

Paris La Défense, March 12, 2026

Information about the compensation of the Chairman and CEO

In accordance with the AFEP-MEDEF Corporate Governance Code, and following the end of the vesting periods of the performance units (“PUs”) held by the Chairman and CEO (September 30, 2025 for the Internal PUs and December 31, 2025 for the External PUs), Elior Group (the “Company”) hereby discloses that it has paid its Chairman and CEO the long-term variable compensation awarded to him during fiscal 2022-2023, representing a total gross amount of €1,000,000.

Details of the award of this compensation are set out on pages 177-180 of the Company’s 2021-2022 Universal Registration Document and on page 164 of the 2022-2023 Universal Registration Document. It was approved by the Company’s shareholders in an *ex ante* say-on-pay vote at the Annual General Meeting of February 23, 2023 (ninth resolution) and in an *ex post* say-on-pay vote at the Annual General Meeting of February 28, 2024 (seventh resolution).

The achievement levels of the performance criteria were placed on record by the Board of Directors at its meeting on February 4, 2026, based on a review carried out by the Nominations and Compensation Committee (see tables below).

It should be noted that Daniel Derichebourg had requested that the amount of his long-term multi-annual variable compensation for 2022-2023 be capped at €750,000 gross if the target performance levels were achieved, and at €1,000,000 gross in the event of over-performance.

Appendix: Achievement levels per criterion

Criteria for the Internal PUs	Weighting	Performance levels ⁽¹⁾	Achievement	% Internal PUs that could have vested	Number of Internal PUs that actually vested	Amount in EUR
AEPS	62.50%	Threshold: €1.27 growth at Sept. 30, 2025 vs Sept. 30, 2022		0%		
		Target: €1.33 growth at Sept. 30, 2025 vs Sept. 30, 2022		100%		
		Max: €1.38 growth at Sept. 30, 2025 vs Sept. 30, 2022	€1.47 growth	130%	342,782	916,300
CSR 1: Health and safety (Accident frequency rate)	12.50%	Threshold: 11.5% improvement in the accident frequency rate	Not achieved (5.24%)	50%	-	
		Target: 14.3% improvement in the accident frequency rate		100%		
		Max: 19.6% improvement in the accident frequency rate		130%		
CSR 2: Proportion of women on the Leaders Committee	12.50%	Threshold: 4.5% increase in the proportion of women on the Leaders Committee		50%		
		Target: 15.0% increase in the proportion of women on the Leaders Committee		100%		
		Max: 28.9% increase in the proportion of women on the Leaders Committee	32.34%	130%	68,556	183,260
CSR 3: Carbon footprint (CDP score)	12.50%	Threshold: B- score		50%		
		Target: B score	B	100%	52,736	140,969
		Max: A score		130%		
Total before cap					464,074	1,240,529
Total capped amount						1,000,000

Criteria for the External PUs	Weighting	Performance levels ⁽¹⁾	Achievement	% External PUs that could have vested	Number of External PUs that actually vested	Amount in EUR
Index TSR	10%	Threshold: Elior TSR = 100% Index TSR	Not achieved (-18.91%)	50%	-	
		Target: Elior TSR ≥ 120% Index TSR		100%		
		Max: Elior TSR ≥ 120% Index TSR and max AEPS growth achieved		130%		
Peer Group TSR	10%	Threshold: Elior TSR = 100% Peer Group median TSR	Not achieved (-18.91%)	50%	-	
		Target: Elior TSR ≥ 120% Peer Group median TSR		100%		
		Max: Elior TSR ≥ 120% Peer Group median TSR and max AEPS growth achieved		130%		

(1) The performance conditions relating to AEPS, Elior TSR and the CSR Criteria were measured based on a constant scope of consolidation.