



INFORMATION ON REMUNERATION OF EXECUTIVE OFFICERS
Financial conditions of departure of Mr. Daniel Julien (Chief Executive Officer)
Financial conditions of departure of Messrs. Thomas Mackenbrock and Olivier Rigaudy
(Deputy Chief Executive Officers)
Remuneration of Mr. Jorge Amar (Chief Executive Officer)

Board of Directors of February 26, 2026

By press release dated February 26, 2026, Teleperformance SE (the « Company ») announced the evolution of its governance. In this context, the Board of Directors, at its meeting held on February 26, 2026, resolved to, particularly:

- take note of the decision of Mr. Daniel Julien to resign from his offices of director and Chief Executive Officer of the Company, effective March 15, 2026;
- take note of the decisions of Messrs. Thomas Mackenbrock and Olivier Rigaudy to resign from their respective offices of deputy chief executive officers of the Company also effective on March 15, 2026;
- appoint Mr. Jorge Amar as Chief Executive Officer of the Company, in replacement of Mr. Daniel Julien, effective on March 16, 2026.

In this context, in compliance with the recommendations of the AFEP-MEDEF code, the Company publishes the financial conditions of the termination of the offices of Messrs. Daniel Julien, Thomas Mackenbrock and Olivier Rigaudy, as well as the remuneration elements granted to Mr. Jorge Amar, as set by the Board of Directors upon recommendations of the Remuneration and Governance Committee.

TERMINATION OF THE TERM OF OFFICE AS CHIEF EXECUTIVE OFFICER OF Mr. DANIEL JULIEN

The Board of Directors, upon recommendations of the Remuneration and Governance Committee, applied and renewed for 2026 the remuneration policy approved by the shareholders' meeting of May 21, 2025 to set the financial conditions of the termination of the term of office as Chief Executive Officer of Mr. Daniel Julien, which are specified below. It is reminded that Mr. Daniel Julien's remuneration is paid to him in US dollars by Teleperformance Group, Inc. (TGI), US subsidiary of the Company.

Mr. Daniel Julien having agreed, at the request of Mr. Jorge Amar and the Board of Directors, to continue executive functions within TGI, until the end of 2026 to enable the effective transmission of the Group's management to be optimized, the Board also approved the remuneration granted to Mr. Daniel Julien for this transitional period. This is also indicated below for the sake of transparency.

Finally, it should be noted that Mr. Daniel Julien does not receive any remuneration in respect of other terms of office held within the TP Group; Therefore, their termination will not give rise to any remuneration.

2026 annual fixed remuneration

The annual fixed remuneration of Mr. Daniel Julien for 2026 in respect of his term of office as Chief Executive Officer is unchanged.

The remuneration which will be paid to him in this respect was reduced *pro rata temporis* until March 15, 2026 inclusive, last day of his term of office as Chief Executive Officer. It thus amounts to a total gross amount of US\$546,875

2025 and 2026 annual variable remuneration

2025 financial year

The annual variable remuneration of Mr. Daniel Julien for the past year in respect of his term of office as Chief Executive Officer is due to him. It was set by the Board, by applying the principles and criteria detailed in the remuneration policy approved by the shareholders' meeting of May 21, 2025, at a global amount of US\$1,050,000.

The global achievement rate of the performance criteria conditioning this variable remuneration, as set by the Board of Directors of February 26, 2026, is indeed at 40%. The levels of achievement of each of the financial and extra financial performance criteria will be exhaustively described in the corporate governance report included in the 2025 Universal Registration Document, which will soon be published.

In accordance with the provisions of Article L. 22-10-34 II of the French Commercial Code, the payment of this remuneration remains conditioned to a vote of approval by the upcoming shareholders' meeting scheduled for May 21, 2026.

2026 financial year

The annual variable remuneration of Mr. Daniel Julien for 2026 in respect of his term of office as Chief Executive Officer is unchanged and remains set at the maximum amount of US\$2,625,000.

The financial and extra financial performance criteria conditioning this remuneration are identical to those set for the annual variable remuneration of his successor and will be exhaustively described in the corporate governance report included in the 2025 Universal Registration Document, which will soon be published.

The achievement rate for each of those criteria will be assessed by the Board of Directors in 2027 at the occasion of the approval of the 2026 financial statements. It will be applied to the amount thus determined a *pro rata temporis* until March 15, 2026 inclusive, last day of the term of office as Chief Executive Officer of Mr. Daniel Julien.

In accordance with the provisions of Article L. 22-10-34 II of the French Commercial Code, the payment of this *pro rata temporis* amount will be conditioned to a vote of approval by the shareholders' meeting which will be called in 2027 to approve the 2026 financial statements.

Ongoing performance shares plans

A total maximum number of 150,000 performance shares, currently under vesting period, were granted by the Board of Directors of the Company to Mr. Daniel Julien under the 2023, 2024 and 2025 plans.

Taking particularly into account the seniority of Mr. Daniel Julien within the Group of which he is the founder (nearly 50 years), his contribution to the Group and his total involvement to ensure a successful transition period until the end of the year, the Board of Directors, upon recommendations of the Remuneration and Governance Committee, decided, in compliance with the remuneration policy and the recommendations of the AFEP-MEDEF code, to allow Mr. Daniel Julien to keep the benefit of a part of his performance shares on a *pro rata* basis to the period of time where he will have satisfied the presence condition over the 3 years' vesting period for each plan concerned.

Under the 2023 plan and considering the levels of achievement of the performance criteria noted by the Board of Directors, 72.5% of the number of shares initially granted will be definitively acquired in July 2026.

Under the 2024 and 2025 plans, the total maximum number of performance shares that could be definitively acquired is reduced to 64,072. Those shares will not be acquired in advance, the applicable vesting period remains unchanged, and their acquisition remains subject to the satisfaction of the performance criteria set out by each of the plans concerned.

Other remuneration elements

It is reminded that Mr. Daniel Julien is bound, since 2006, to the Company and its subsidiary TGI by a non-compete undertaking of a 2-year term starting from the termination of all his executive functions within them. This undertaking will thus be effective starting from December 31, 2026 at the end of the transition period.

It is compensated by a non-compete indemnity representing the equivalent of 2 years of (fixed and variable) remuneration in respect of the year prior to the one of departure. This indemnity will thus represent a total gross amount of US\$7,350,000. This amount will be paid to him by TGI according to the modalities provided for by the non-compete undertaking.

Finally, for the sake of transparency, it is specified that due to the continuation of executive functions within TGI until the end of the year, Mr. Daniel Julien will receive a (fixed and variable) remuneration set on the same basis as that of his current remuneration. This remuneration will be paid by TGI *pro rata temporis* starting from March 16, 2026, thus ensuring a strict continuity of his current treatment throughout all the duration of his effective involvement in the transition phase. At the end of his executive functions and except waiver by the Company and TGI, Mr. Daniel Julien is committed to remaining available to the Group for a period of 9 months in order to complete his assistance with the management's transition. This availability period will be compensated on the basis of his annual (fixed and variable) remuneration of the year preceding his departure, *pro rata temporis*.

TERMINATION OF THE TERM OF OFFICE AS DEPUTY CHIEF EXECUTIVE OFFICER OF Mr. THOMAS MACKENBROCK

On February 26, 2026, the Board of Directors, upon recommendations of the Remuneration and Governance Committee, also applied and renewed for 2026 the remuneration policy approved by the shareholders' meeting of May 21, 2025 to set the financial conditions of the termination of the term of office as Deputy Chief Executive Officer of Mr. Thomas Mackenbrock, which are specified below.

Mr. Thomas Mackenbrock having also announced to resign from his functions of managing director of TP Digital Services Holding GmbH (formerly known as Majorel Holding Deutschland GmbH), German Group subsidiary, the Board of Directors took also note of the financial conditions of the termination of those functions. The financial conditions are also indicated below for the sake of transparency.

Finally, it should be noted that Mr. Thomas Mackenbrock does not receive any remuneration in respect of other terms of office held within the TP Group; Therefore, their termination will not give rise to any remuneration.

2026 annual fixed remuneration

The annual fixed remuneration of Mr. Thomas Mackenbrock for 2026 in respect of his term of office as Deputy Chief Executive Officer is unchanged.

The remuneration which will be paid to him in this respect will be reduced *pro rata temporis* until March 15, 2026 inclusive, last day of his term of office as Deputy Chief Executive Officer. It thus amounts to a total gross amount of €88,750

2025 and 2026 annual variable remuneration

2025 financial year

The annual variable remuneration of Mr. Thomas Mackenbrock for the past year in respect of his term of office as Deputy Chief Executive Officer is due to him. It is set by the Board, by applying the principles and criteria detailed in the remuneration policy approved by the shareholders' meeting of May 21, 2025, at a global amount of €282,800.

The global achievement rate of the performance criteria conditioning this variable remuneration, as set by the Board of Directors of February 26, 2026, is indeed at 40%. The levels of achievement of each of the financial and extra financial performance criteria will be exhaustively described in the corporate governance report included in the 2025 Universal Registration Document, which will soon be published.

In accordance with the provisions of Article L. 22-10-34 II of the French Commercial Code, the payment of this remuneration remains conditioned to a vote of approval by the upcoming shareholders' meeting scheduled for May 21, 2026.

2026 financial year

The annual variable remuneration of Mr. Thomas Mackenbrock for 2026 in respect of his term of office as Deputy Chief Executive Officer is unchanged and remains set at the maximum amount of €707,000.

The financial and extra financial performance criteria conditioning this remuneration are identical to those set for the annual variable remuneration of the new Chief Executive Officer and will be exhaustively described in the corporate governance report included in the 2025 Universal Registration Document, which will soon be published.

The achievement rate for each of those criteria will be assessed by the Board of Directors in 2027 at the occasion of the approval of the 2026 financial statements. It will be applied to the amount thus determined a *pro rata temporis* until March 15, 2026 inclusive, last day of the term of office as Deputy Chief Executive Officer of Mr. Thomas Mackenbrock.

In accordance with the provisions of Article L. 22-10-34 II of the French Commercial Code, the payment of this *pro rata temporis* amount will be conditioned to a vote of approval by the shareholders' meeting which will be called in 2027 to approve the 2026 financial statements.

Ongoing performance shares plans

A total maximum number of 38,819 performance shares, currently under vesting period, were granted by the Board of Directors of the Company to Mr. Thomas Mackenbrock under the 2024 and 2025 plans.

Taking into account his contribution to the Group, the Board of Directors, upon recommendations of the Remuneration and Governance Committee, decided, in compliance with the remuneration policy and the recommendations of the AFEP-MEDEF code, to allow Mr. Thomas Mackenbrock to keep the benefit of a part of his performance shares on a pro rata basis to the period of time where he will have satisfied the presence condition over the 3 years' vesting period for each plan concerned. The total maximum number of performance shares that could be definitively acquired is reduced to 15,956. Those shares will not be acquired in advance, the applicable vesting period remains unchanged, and their acquisition remains subject to the satisfaction of the performance criteria set out by each of the plans concerned.

Other remuneration elements in respect of the term of office as Deputy Chief Executive Officer

It is reminded that Mr. Thomas Mackenbrock is bound to the Company by a non-compete undertaking of a 1-year term starting from the termination of all his executive functions within the Group. This undertaking will be implemented as from August 31, 2026.

It is compensated by a non-compete indemnity equal to the annual, fixed and variable, remuneration in respect of the year prior to the one of departure. This indemnity will thus represent a total gross amount of €2,100,000.

Financial conditions of the termination of the functions of managing director of TP Digital Services Holding GmbH

For information purposes only, the financial conditions of the termination of the functions of managing director taken by Mr. Thomas Mackenbrock within TP Digital Services Holding GmbH, as noted by the Board of Directors, are summarized below:

- *2025 variable remuneration*: the 2025 variable remuneration is due to Mr. Thomas Mackenbrock; considering the partial achievement of the related targets (40%), it amounts to a gross amount of €317,200.
- *2026 annual fixed and variable remuneration*: this remuneration is also renewed and reduced *pro rata temporis* until the date of effective termination of the functions of managing director of Mr. Thomas Mackenbrock (3-months period notice included), i.e. until August 31, 2026 (it being specified that the variable remuneration was calculated *pro rata temporis* on the basis of the variable remuneration effectively acquired for 2025, i.e. 40% of its maximum). It thus amounts, for this period, to a gross amount of €716,000 and €211,467 respectively.

It is reminded that Mr. Thomas Mackenbrock does not benefit from any other remuneration element in respect of his functions as managing director of TP Digital Services Holding GmbH.

TERMINATION OF THE TERM OF OFFICE AS DEPUTY CHIEF EXECUTIVE OFFICER IN CHARGE OF FINANCE OF Mr. OLIVIER RIGAUDY

On February 26, 2026, the Board of Directors, upon recommendations of the Remuneration and Governance Committee, also applied and renewed for 2026 the remuneration policy approved by the shareholders' meeting of May 21, 2025 to set the financial conditions of the termination of the term of office as Deputy Chief Executive Officer in charge of finance of Mr. Olivier Rigaudy, which are specified below.

It is specified that Mr. Olivier Rigaudy does not receive any remuneration in respect of other terms of office held within the TP Group; Therefore, their termination will not give rise to any remuneration.

Finally, it should be noted that Mr. Olivier Rigaudy is bound to the Company by an employment contract, which remains unchanged in order to ensure a transition period and the implementation of the succession plan. Mr. Olivier Rigaudy has, however, announced his intention to retire by the end of 2026.

2026 annual fixed remuneration

The annual fixed remuneration of Mr. Olivier Rigaudy for 2026 in respect of his term of office as Deputy Chief Executive Officer in charge of finance is unchanged.

The remuneration which will be paid to him in this respect will be reduced *pro rata temporis* until March 15, 2026 inclusive, last day of his term of office as Deputy Chief Executive Officer in charge of finance. It thus amounts to a total gross amount of €29,167.

2025 and 2026 annual variable remuneration

2025 financial year

The annual variable remuneration of Mr. Olivier Rigaudy for the past year in respect of his term of office as Deputy Chief Executive Officer in charge of finance is due to him. It is set by the Board, by applying the principles and criteria detailed in the remuneration policy approved by the shareholders' meeting of May 21, 2025, at a global amount of €176,000.

The global achievement rate of the performance criteria conditioning this variable remuneration, as set by the Board of Directors of February 26, 2026, is indeed at 40%. The levels of achievement of each of the financial and extra financial performance criteria will be exhaustively described in the corporate governance report included in the 2025

Universal Registration Document, which will soon be published.

In accordance with the provisions of Article L. 22-10-34 II of the French Commercial Code, the payment of this remuneration remains conditioned to a vote of approval by the upcoming shareholders' meeting scheduled for May 21, 2026.

2026 financial year

The annual variable remuneration of Mr. Olivier Rigaudy for 2026 in respect of his term of office as Deputy Chief Executive Officer in charge of finance is unchanged and remains set at the maximum amount of €440,000.

The financial and extra financial performance criteria conditioning this remuneration are identical to those set for the annual variable remuneration of the new Chief Executive Officer and will be exhaustively described in the corporate governance report included in the 2025 Universal Registration Document, which will soon be published.

The achievement rate for each of those criteria will be assessed by the Board of Directors in 2027 at the occasion of the approval of the 2026 financial statements. It will be applied to the amount thus determined a *pro rata temporis* until March 15, 2026 inclusive, last day of the term of office as Deputy Chief Executive Officer in charge of finance of Mr. Olivier Rigaudy.

In accordance with the provisions of Article L. 22-10-34 II of the French Commercial Code, the payment of this *pro rata temporis* amount will be conditioned to a vote of approval by the shareholders' meeting which will be called in 2027 to approve the 2026 financial statements.

Ongoing performance shares plans

A total maximum number of 70,000 performance shares, currently under vesting period, were granted by the Board of Directors of the Company to Mr. Olivier Rigaudy under the 2023, 2024 and 2025 plans.

Taking into account of Mr. Rigaudy's announcement of his intention to retire by the end of 2026, the Board of Directors, upon recommendations of the Remuneration and Governance Committee, has already decided, in compliance with the remuneration policy and the recommendations of the AFEP-MEDEF code and considering Mr. Olivier Rigaudy's seniority and his contribution to the Group, to allow him to keep the benefit of a part of his performance shares on a pro rata basis to the period of time where he will have satisfied the presence condition over the 3 years' vesting period for each plan concerned.

Under the 2023 plan and considering the levels of achievement of the performance criteria noted by the Board of Directors, 72.5% of the number of shares initially granted will be definitively acquired in July 2026.

Under the 2024 and 2025 plans, the total maximum number of performance shares that could be definitively acquired is reduced to 30,754. Those shares will not be acquired in advance, the applicable vesting period remains unchanged, and their acquisition remains subject to the satisfaction of the performance criteria set out by each of the plans concerned.

Other remuneration elements in respect of the term of office as Deputy Chief Executive Officer in charge of finance

It is reminded that Mr. Olivier Rigaudy is bound to the Company by a non-compete undertaking of a 1-year term starting from the termination of all his executive functions within the Group.

It is compensated by a non-compete indemnity equal to the total annual (fixed and variable) remuneration in respect of the year prior to the one of departure.

This indemnity is therefore not due at this time, as payment will be made upon the effective departure date of Mr. Olivier Rigaudy.

REMUNERATION OF Mr. JORGE AMAR, CHIEF EXECUTIVE OFFICER AS FROM MARCH 16, 2026

At its meeting held on February 26, 2026, Teleperformance SE's Board of Directors appointed Mr. Jorge Amar as Chief Executive Officer, effective March 16, 2026, in replacement of Mr. Daniel Julien.

Upon recommendations of its Remuneration and Governance Committee, it set the remuneration policy applicable to the latter in respect of his term of office as Chief Executive Officer and, correlatively, the remuneration elements of his term of office for the period starting from March 16, 2026.

The remuneration policy thus set, renews for 2026, almost identically, the remuneration policy applicable to the Chief Executive Officer for the previous year, as approved by the shareholders' meeting of May 21, 2025. It will be submitted to the approval of the upcoming shareholders' meeting scheduled for May 21, 2026. It will be exhaustively described in the corporate governance report included in the 2025 Universal Registration Document which will soon be published.

The remuneration elements granted to Mr. Jorge Amar in respect of his term of office as Chief Executive Officer starting from March 16, 2026, under this policy, can be summarized as follows:

- *Annual fixed remuneration*: US\$2,625,000, i.e. a global gross amount on a pro rata basis for 2026 of US\$2,078,125.
- *Annual variable remuneration*: US\$2,625,000, subject to the achievement of financial and extra financial performance criteria (which will be exhaustively described in the 2025 Universal Registration Document) and the amount of which will be prorated for the 2026 financial year.

The achievement rate for each of the financial and extra financial criteria and the amount of the 2026 variable remuneration (*pro rata temporis* starting from March 16, 2026) will be set by the Board of Directors in 2027 at the occasion of the approval of the 2026 financial statements.

In accordance with the provisions of Article L. 22-10-34 II of the French Commercial Code, the payment of the variable remuneration amount thus set will be conditioned to a vote of approval by the shareholders' meeting which will be called in 2027 to approve the 2026 financial statements

- *Long-term share-based remuneration*: a maximum of 50,000 performance shares could be granted to him, subject to performance criteria in accordance with the Group's policy on the matter.
- *Other remuneration elements*: Mr. Jorge Amar will be bound by a non-compete undertaking of a 2-year term starting as at his departure from the Group in exchange of which he is entitled to a compensation equal to 2-years of annual fixed and variable remuneration within the Group, unless the Board of Directors would decide, at the occasion of the departure of the concerned person, to waive, in total or in part, this undertaking (the indemnity will be reduced *pro rata temporis* in case of partial waiver). The principle or the modalities of this payment, in case of implementation of the non-compete undertaking when the time comes, is conditioned to a positive vote by the shareholders' meeting called in 2027 to approve the 2026 financial statements.

As Mr. Jorge Amar does not receive any other remuneration element (termination payment, pension indemnity, notice period, etc.), his non-compete undertaking is in strict compliance with the recommendations of the AFEP-MEDEF code.

- *Benefits in kind*: use of a company car, healthcare insurance plan and the matching contribution under the non-qualified deferred compensation plan).

Mr. Jorge Amar being a US resident, the amounts to be due in respect of his term of office as Chief Executive Officer will be paid to him by TGI of which he will also be an officer effective March 16, 2026, the Group bearing the social security contributions and expenses in this country in accordance with applicable local regulations

The present release is set up and made available on TP's website (www.tp.com) in accordance with the applicable remuneration policy defined and approved in accordance with the applicable legal and regulatory provisions and the provisions of the AFEP-MEDEF corporate governance code.

About TP Group

TP is a global leader in digital business services that consistently seeks to blend the best of advanced technology with human empathy to deliver enhanced customer care that is simpler, faster, and safer for the world's biggest brands and their customers. The Group's comprehensive, AI-powered service portfolio ranges from front office customer care to back-office functions, including operations consulting and high-value digital transformation services. It also offers a range of Specialized Services such as collections, interpreting and localization, visa and consular services, and recruitment process outsourcing services. The teams of multilingual, inspired, and passionate experts and advisors, spread in close to 100 countries, as well as the Group's local presence allow it to be a force of good in supporting communities, clients, and the environment.

For more information: www.tp.com