



CHARTER OF THE COMPENSATION AND HUMAN CAPITAL MANAGEMENT COMMITTEE

(AS OF DECEMBER 17, 2025)

Purpose and Policy

The purpose of the Compensation and Human Capital Management Committee (the “**Committee**”) of the Board of Directors (the “**Board**”) of Teads Holding Co. (the “**Company**”) shall be to act on behalf of the Board in fulfilling the Board’s responsibilities to oversee the Company’s compensation policies, plans and programs, and to review and determine the compensation to be paid to the Company’s Chief Executive Officer, other executive officers and senior management, and directors, as appropriate.

For purposes of this Charter, the term “compensation” shall include salary, long-term incentives, bonuses, perquisites, equity incentives, severance arrangements, retirement benefits and other related benefits and benefit plans.

The policy of the Committee shall be as follows:

a. *Compensation Structure.* The Committee shall seek to maintain an overall compensation structure designed to attract, retain and motivate management and other employees by providing appropriate levels of risk and reward, assessed on a relative basis at all levels within the Company and in proportion to individual contribution and performance as benchmarked against the compensation structure of similarly situated companies in the same industry segment and of similar size as the Company; and

b. *Long-Term Focus.* The Committee shall seek to establish appropriate incentives for management to further the Company’s long-term strategic plan to deliver sustained stockholder value over time.

This Committee Charter (this “**Charter**”) sets out the authority for the Committee to carry out the responsibilities established for it by the Board as articulated in this Charter.

Composition

The Committee shall consist of at least three (3) members of the Board. All members of the Committee shall satisfy the independence requirements of the Nasdaq Stock Market (“**Nasdaq**”) as applicable to Committee members, as in effect from time to time, and when and as required by Nasdaq. Additionally, at least two (2) of the members of the Committee shall satisfy the “non-employee director” standard within the meaning of Section 16b-3 of the Securities Exchange Act of 1934, as amended (the “**Exchange Act**”). The members of the Committee shall be appointed by and serve at the discretion of the

Board. Vacancies occurring on the Committee shall be filled by the Board as set forth in the Corporate Governance Guidelines. The Chair of the Committee shall be designated by the Board, provided that if it does not do so, the Committee members shall elect the Chair of the Committee by vote of a majority of the full Committee.

Meetings and Minutes

The Committee shall hold at least two (2) regular meetings per year and additional meetings as its members deem necessary or appropriate. The Chair of the Committee, in consultation with senior management, should develop the Committee's agenda. Each member of the Committee is free to suggest the inclusion of items on the agenda and to raise at any meeting subjects that are not on the agenda.

Minutes of each meeting of the Committee and resolutions relating to any action(s) taken by the Committee by unanimous written consent shall be made available to each director of the Company and the Secretary of the Company promptly after each such meeting or action, as the case may be. The Committee shall report to the Board from time to time and when requested by the Board.

The Committee may invite such members of management to its meetings as it may deem desirable or appropriate, consistent with the maintenance of the confidentiality of compensation discussions. The Company's Chief Executive Officer, and other executive officers and senior management, should not attend any meetings where his or her performance or compensation is discussed, unless specifically invited by the Committee.

A quorum for the Committee shall be a majority of its members.

Authority

The Committee shall have full access to all books, records, facilities and personnel of the Company as deemed necessary or appropriate by any member of the Committee to discharge his or her responsibilities hereunder. The Committee shall have the authority to obtain, at the expense of the Company, advice and assistance from internal or external legal, accounting or other advisors and consultants, including those with special expertise in compensation matters within the Company's industry. In addition, the Committee shall have sole authority to retain and terminate any compensation consultant to assist in the evaluation of director, Chief Executive Officer or other executive officer or senior management compensation, as appropriate, including sole authority to approve such consultant's reasonable fees and other retention terms, all at the Company's expense. The Committee shall be directly responsible for the appointment, compensation and oversight of the work of any compensation consultant, legal counsel and other advisors retained by the Committee. The Company must provide for appropriate funding, as determined by the Committee, for payment of reasonable compensation to any compensation consultant, legal counsel or any other advisor retained by the Committee. Prior to selecting or receiving advice from a compensation consultant, legal counsel (other than in-house legal counsel) or other compensation advisors to the Committee, the Committee shall consider, in addition to any other factors the Committee deems relevant, the factors set forth in Rule 10C-1(b)(4) of the Exchange Act, as well any other factors prescribed by applicable Nasdaq listing rules then in effect.

Other reasonable expenditures for external resources that the Committee deems necessary or appropriate in the performance of its duties are permitted, provided that any such expenditures that are

expected to be significant and outside the ordinary course of the Committee's practices shall be recommended by the Committee for the approval of the Board. The Committee may form and delegate authority to subcommittees as appropriate and as permitted by applicable law, including, but not limited to, a subcommittee composed of one or more members of the Board to grant stock awards under the Company's equity incentive plans to persons who are not then subject to Section 16 of the Exchange Act. The operation of the Committee shall be subject to the amended and restated bylaws of the Company and Section 141 of the Delaware General Corporation Law, each as may be in effect from time to time. The approval of this Charter shall be construed as a delegation of authority to the Committee with respect to the responsibilities set forth herein.

Responsibilities

To implement the Committee's purpose and policy, the Committee shall be charged with the following duties and responsibilities, with the understanding, however, that the Committee may supplement and, except as otherwise required by applicable law or the requirements of Nasdaq, deviate from these activities as appropriate under the circumstances:

1. *Overall Compensation Strategy.* The Committee shall review, modify (as needed) and approve the overall compensation strategy and policies for the Company, including but not limited to:
 - a. reviewing and approving corporate performance goals and objectives, which shall support and reinforce the Company's long-term strategic goals, relevant to the compensation of the Company's executive officers, senior management and employees, as appropriate;
 - b. evaluating compensation plans and programs advisable for the Company as benchmarked against similarly situated companies in the same industry segment and of similar size as the Company, as well as any necessary or advisable modification or termination of existing plans and programs, and making recommendations to the Board, as appropriate;
 - c. establishing policies with respect to equity compensation arrangements, with the objective of appropriately balancing the perceived value of equity compensation and the dilutive costs of that compensation to the Company;
 - d. reviewing regional and industry-wide compensation practices and trends to assess the propriety, adequacy and competitiveness of the Company's compensation programs among comparable companies in the Company's industry;
 - e. reviewing and approving the terms of any employment agreements, severance arrangements, change-of-control protections and any other compensatory arrangements for the Company's executive officers and other senior management, as appropriate; and
 - f. evaluating the efficacy of the Company's compensation policy and strategy in achieving expected benefits to the Company and otherwise furthering the Committee's policy.

2. *Compensation of Chief Executive Officer.* The Committee shall determine and approve (or, if it deems appropriate, recommend to the full Board for determination and approval) the compensation and other terms of employment of the Company's Chief Executive Officer and shall evaluate the Chief Executive Officer's performance in light of relevant corporate performance goals and objectives, taking into account, among other things, any evaluations submitted by the Board, as well as the policy of the Committee and the Chief Executive Officer's performance in:

- a. fostering a corporate culture that promotes the highest levels of integrity, compliance and ethical standards;
- b. developing and executing the Company's long-term strategic plan and conducting the business of the Company in a manner appropriate to enhance long-term stockholder value;
- c. achieving any other corporate performance goals and objectives deemed relevant to the Chief Executive Officer, as established by the Committee or the Board; and
- d. achieving the Chief Executive Officer's individual performance goals and objectives.

In determining the long-term incentive component of the Chief Executive Officer's compensation, the Committee should seek to achieve an appropriate level of risk and reward, taking into consideration the Company's performance and relative stockholder return on equity, the potential benefits and costs to the Company of the award(s), the value of similar incentive awards given to chief executive officers of comparable companies, the awards given to the Chief Executive Officer in past years, and such other criteria as the Committee deems advisable. The Chief Executive Officer may not be present during voting or deliberations regarding his or her compensation or performance review.

3. *Compensation of Other Officers.* The Committee shall review and approve the corporate performance goals and objectives of the Company's other executive officers (as that term is defined in Section 16 of the Exchange Act and Rule 16a-1(f) thereunder) and other senior management and employees, as appropriate, that are periodically established, considering any evaluations submitted by the Chief Executive Officer. The Committee shall, in its sole discretion, determine and approve the compensation and other terms of employment of each such individual, taking into consideration his or her success in achieving his or her individual performance goals and objectives and the corporate performance goals and objectives deemed relevant to the individual as established by the Committee, as well as in fostering a corporate culture that promotes the highest levels of integrity, compliance and ethical standards. The Chief Executive Officer may be present during Committee deliberations regarding compensation arrangements for such individuals.

4. *Compensation of Directors.* The Committee shall review and recommend to the Board for determination and approval the type and amount of compensation to be paid or awarded to Board members, including consulting, retainer, Board meeting, committee and committee chair fees and equity incentive awards, after due consideration of the responsibilities assumed and the director compensation of similarly situated companies in the same industry segment and of similar size as the Company.

5. *Administration of Benefit Plans.* The Committee shall recommend to the Board the adoption, amendment and/or termination of the Company's stock incentive plans, stock appreciation rights plans, pension and profit sharing plans, incentive plans, stock bonus plans, stock purchase plans, including bonus plans, deferred compensation plans and similar programs, and retirement plans, such as a 401(k) plan. The Committee shall have full power and authority to administer and initiate any or all of these plans, establish guidelines, interpret plan documents, select participants, approve grants and awards, and exercise such other power and authority as may be permitted or required under such plans.

6. *Succession Planning.* In consultation with the Company's Chief Executive Officer, the Committee will review, at an appropriate frequency, succession planning relating to the Company's Chief Executive Officer as well as other key members of Company senior management, including the executive officers. The Committee may, in its discretion, require the Chief Executive Officer to prepare and update regularly his or her recommendations of the individuals to succeed him or her, as well as other members of senior management.

7. *Compensation Discussion and Analysis and Committee Report.* The Committee will review and discuss with management any "Compensation Discussion and Analysis" and will approve the related report of the Committee required to be included in any filing with the Securities and Exchange Commission.

8. *Clawback Policy.* Following initial adoption by the Board, the Committee shall administer, periodically review, and amend or terminate, as applicable, the Company's Compensation Recovery Policy and any other Company policy that provides for the recoupment of compensation.

9. *Human Rights Policy.* Following initial adoption by the Board, the Committee shall have oversight responsibility with respect to the Company's Human Rights Policy and shall periodically review, and amend or terminate, as necessary or appropriate, such policy in its discretion.

10. *Performance and Charter Review.* The Committee shall review this Charter periodically and recommend any changes to the Board. The Committee shall conduct an annual evaluation of its performance in carrying out its responsibilities hereunder.

Disclosure of Charter

This Charter shall be made available on the Company's website and to any stockholder who otherwise requests a copy.