

REMUNERATION FOR EXECUTIVE DIRECTORS

(Published in accordance with the AFEP-MEDEF corporate governance code)

During its meeting held on November 26, 2025, the Board of Directors, as recommended by the Appointments and Remuneration Committee, reviewed and approved certain items of the remuneration and the remuneration policy for the Chairman and Chief Executive Officer and the Deputy Chief Executive Officer for FY 2025–2026.

This update takes place in a context where the remuneration of both Executive Directors had remained unchanged since the Company's IPO in 2021, while internal comparisons and benchmarking against comparable companies in the sector highlighted a widening gap with the levels generally observed for equivalent positions. The adjustment approved by the Board therefore introduces a variable component, in line with the recommendations of section 26 of the AFEP-MEDEF code relating to the remuneration structure of executive corporate officers.

- **Remuneration for the Chairman and Chief Executive Officer and the Deputy Chief Executive Officer for FY 2025–2026 (fixed, variable and long-term remuneration)**

In accordance with the remuneration policy, the Board of Directors approved:

The annual gross remuneration of the Chairman & CEO (Mr Nicolas Chartier) and the Deputy CEO (Mr Guillaume Paoli) for fiscal year 2025–2026 is set at €705,000 each. They will not receive any director's fees, any benefits in kind, any exceptional remuneration, nor will they be entitled to any severance or non-compete indemnity.

This remuneration includes:

- €470,000 in fixed remuneration¹, and
- €235,000 in variable remuneration², calculated on the basis of the following criteria: Adjusted EBIT, operational working capital and revenues.

- **2025 Executive LTI Plan**

Furthermore, a "2025 Executive Free Share Plan" provides for the grant of up to 20,000 performance shares to each of the Chief Executive Officer, Mr Nicolas Chartier, and the Deputy Chief Executive Officer, Mr Guillaume Paoli, a level that has remained unchanged since 2021. These shares will be subject to a three-year vesting period and a continued presence condition.

The final vesting will depend on the achievement of four performance criteria assessed over fiscal years 2025 to 2028:

- a. the Group's cumulative Adjusted EBIT as a percentage of revenues;
- b. the average growth rate of refurbished and 0 km B2C deliveries;
- c. customer satisfaction as measured by the Net Promoter Score (NPS);
- d. the reduction in greenhouse gas emissions (scope 1 and 2) per vehicle sold, compared with the level recorded on 30 September 2025.

The detailed information relating to this remuneration will be published in the 2025 Universal Registration Document (URD). This document will also be made available to the public on the Company's website (<https://aramis.group/>), under the section "Investors / Other regulated information", in accordance with applicable legal and regulatory requirements.

¹ This fixed remuneration had remained unchanged since 2021 and amounted to €400,000

² Amount corresponding to 50% of the fixed remuneration