- The number of fully vested shares, as determined after measuring achievement of the performance conditions, will be reduced in proportion to the time spent working for the Company relative to the length of the vesting period of each plan (*i.e.* a prorated reduction); and

In any event, the appropriateness of the full vesting of the performance shares will be assessed in view of the Company's situation at the date of departure and at the originally scheduled vesting date, and no performance shares may be granted if the Company is facing major financial difficulties.

Supplemental pension plans

In terms of supplemental pension plans, pursuant to the Company's remuneration policy, the Executive Corporate Officer is entitled to:

- The defined contribution supplemental pension plan ("Article 83") as follows:
  - Contributions are paid annually and equal 1% of the annual remuneration up to four times the annual Social Security ceiling, 4% of the annual remuneration between four and eight times the annual Social Security ceiling, and 11% of the annual remuneration between 8 and 12 times the Social Security ceiling;
  - Since 1 July 2014, 95% of contributions are paid by the Company.
- The defined contribution supplemental pension plan ("Article 82"); the calculation of this annual contribution is based on the total annual remuneration due in cash (fixed remuneration and variable remuneration subject to performance conditions) in accordance with the following terms and conditions:
  - 10% of the gross fixed remuneration between 8 and 12 times the annual Social Security ceiling and 20% of his fixed remuneration in excess of 12 times the annual Social Security ceiling;
  - 20% of his annual variable remuneration as determined by the Board of Directors;
  - The base remuneration (fixed and variable due in cash) used to calculate the contribution may not, in any case, be more than €2 million;
  - No contribution is paid if the calculation of the variable remuneration subject to performance conditions equals zero;
  - The Executive Corporate Officer has agreed, once the tax and social security obligations relating to these contributions are fulfilled, to keep the amounts paid in the dedicated pension savings vehicle, at least for the duration of his term of office.

5.3.4 REMUNERATION POLICY FOR THE CHAIRMAN OF THE BOARD OF DIRECTORS FOR FISCAL YEAR 2026/27

Guiding principles and remuneration structure

Pursuant to the principles governing the determination of the remuneration policy for corporate officers as described earlier in this Document, on 12 May 2026 the Board of Directors, on the recommendation of the Nominations and Remuneration Committee, defined the remuneration policy applicable to the Chairman of the Board of Directors for the current fiscal year.

In accordance with the recommendation of the AFEP/MEDEF Code (Article 26.2), the Chairman of the Board of Directors receives only fixed remuneration, to the exclusion of any variable incentive (short- or long-term) or any exceptional remuneration, and receives no remuneration as a director.

The Chairman of the Board of Directors may benefit from the health and personal protection cover available to other Group employees and the Executive Corporate Officer.

The material resources required to perform his duties are provided by the Company.

Implementation in fiscal year 2026/27

At its meeting on 12 May 2026, on the proposal of the Nominations and Remuneration Committee, the Board of Directors confirmed the structure and composition of the Chairman of the Board of Directors' remuneration in respect of fiscal year 2026/27 in accordance with the principles described above.

The amount of the fixed remuneration was determined on the basis of an in-depth study of market practices, including a benchmark of the remuneration of Chairs of Boards of Directors and Supervisory Boards of CAC 40 and Next 20 companies with a split governance structure, conducted with the help of an independent outside firm.

In light of this, Mr Philippe Petitcolin's annual fixed remuneration was set at €450,000, which is approximately the median of the benchmark of €457,000 (the first quartile being €387,300, the third quartile €637,500 and the average €524,500).

Mr Philippe Petitcolin receives no short- or long-term incentive or any exceptional remuneration. He receives no additional remuneration as a director.

Mr Philippe Petitcolin has a company car and benefits from the health and personal protection cover applicable to other Group employees.