

Short-Term and Long-Term Incentive Framework



June 2026

This document is applied by Tikehau Capital and its subsidiaries. The terms “Tikehau Capital” and the “Group” in this document refer to all these companies.

This policy applies to all employees of the Group worldwide.

This policy has been approved by Tikehau Capital Head of Human Capital and General Counsel in June 2026

Purpose

This document presents Tikehau Capital group (the “Group”)’s framework for short-term incentives and long-term incentive plans within the Group’s remuneration arrangements. It sets out the key principles, structure and governance features of these arrangements, which are designed to support performance, long-term alignment and sustainability-related priorities across the Group.¹

1. Short-Term Incentives

Tikehau Capital applies short-term incentive mechanisms designed to align remuneration with annual performance and the Group’s strategic priorities.

Variable remuneration takes into account both financial and non-financial considerations in order to support a balanced approach to performance and value creation. Non-financial criteria have been incorporated into employee variable remuneration since 2021.

By way of illustration of this short-term incentive mechanism, 20% of employee annual variable remuneration for the 2025 financial year was linked to collective targets relating to human resources and assets under management (“AuM”) dedicated to climate and biodiversity.

Through this approach, Tikehau Capital seeks to ensure that annual incentive arrangements support both business performance and selected sustainability-related priorities relevant to the Group’s development.

2. Long-Term Incentive Plans

Tikehau Capital has established long-term incentive plans for certain senior managers of the Group as part of its long-term remuneration and retention framework.

These arrangements are intended to promote alignment between senior leadership, the Group’s long-term strategic objectives and sustainable value creation over time. They include multi-year plans adopted by the Group and assessed against quantitative and qualitative criteria reflecting key financial and non-financial objectives.

As an illustration of these long-term incentives, Tikehau Capital established a 2022–2025 long-term incentive plan for certain senior managers of the Group, settled in 2026. This plan is based on quantitative and qualitative criteria reflecting the Group’s principal financial and non-financial objectives. The non-financial criteria disclosed in this context include sustainability-related considerations such as AuM dedicated to climate and biodiversity, the development of teams’

¹ For the remuneration policy applicable to the Managers (*gérants*) of the company Tikehau Capital SCA, please refer to the **Remuneration policy for the Managers of Tikehau Capital**

sustainable investing skills, and the dissemination and external recognition of the Group's sustainable investing charter.

More broadly, Tikehau Capital's long-term incentives are designed to support retention, long-term alignment and the integration of strategic and sustainability-related priorities into senior leadership remuneration.

3. Governance and Oversight

The principles of the Group's remuneration framework are subject to governance and oversight at Group level.

In this context, the Governance and Sustainability Committee - a committee of the Supervisory Board of Tikehau Capital SCA composed of a majority of independent members - reviews the principles of the remuneration policy, and in particular the variable remuneration policy, of the Group as a whole, the periodic review of the appropriateness and effectiveness of this policy taking into account all the factors it deems necessary, including the Group's strategy, its monitoring for the persons concerned in accordance with the applicable regulations, the share subscription or purchase plans and free shares plans as well as the principles and procedures for setting up long-term incentive plans.

This governance framework is intended to support consistency between remuneration, the Group's strategy, and the interests of its stakeholders over the short, medium and long term.