

Information relating to the remuneration of EUROAPI's corporate officers in accordance with the AFEP-MEDEF Corporate Governance Code for Listed Companies

Meeting on 3 March 2026, the Board of Directors of EUROAPI, upon the recommendations of the Nominations and Compensation Committee and in accordance with the policy on the remuneration of corporate officers approved on 21 May 2025, adopted the following decisions regarding the remuneration of the Company's corporate officers

2025 Remunerations

Remuneration of Directors

Of the amount of €450,000 allocated by the Annual General Meeting of 21 May 2025, a total of €396,784 was paid to the directors in 2025 and allocated as follows among the independent members of the Board of Directors.

<i>In €</i>	Gross amount due for 2025	Gross amount paid in 2025
Non executive corporate officers		
Elizabeth Bastoni		
Remuneration (including fixed and variable remuneration)	95,000	102,609
Other remuneration	12,000	16,000
Cécile Dussart		
Remuneration (including fixed and variable remuneration)	75,000	75,000
Other remuneration		
Claire Giraut		
Remuneration (including fixed and variable remuneration)	32,926	54,176
Other remuneration		
Mattias Perjos		
Remuneration (including fixed and variable remuneration)	76,099	73,559
Other remuneration		
Rodolfo Savitzky		
Remuneration (including fixed and variable remuneration)	79,190	75,440
Other remuneration		

Remuneration of the Chair of the Board

For the year ending December 31, 2025, Mr Emmanuel Blin, Chair of the Board of Directors, received a fixed remuneration of € 270 000.

	Amounts due for 2025	Amounts paid in 2025
Fixed remuneration	270,000	270,000
Variable remuneration	0	0
Exceptional remuneration	0	0
Benefits in kind	0	0
Total	270,000	270,000

Remuneration of the Chief Executive Officer

The following table show a breakdown of the various components of David Seignolle's compensation as Chief Executive Officer for the year ending December 31, 2025.

	Amounts due for 2025	Amounts paid in 2025
Fixed remuneration	485,000	485,000
Variable remuneration	397,700	
Exceptional remuneration		
Defined contribution plan (pension) ¹	72,744	72,744
Benefits in kind ²	15,600	15,600
Total	971,044	573,344

Variable annual remuneration:

Criteria	Weighting	Achievement
Free Cash Flow (before financing) in amount	25%	150%
Core EBITDA margin (in %)	25%	60%
ESG	10%	100%
Continue and accelerate the delivery of FOCUS-27	25%	100%
Ensure people driven transformation	15%	100%
TOTAL	100%	102.5%

Based on a strict application of the achievement levels of the objectives for the 2025 financial year, the achievement rate of the 2025 financial targets was 60% for the Core EBITDA margin and 150% for Free Cash Flow. The objectives related to the plan "Continue and accelerate the delivery of the FOCUS-27 plan" were achieved, as were the "Ensure people driven transformation" objectives, notably including the renewal of part of the Executive Committee. The ESG objectives were achieved with the obtaining of SBTi certification and the completion of the required number of management safety visits.

¹ David Seignolle is eligible for an "Article 82" (French General Tax Code) supplemental pension plan. Under this plan, he benefited for financial year 2025 from a contribution corresponding to 15% of the reference remuneration (monthly fixed and variable remuneration), of which 50% was paid as a gross insurance premium to an "Article 82" life insurance account and 50% in the form of a cash indemnity classified as salary).

² Benefits in kind correspond to a company

2026 Remuneration policy

Board Members Remuneration policy:

For 2026, upon the recommendation of the Nominations and Compensation Committee, the Board of Directors decided to maintain the total budget for directors' remuneration at €450,000.

The remuneration policy is as follows:

Each director receives a fixed annual fee of €60,000, subject to attendance exceeding 80%. Directors serving on a committee of the Board of Directors additionally receive:

- Audit Committee:
 - Chair: an additional fixed annual fee of €25,000,
 - Other members: an additional fixed annual fee of €10,000.
- Nominations and Compensation Committee:
 - Chair: an additional fixed annual fee of €25,000,
 - Other members: an additional fixed annual fee of €10,000.
- ESG Committee:
 - Chair: an additional fixed annual fee of €15,000,
 - Other members: an additional fixed annual fee of €10,000.

In addition to the remuneration policy described above, directors traveling from a non-European country to attend meetings of the Board of Directors will receive an additional remuneration of €4,000 per trip.

Remuneration Policy for the Chair of the Board

The remuneration policy for the Chair of the Board has a single fixed component without any variable compensation. The Chair of the Board does not receive additional compensation for being member of the Board of Directors.

The Board of Directors decided, on the recommendation of the Nominations and Compensation Committee that the fixed annual compensation of Emmanuel Blin as the Chair of the Board of Directors for 2026 will remain at 270,000 euros.

Remuneration Policy the Chief Executive Officer

At its meeting on 16 March 2026, the Board of Directors decided, upon the recommendation of the Nominations and Remuneration Committee, to maintain the Chief Executive Officer's fixed annual remuneration, David Seignolle, at €485,000.

Annual variable remuneration

At its meeting of March 16, 2026, the Board of Directors set the objectives of the Chief Executive Corporate Officers variable compensation for 2026. The target rate of annual variable compensation is defined as 80% of the annual fixed compensation. The variable compensation may vary based on the achievement of objectives set by the Board of Directors, from 0% to 150% of his annual fixed compensation. The actual payment will be determined based on the fulfillment of the following objectives:

Criteria	Weighting
Free cash Flow in amount	25%
Core EBITDA margin (in %)	25%
ESG target	10%
Implement a commercial turnaround plan within the changing pharma ecosystem	15%
Optimize the organization to deliver Euroapi's strategic plan	10%
Build the strategy and initiate execution for long term financial sustainability of the company	15%

The Board also approved the introduction of a sales performance booster for 2026. In the event that full-year 2026 sales equal or exceed a predefined amount above budget, a 25% multiplier will be applied to the Chief Executive Officer's total STI payout.

In the event of a significant change in the Group's structure, the Board of Directors may decide to adapt these criteria accordingly. The financial targets have been set in line with the Group's strategy and based on the budget approved by the Board of Directors on 3 March 2026.

Payment of the Chief Executive Officer's 2026 annual variable remuneration will be subject to approval by the Annual General Meeting of shareholders in 2027.

For more information, see EUROAPI's 2025 Universal Registration Document on the Company's website.

About EUROAPI

EUROAPI is focused on reinventing active pharmaceutical ingredients to sustainably meet customers' and patients' needs around the world. We are a leading player with approximately 200 products in our portfolio, offering a large span of technologies while also developing innovative molecules through our Contract Development and Manufacturing Organization (CDMO) activities.

With strong R&D capabilities and five manufacturing sites located in Europe, EUROAPI provides its clients with high-quality API solutions in more than 80 countries. Our 3000+ people are committed to building together the future of public health by advancing and securing access to essential active ingredients, at the core of the healthcare value chain. EUROAPI is listed on Euronext Paris: EAPI. Find out more at www.euroapi.com and follow us on [LinkedIn](#).

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Forward-Looking Statements

Certain information contained in this press release is forward looking and not historical data. These forward-looking statements are based on opinions, projections and current assumptions including, but not limited to, assumptions concerning the Group's current and future strategy, financial and non-financial future results and the environment in which the Group operates, as well as events, operations, future services or product development and potential. Forward-looking statements are generally identified by the words "expects", "anticipates", "believes", "intends", "estimates", "plans" and similar expressions. Forward looking statements and information do not constitute guarantees of future performances, and are subject to known or unknown risks, uncertainties and other factors, a large number of which are difficult to predict and generally outside the control of the Group, which could cause actual results, performances or achievements, or the results of the sector or other events, to differ materially from those described or suggested by these forward-looking statements. These risks and uncertainties include those that are indicated and detailed in Chapter 3 "Risk factors" of the Universal Registration Document filed with the French Financial Markets Authority (Autorité des marchés financiers, AMF) on March 27, 2026. These forward-looking statements are given only as of the date of this press release and the Group expressly declines any obligation or commitment to publish updates or corrections of the forward-looking statements included in this press release in order to reflect any change affecting the forecasts or events, conditions or circumstances on which these forward-looking statements are based.