

2. Report on corporate governance

2.8 EXECUTIVES' REMUNERATIONS

2.8.6 - REMUNERATIONS TABLE

The remunerations corresponds to a corporate mandate.

Values in thousands of euros

OPERATIONAL BOARD MEMBERS CHAIRMAN AND CEO AND DEPUTY CEOS	Attendance rate	Fixed and variable remunerations (due/paid and to be paid as decided by the General Meeting of 07/04/2026)								
		Annual fixed component			Annual variable component			Total annual remunerations		
		2025	2024	2023	2025	2024	2023	2025	2024	2023
Peter Wartel, Board member, CEO of Sodeco Valves	100%	225.2	221.7	218.4	47.0	45.0	67.0	272.2	266.7	285.4
Patricia Mavigner, secretary to the Board of Directors, Deputy CEO since May 1, 2016 and permanent guest of the Sustainable development committee and the Audit committee	100%	165.9	163.7	158.3	91.0	89.9	119.9	256.9	253.6	278.2
Lionel Monroe, Board member, permanent guest on the Audit committee, CEO of Syveco and Deputy CEO										
Remuneration as CEO. Delegate of Thermador Groupe until April 7, 2025	100%	10.6	41.8	40.9				10.6	41.8	40.9
Xavier Isaac, Board member, permanent guest on the Audit committee, CEO of Sectoriel and Deputy CEO										
Remuneration as CEO. Delegate of Thermador Groupe until April 8, 2025	100%	30.6						30.6		
Guillaume Robin, Board member and CEO	100%	223.1	220.9	217.5	109.0	110.1	146.8	332.1	331.0	364.3
Subtotal		655.4	648.1	635.1	247.0	245.0	333.7	902.4	893.1	968.8
EXTERNAL BOARD MEMBERS		REMUNERATIONS ALLOCATED (due and paid)								
Janis Rentrop, independent member of the Remuneration and nomination committee	100%	30.9	29.3	27.7				30.9	29.3	27.7
INDEPENDENT BOARD MEMBERS		REMUNERATIONS ALLOCATED (due and paid)								
Véronique Bouscayrol, independent member of the Audit committee	85,7%	24.9	25.9	12.7				24.9	25.9	12.7
Caroline Meignen, independent member of the Remuneration and nomination committee	100%	30.9	31.7	30.1				30.9	31.7	30.1
Laurence Paganini, Chairman and independent member of the Remuneration and nomination committee, independent member of the Sustainable development committee	100%	51.7	51.1	39.3				51.7	51.1	39.3
Olivier V. de la Clergerie, Chairman and independent member of the Audit committee and independent member of the Sustainable development committee	100%	38.0	40.0	32.4				38.0	40.0	32.4
Mathilde Yagoubi, Chairman and independent member of the Sustainable development committee	100%	30.9	32.9	25.4				30.9	32.9	25.4
Subtotal		207.3	210.9	167.6	0.0	0.0	0.0	207.3	210.9	167.6
TOTAL		862.7	859.0	802.7	247.0	245.0	333.7	1,109.7	1,104.0	1,136.4

Lionel Monroe was appointed a Board member at the Annual General Meeting of April 6, 2021. His fixed remunerations for his office as Chief Executive Officer of Thermador Groupe was submitted for approval to the Annual General Meeting of April 7, 2025. Lionel Monroe's term of office as director and Deputy CEO ended on April 7, 2025. The fixed remuneration mentioned in the table above covers remuneration for the period from January 1st, 2025 to April 7, 2025. All components of Lionel Monroe's remuneration for his terms of office are presented in paragraph 2.8.1.

The Annual General Meeting of April 7, 2026 will be asked to approve the fixed and variable components of the total remuneration paid to Lionel Monroe during the past financial year or awarded for the same financial year.

Given the end of Lionel Monroe's term of office as director and deputy CEO of Thermador Groupe on April 7, 2025, his fixed and variable remuneration for 2026 is not subject to approval by the Annual General Meeting of April 7, 2026.

Remunerations of operating Board members, Chairman and CEO and Deputy CEOs:

Xavier Isaac was appointed director at the Annual General Meeting on April 7, 2025. His fixed remuneration for his position as Deputy CEO of Thermador Groupe was submitted for approval at the Annual General Meeting of April 7, 2025. Xavier Isaac's variable remuneration Xavier Isaac is based on the operating profit of Sectoriel relating to his position as CEO of Sectoriel only. Consequently, it is not subject to approval by the Annual General Meeting of April 7, 2026.