, the principles, criteria and remuneration components set out in the Chief Executive Officer’s remuneration policy would apply.

In the event of a split between the Chairman and Chief Executive Officer roles, the principles, criteria and remuneration components set out in the remuneration policy for the Chairman of the Board of Directors and the Chief Executive Officer would be adapted by the Board of Directors, acting on the recommendation of the Selection and Remuneration Committee, to take account of this change. In the event that a new Chairman of the Board of Directors or a new Director is appointed, the applicable remuneration policy will be consistent with that applicable to the Chairman of the Board of Directors or the Directors, respectively.

In any event, the Board of Directors, acting on the recommendation of the Selection and Remuneration Committee, may adapt the level and structure of remuneration to take account of the relevant individual's situation, experience and the responsibilities entrusted.

3.4.2. Remuneration policy for the Chairman and Chief Executive Officer

On 12 February 2026, the Board of Directors, on the recommendation of the Selection and Remuneration Committee, adopted this remuneration policy.

Remuneration policy applicable to the Chairman and Chief Executive Officer

Term of office and employment contract

Rodolphe Belmer was appointed Chief Executive Officer on 27 October 2022, then co-opted as Director and appointed as Chairman of the Board of Directors by the Board of Directors on 13 February 2023. Since then, he has been Chairman and Chief Executive Officer of TF1 Group. The Chief Executive Officer may be dismissed at any time by the Board of Directors.

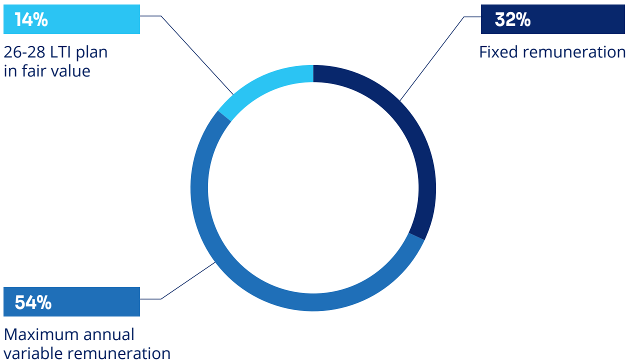
Rodolphe Belmer had an employment contract with Bouygues SA dated 3 October 2022, which has been suspended since 1 January 2025.

REMUNERATION STRUCTURE FOR RODOLPHE BELMER IN 2026

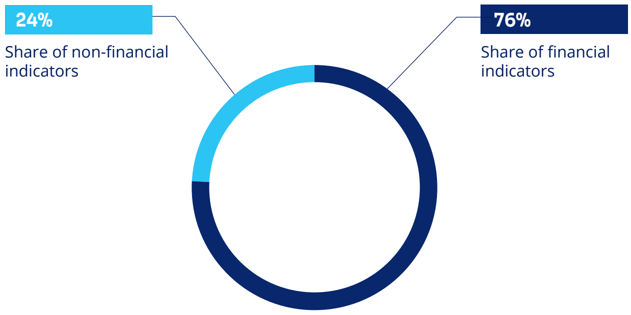
FIXED REMUNERATION (FR)	ANNUAL VARIABLE REMUNERATION	LOWER THRESHOLD *(% FR)*	INTERMEDIATE THRESHOLD *(% FR)*	UPPER THRESHOLD *(% FR)*
€920,000	P1 TF1 Group FCF before WCR	10%	20%	30%
	P2 TF1 Group net surplus cash/(net debt)	10%	20%	25%
	P3 TF1 Group COPA margin	15%	30%	35%
	P4 TF1 Group net profit/(loss) attributable to the Group	10%	20%	25%
	P5 Strategy	7.5%	15%	15%
	P6 Non-financial	40%	40%	40%
	P6.1 – Compliance	*7.5%*	*7.5%*	*7.5%*
	P6.2 – Health/Safety	*5%*	*5%*	*5%*
	P6.3 – Climate/Environment	*10%*	*10%*	*10%*
	P6.4 – Human Resources	*7.5%*	*7.5%*	*7.5%*
	P6.5 – Management	*10%*	*10%*	*10%*
	TOTAL	**92.5%**	**145%**	**170%**
	LONG-TERM VARIABLE REMUNERATION	LOWER THRESHOLD *(NO. OF SHARES)*	INTERMEDIATE THRESHOLD *(NO. OF SHARES)*	UPPER THRESHOLD *(NO. OF SHARES)*
		TF1	**TF1**	**TF1**
	A1.1 – TSR absolute perf. (TF1 vs iBoxx[1])	4,000	4,000	4,000
	A1.2 – TSR relative perf. (TF1 vs Stoxx Média[2])	6,200	8,300	11,000
	A2.1– Strategy: CAGR digital revenue 2025-2028	10,300	16,000	16,000
	A2.2 – Strategy: 2026-2028 average margin	10,300	16,000	16,000
	A3 – CSR	22,000	22,000	22,000
	A3.1 Climate	*14,000*	*14,000*	*14,000*
	A3.2 Human Resources	*8,000*	*8,000*	*8,000*
	TOTAL	**52,800**	**66,300**	**69,000**
		Bouygues	**Bouygues**	**Bouygues**
	A1 – Bouygues Group ROCE (average 26-28)	4,600	9,200	11,000
	TOTAL	**4,600**	**9,200**	**11,000**
BENEFITS IN KIND	HEALTHCARE EXPENSES	SUPPLEMENTARY PENSION	EXCEPTIONAL REMUNERATION	BENEFITS ON LEAVING OFFICE
See following paragraph	See following paragraph	See following paragraph	None	None

(1) Financial index that tracks the performance of EUR-denominated corporate bonds.
(2) Stock market performance index covering companies in the European media sector.

2026 REMUNERATION POLICY FOR THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER (RODOLPHE BELMER)



SHARE OF FINANCIAL AND NON-FINANCIAL INDICATORS IN THE MAXIMUM VARIABLE REMUNERATION AWARDED IN 2026 TO THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER



Role of the Board of Directors

The Board of Directors determines the remuneration paid to the Chairman and Chief Executive Officer of TF1, acting on the recommendation of the Selection and Remuneration Committee, which takes into account Afep/Medef recommendations on the remuneration of Executive Officers of listed companies to which the Company refers.

The Board of Directors ensures that the Chairman and Chief Executive Officer's remuneration is consistent with the Company's performance, such that it is consistent with the Company's interests and the medium/long-term strategy.

The remuneration determined by the Board takes account of the following three factors that serve to maintain a link between the TF1 Group's performance and the Chairman and Chief Executive Officer's remuneration:

- the Company's performance: the Board considers that the remuneration should be commensurate with the work done and the outcomes achieved in a highly complex economic, regulatory and competitive environment;
- stock market performance: the remuneration is considered in light of the Company's performance on the stock market, in particular trends in its average share price;
- sector and intra-Group comparisons: the remuneration is benchmarked against that awarded to other media sector executives in France and the rest of Europe. It is also set according to uniform rules across the various business lines of the Bouygues Group.

With a view to aligning the interests of shareholders and the executive, the Board of Directors, at its meeting held on 12 February 2025, decided, on the recommendation of the Selection and Remuneration Committee and subject to the approval of the General Meeting, to award, as part of the long-term remuneration of the Chairman and Chief Executive Officer, a majority of TF1 performance shares with TF1 performance indicators.

Total remuneration and benefits in kind

Fixed remuneration

The Chairman and Chief Executive Officer's fixed remuneration is reviewed annually by the TF1 Board of Directors on the recommendation of 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 his responsibilities;
- his experience in the post;
- practices followed by the Group or by companies carrying on comparable businesses.

Rodolphe Belmer's gross fixed annual remuneration for 2026 is €920,000 (unchanged).

Benefits in kind

The benefits in kind are as follows:

- use of a company car;
- loss of employment insurance[(1)];
- a fixed number of hours of tax advisory services;
- employer funding of part of the contributions to a supplementary pension scheme.

Annual variable remuneration

General policy on 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 variable remuneration of the Chairman and Chief Executive Officer is consistent with the Company's performance goals, such that it is consistent with the Company's interests and the medium/long-term strategy. The variable component is an integral part of the Chairman and Chief Executive Officer's remuneration.

(1) Loss of employment insurance that, to date, the Chairman and Chief Executive Officer has chosen not to take out.

General description of the method used to determine the Chairman and Chief Executive Officer's 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 six targets are attained, the total of the six bonuses is equal to the 170% of fixed remuneration cap applicable to the variable remuneration of the Chairman and Chief Executive Officer.

The variable remuneration for 2026 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.

The six criteria used to determine the variable portion

Acting on the recommendation of the Selection and Remuneration Committee, since 2010, the Board has attached greater weight to qualitative criteria, on the grounds that their performance must be measured by more than just financial results.

In consultation with the Selection and Remuneration Committee, the Board ensures that the variable remuneration of the Chairman and Chief Executive Officer is consistent with the Company's performance targets, such that it is consistent with the Company's interests and the medium/long-term business strategy. It may not exceed 170% of fixed remuneration, i.e., it is capped at €1,564,000. Annual variable remuneration is determined by applying six criteria, five of which (P1 to P5) refer to the first year of a three-year business plan, thus making it possible for the Chairman and Chief Executive Officer to receive six variable components: P1, P2, P3, P4, P5 and P6.

- P1: *Free cash* flow before WCR[1] of TF1 for the financial year;
- P2: Net surplus cash/(net debt) of TF1 Group for the financial year;
- P3: TF1 Group COPA margin for the financial year;
- P4: TF1 Group consolidated net profit/(loss) attributable to owners of the group[2] for the financial year;
- P5: Strategy;
- P6: Five non-financial criteria:
  - Compliance – 7.5% of 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 measures for breaches of business ethics,
    - disseminating the whistleblower system,
  - Health/safety: assessment of attainment rate based on changes in the number of serious accidents and the frequency rate between 2025 and 2026 – 5% of FR,
  - Climate/environment – 10% of FR: indicator broken down into two sub-criteria covering:
    - apply for labels for the environmental design of the programmes produced by TF1, as well as dramas and live programming acquired by TF1, and launch the initiative internationally at Studio TF1,
    - carry out a quarter of *business reviews* with top 100 suppliers, challenging them on their decarbonisation plans,
  - Human resources – 7.5% of FR: indicator broken down into four sub-criteria covering:
    - increased number of female hires in technical fields (Tech, data and digital),
    - proportion of women in management positions,
    - human rights: monitoring two key indicators derived from the action plan,
    - mobility: roll-out of the Boost tool,
  - Management – 10% of FR: indicator assessed by reference to the implementation of action plans documented following perception surveys carried out by the Group.

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 (% of FR). Three thresholds are set for each criterion:

- a "lower" threshold that determines the threshold for triggering the bonus;
- an "intermediate" threshold, corresponding to the expected results in 2026;
- an "upper" threshold for overperformance in excess of 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.
  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.

(1) *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.*
(2) *This indicator is adjusted to eliminate exceptional items.*

P6

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

Long-term remuneration

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

On 12 February 2026, the Board of Directors, on the recommendation of the Selection and Remuneration Committee, decided to provide for long-term remuneration in the form of a maximum allocation, at the end of a three-year vesting period, 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.

If the scheme does not fall within the scope of the provisions of Articles L. 225-197-1 et seq. and L. 22-10-59 et seq. of the French Commercial Code, the shares thus awarded would, for the recipient, be subject to social security contributions and income tax under the same conditions as salary for the year in which the shares vest. Accordingly, it is proposed that 50% of the shares vesting should be paid in the form of cash to enable the beneficiary to pay the employee's share of the related social security charges and income tax liability.

The award of the shares is subject to a continuing employment condition and the satisfaction of the following performance conditions at the end of the vesting period (the weighting of each indicator is stated in the summary table on page 116):

- For the TF1 shares:

  A1.1 – TSR – absolute performance (TF1 *vs* I BOXX);

  A1.2 – TSR – relative performance (TF1 *vs* Stoxx Média);

  A2.1– Strategy: CAGR (*Compound Annual Growth Rate*) of Digital revenue 2025-2028;

  A2.2 – Strategy: average TF1 group COPA margin in 2026- 2028;

  A3 – CSR:

  - climate: increase in the proportion of electric cars in TF1's vehicle fleet;
  - human resources: targets based on three sub-criteria, including:
    - internal recruitment: percentage of positions (other than fixed-term positions) available and filled internally over the period,
    - gender balance: increase in the number of women in top management positions,
    - impact of AI: production of a map of the impact of AI on the business lines, identifying those business lines that are the most affected and definition of a support plan for large affected business lines.
- For the Bouygues shares:

  A1 – Bouygues Group ROCE (average 26-28).

Notwithstanding the continuing employment condition, the Chairman and Chief Executive Officer may retain the benefit of long-term variable remuneration in the following cases:

- death;
- disability;
- retirement (pro rata to the time actually worked during the vesting period).

The Board of Directors has imposed a lock-up obligation under which the Chairman and Chief Executive Officer is required to retain 20% of the shares acquired until such time as the total number of registered shares held by the Executive represents the equivalent of 1.5 times his fixed annual remuneration.

To the best of the Company's knowledge, no instruments have been put in place to hedge the shares that may be awarded under this long-term remuneration scheme. The Chairman and Chief Executive Officer has also given a formal undertaking not to hedge their risk.

Exceptional remuneration

In exceptional circumstances, the Board of Directors reserves the right, acting on the recommendation of the Selection and Remuneration Committee, to award an exceptional bonus, in accordance with the provisions of Article L. 22-10-8 of the French Commercial Code.

Remuneration for serving as Director

The Chairman and Chief Executive Officer receives remuneration for serving as a Director paid by TF1 (see 3.4.3 "Remuneration policy applicable to Directors").

Indemnities or benefits for assumption, cessation or change of position

No indemnity is payable in respect of the office of Chairman and Chief Executive Officer.

Corporate officers are not paid any non-competition benefits when they leave office.

Pension, provident and healthcare schemes

Compulsory group pension, provident and healthcare schemes

Rodolphe Belmer is a member of TF1 Group's health and provident scheme in place for all employees.

He also benefits from the compulsory collective supplementary pension and provident schemes in force at Bouygues Group 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.

Additional pension: supplementary share-based pension scheme

A supplementary share-based pension scheme has been in place since 2025.

This scheme has the following characteristics:

1. the scheme provides for the award of 11,000 Bouygues shares;
2. as these shares are intended to provide a supplementary pension, they are locked up on delivery until the pension is paid;
3. 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 at the end of the vesting period,
   c) A mandatory lock-up period until retirement.

3.4.3. Remuneration policy applicable to Directors

Term of office and employment contract

The term of office of the Directors is three years.

The Directors are presented in further detail in Section 3.1 (Corporate governance statement).

Directors may be dismissed at any time by the Ordinary General Meeting. As an exception to the above, Employee Representative Directors may only be dismissed for misconduct in the exercise of their term of office.

The duties of any Employee Representative Director shall automatically expire ahead of schedule if the employment contract is terminated (subject to intra-group transfers) or if the company employing the Director in question leaves the TF1 Group.

Remuneration

Directors receive remuneration, the amount of which is decided by the Board of Directors, within the limits of the overall budget and the principles set by the Board, based on their attendance and the time they spend on performing their roles, including, where appropriate, on the Committee(s) established by the Board.

Acting on the recommendation of the Selection and Remuneration Committee, which was proposed to the Board of Directors and authorised by the General Meeting of 17 April 2025 (7th resolution), the total annual remuneration package that may be awarded annually to the Directors was increased to €700,000, to bring it into line with the practices of similar companies.

The allocation arrangements approved by the Board of Directors following the General Meeting of 17 April 2025 and in effect since 1 January 2025 are as follows:

- maximum remuneration allocated to each Director: €30,000 a year;
- maximum remuneration allocated to each Audit Committee member: €15,000 a year;
- maximum remuneration allocated to each Selection and Remuneration Committee member: €10,000 a year;
- maximum remuneration allocated to each Ethics, CSR and Patronage Committee member: €10,000 a year;
- additional remuneration allocated to the Chair of each of the three committees; €5,000 a year.

The remuneration comprises a fixed portion of 30% and a variable portion of 70%, calculated on a pro rata basis according to attendance.

Employee Representative Directors and Employee Shareholder Representative Director

As part of their employment contracts within the Group, Employee Representative Directors and the Employee Shareholder Representative Director receive a salary that is unrelated to the exercise of their office at the Company.

As such, these salaries are not disclosed.

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 (8th resolution).

This General Meeting approved the information provided 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 (6th resolution), in addition to approving the 2025 remuneration policy for Directors with 93.98% of votes in favour (9th 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 8th resolution.