remuneration report

For the evaluation of the remuneration of the Management Board in 2025, the Supervisory Board takes into account the short-term company performance for 2025 and the long-term Aalberts non-financial objectives and financial objectives 2025-2030.

highlights 2025

Aalberts delivers resilient performance in challenging markets

revenue
(in EUR million)

3,091



EBITA
(in EUR million before exceptionals)

410



net profit before amortisation
(in EUR million before exceptionals)

284



earnings per share before amortisation
(in EUR before exceptionals)

2.61



free cash flow (before interest and tax)
(in EUR million before exceptionals)

361



return on capital employed
(in % before exceptionals)

12.7



all figures before exceptionals

explanation of alternative performance measures in this report ↗

For further details of Aalberts' performance, reference is made to the report of the Management Board.

The Supervisory Board recognises the difficult business environment Aalberts was operating in in 2025. In that environment, the Management Board has delivered solid short-term results, while also supporting sustainable long-term value creation for Aalberts' stakeholders. Overall, Aalberts is well positioned to execute its strategy and to drive long-term sustainable profitable growth.

voting results at the General Meeting

During the Annual General Meeting on 10 April 2025 the advisory vote on the remuneration report 2024 was adopted with a majority vote of 98.5%.

The company entered into an open dialogue with its stakeholders on the contents of the remuneration report in 2024. The NSR believes that a sound balance has been found between the request for transparency by shareholders and the disclosure of commercially sensitive information. Based on the comments received and in line with our commitment to enhance transparency, as from the 2025 Remuneration report onwards, both ex-ante and ex-post disclosures regarding the variable remuneration of the Management Board will be provided.

remuneration policy of the Management Board

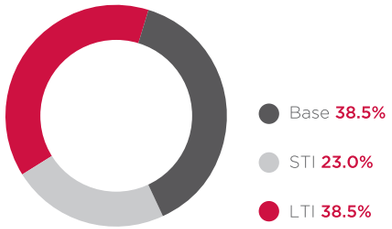
The remuneration policy, approved by the Annual General Meeting in 2025, encourages the Management Board to relentlessly execute the Aalberts strategy and objectives being entrepreneurial, taking ownership, going for excellence in everything they do, sharing knowledge to learn fast, continuously improving and innovating and acting with integrity. Taking this into account, the remuneration structure for the Management Board aims to balance the company's short-term results and its long-term objectives. The objective of the remuneration policy is to recruit, motivate and retain qualified and experienced directors with right experience for the Management Board. Meanwhile, the public context around remuneration is acknowledged and the interests of all Aalberts' stakeholders, including the support in society at large, are recognised.

The total remuneration level consists of base salary, a short-term incentive (one year), a long-term incentive (three years) and pension plan. The levels of these elements are based on a reference group of 16 companies and take into account the international guidelines as set by leading shareholder advisors. Included are eight European companies that are active in the same or comparable industries as Aalberts. In addition, eight Dutch general industry companies are included that operate within the same governance system and societal context. At least every four years, a reference check is performed to independently benchmark the total compensation levels against the reference group.

The aim is to achieve a good balance between fixed and non-fixed remuneration and short-term and long-term variable remuneration.

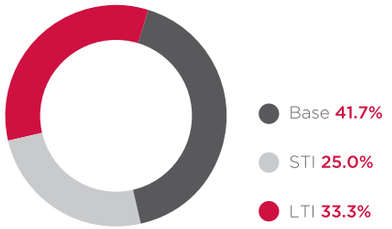
The base salary compared to the at-target percentages of the short-term and long-term incentives for the CEO and CFO yield the following overviews. The CEO's total variable pay represents 62% of the total direct compensation, while for the CFO this is 58%.

CEO
in %



Base **38.5%**
STI **23.0%**
LTI **38.5%**

CFO
in %



Base **41.7%**
STI **25.0%**
LTI **33.3%**

fixed and variable remuneration of the Management Board

The aggregate fixed and variable remuneration of the members of the Management Board for 2025 amounted to EUR 2.7 million (2024: EUR 3.4 million) in accordance with the remuneration policy. The remuneration of the individual Management Board members split out by component is reflected in the table on page 117.

application remuneration policy

In accordance with the Articles of Association, the remuneration of the Management Board members has been set by the Supervisory Board. The remuneration of the individual Management Board members is in accordance with the remuneration policy. Scenario analyses have been performed when determining the variable remuneration components. This included the assessment of remuneration outcomes under various performance scenarios whereby different performance assumptions and corporate actions were examined. The scenario outcomes have been taken into consideration in the target setting for the variable remuneration.

fixed remuneration

The fixed remuneration of the Management Board consists of a base salary, a pension plan and other benefits.

base salary

Members of the Management Board receive a base salary. In accordance with the remuneration policy, annual reviews are conducted to assess whether an adjustment to the base salary is warranted, taking into account developments in the market, practices of peer group companies and the results of Aalberts and the pay ratios within the Aalberts group. The actual base salary of the Management Board members is determined by the Supervisory Board taking into account the median of the total direct compensation of the reference group and is based on personal performance delivery. There are no automatic increases in the actual base salary levels. As per 1 January 2025, the annual base salary for Stéphane Simonetta (CEO) amounted to EUR 884,000. Frans den Houter joined Aalberts per 1 March 2025 and became CFO per 10 April 2025. His annual base salary per that date amounted to EUR 669,500.

pension plan

The Management Board members participate in a defined contribution pension plan. The pension plan for 2025 includes two contribution arrangements, dependent on annual pensionable salary levels:

- basic arrangements for that part of the annual pensionable salary up to EUR 137,800 (2025);
- a gross cash compensation subject to tax withholdings, for the part of the annual pensionable salary above EUR 137,800 (2025).

Management Board members pay one-third of the contribution for the basic arrangements.

other benefits

The Management Board members receive customary fringe benefits as part of their overall remuneration and benefits package. These fringe benefits include a net fixed expense allowance, insurance for disability, schooling and the use of a company car or a mobility allowance. The provision of fringe benefits aims to enhance the attractiveness of Aalberts' remuneration and benefits and aligns with industry standards and best practices.

non-fixed remuneration

The non-fixed remuneration consists of variable remuneration in the form of short-term incentives (STI) and variable remuneration in the form of long-term incentives (LTI) and is an important component of the remuneration package. The distribution between the STI and the LTI aims to achieve an optimal balance between short-term results and sustainable long-term value creation. The non-fixed remuneration for 2025 relates to the 5-year business plan of Aalberts as reflected in the non-financial and financial objectives under the strategy Aalberts 'thrive 2030'. The Aalberts 5-year business plan is based on the plans of the business teams, which are discussed and evaluated each year with the Management Board during the budget & strategy meetings. In 2025, sustainability targets were included in the LTI for the first time, marking a significant step in aligning executive remuneration with the company's long-term environmental and social objectives.

The Aalberts non-financial objectives and financial objectives for 2030 (the Aalberts strategic objectives) are the following:

Aalberts 2030 objectives

revenue (in EUR billion) >4.5	**EBITA margin** (% of revenue) >18
free cash flow conversion ratio (%) >65	**ROICE** (10-year period) >18
leverage ratio <2.5	

short-term incentives (STI)

The STI rewards short-term financial performance combined with additional individual non-financial performance objectives. The Supervisory Board sets the yearly financial and non-financial targets, based on the Aalberts strategy & objectives and the yearly updated Aalberts 5-year business plan, at the beginning of each financial year and these are evaluated in a personal conversation after the end of each financial year.

The at-target bonus percentage of the Management Board members is 60% of base salary. Depending on the level of achievement of the targets, the STI can range from a minimum of 0% up to a maximum of 150% of the at target STI percentage. In case of stretched performance achievement (130% of target), the payout equals 150% of the at-target STI percentage (equal to 90% of base salary). In case of threshold performance (achievement 80% of target), the payout equals 50% of the at-target STI percentage (equal to 30% of base salary). If the non-financial targets are achieved for 0% and all financial targets are achieved for a percentage under 80%, the STI will be 0, which endorses the pay for performance principle.

The targets are based on three financial objectives, EBITA%, free cash flow (FCF), total revenue and on non-financial objectives. The non-financial objectives may cover the steps to realise the Aalberts Strategic objectives, operational excellence (e.g. inventory-related and capex) and future leadership development, but are not specifically disclosed. Performance on those topics contributes to the realisation of sustainable entrepreneurship and to ensure an open, pragmatic culture as set out in the Aalberts Strategic Objectives and therefore contributes to the sustainable long-term value creation of Aalberts.

objectives STI 2025	weighting
EBITA%	30%
free cash flow	30%
revenue	20%
non-financial objectives	20%
total	**100%**

The Supervisory Board has established the extent to which the STI targets set for 2025 have been achieved by the members of the Management Board as set out above. The achievement of the non-financial objectives is based on personal defined targets, performance on Aalberts KPIs and visits of the NSR and the Supervisory Board to locations in 2025. During these visits, meetings and conversations took place with the business teams and head office functional teams on topics relating to the non-financial objectives for 2025. The non-financial objectives for 2025 have been achieved for 100% by the CEO and for 120% by the CFO.

The 2025 non-financial objectives for the CEO outline a corporate strategic agenda focused on growth, resilience, operational improvements and leadership development. The CFO non-financial objectives were focused on development of the finance leadership team, finance strategy and roadmap, improving key financial processes and risk management.

The overall achievement of the financial and non-financial objectives is 89.9% for the CEO and 93.9% for the CFO.

In accordance, the STI awarded over the financial year 2025 is 53.9% of the base salary for the CEO, plus the third instalment of the additional compensation of EUR 167k, making a total amount of 643k. For the CFO the STI awarded over the financial year 2025 is 56.3% of the base salary and amounts to EUR 274k. The STI payment is based on a pro rata calculation for the time the CFO (Frans den Houter) is Management Board member (as of 10 April 2025). For the former CFO the overall achievement is 53.9% and payout will be based on pro rata calculation (up to 10 April 2025).

objective STI 2025	weight	target	achievements	payout in cash CEO	payout in cash CFO[1]	payout in cash former CFO[2]
EBITA%	30%	15.6%	13.2%	97,859	53,809	17,821
free cash flow	30%	340	361	175,297	96,389	31,924
revenue	20%	3,194	3,091	97,594	53,663	17,773
non-financial objectives	20%	average of 3 out of 5	CEO: 3 CFO: 3.8 former CFO: 3	106,080	69,994	19,318
total weight	**100%**					
total payment				**476,830**	**273,855**	**86,836**

1. period as of 10 April 2025
2. period up to 10 April 2025

For the STI 2026 the same financial objectives will apply, with the same weighting. Detailed numerical targets will not be disclosed upfront, as these are share price and competition sensitive. The non-financial targets for 2026 of the Management Board are derived from the strategic goals. The 2026 non-financial objectives for the CEO outline a corporate strategic agenda focused on 'thrive 2030' strategic actions deployment: innovation, portfolio management, the Aalberts way, and sustainability commitment. For the CFO the 2026 non-financial objectives center on enhancing reporting, developing finance leadership and FP&A capabilities, strengthening controls, expanding scope to IR/ M&A and delivering ERP cybersecurity and process improvements.

Besides the STI, Stéphane Simonetta is entitled to an additional compensation of EUR 500k for loss of restricted stock units of Grundfos. This compensation is payable in three equal instalments of EUR 167k over a period of three years and conditional to his continued employment (additional compensation). The third and last instalment was paid in 2025. In reference to the hiring policy mentioned in the remuneration policy, a compensation for the loss of LTI awards from Royal BAM, has been offered to Frans den Houter. The compensation of EUR 400k, will be disbursed in two instalments over 2026 and 2027 conditional to his continued employment.

long-term incentives (LTI)

Under the long-term incentive plan (LTIP), shares will conditionally be granted to the Management Board members. The long-term performance criteria attached to the granting of the performance shares relate to the implementation of the Aalberts Strategic Objectives over a three-year period (the performance period). The Supervisory Board determines upfront how many shares will be conditionally awarded to the Management Board members. Vesting of these shares is conditional on the achievement of certain predetermined performance targets at the end of a three-year period. Each grant is scheduled to vest immediately after the first Annual General Meeting following the end of the applicable performance period of 3 years, and subject to the performance.

As of 2025, each year, members of the Management Board are entitled to a conditional grant of ordinary shares under this LTIP arrangement, with the value of the grant set at 100% of base salary for the CEO and at 80% for the CFO (as per the applicable remuneration policy).

Under the Performance Share Plan (PSP) 2023-2025, the vesting of the performance shares is subject to the achievement of the company's average growth of the Earnings per Share (EPS) and the Return on Capital Employed percentage (ROCE %) over the performance period, in accordance with the vesting schedule as included in the PSP. The vesting schedule reflects that the actual number of performance shares to be released after the performance period can be a number between 0% and 125% of the shares that have been conditionally awarded. If the average annual growth of EPS in the performance period equals 10% and the average ROCE % in the performance period equals 17%, then 100% of the performance shares will vest and will be released. The vesting of this plan will take place in 2026, so no actual vesting of a long-term incentive plan took place during 2025. Based on the average growth of the earnings per share before amortisation and exceptionals (EPS) over the three-year period (2023-2025) it is expected that 24.7% of the conditional shares will vest in May 2026.

For the long-term incentive plan 2025-2027 the Supervisory Board set four performance criteria, being EPS, ROCE and two Environmental, Social and Governance (ESG) related non-financials according to the updated remuneration policy. The ESG targets will derive from Aalberts' strategic ESG priorities as reflected in the Aalberts strategic objectives and align with published KPIs and targets. These may cover the full ESG spectrum and relate, for example, to the SDG impact, the net zero carbon roadmap, circular economy, health & safety, diversity and employee retention and attraction. For the 2025-2027 series, the sustainability performance criteria are set for reduction of scope 1 & 2 emissions and separately the scope 3 emissions. Per performance objective the threshold, at target and maximum are set. For the financial objectives a linear approach is taken. The payment is between 0% when achievement is below threshold and 100% at target and between 100% at target and 150% when maximum is achieved.

performance criteria LTI2025-2027	detail	weighting
EPS	average growth of shares over the performance period of the earnings per share before amortisation (incl. M&A)	50%
ROCE	average Return on Capital Employed percentage over the performance period (incl. M&A)	30%
ESG-Strategic 1	CO_2 intensity[1] – Scope 1&2	10%
ESG-Strategic 2	CO_2 intensity[1] – Scope 3	10%
total		**100%**

1. CO_2 intensity = tonnes CO_2 divided by total revenue in EUR million

The performance criteria and their weighting for LTIP2026-2028 are in alignment with the ones used for the series 2025-2027. The weightings indicate the relative importance of each metric in determining the final LTI outcomes. Detailed numerical targets will not be disclosed before vesting of the plan as these are share price and competition sensitive.

Ordinary shares awarded conditionally must be held for at least five years (three years vesting period plus two years holding period). Given this five-year period, the Management Board members are driven and motivated to contribute to the realisation of the Aalberts Strategic Objectives, creating sustainable long-term value creation for the stakeholders of Aalberts. Upon the release of the performance shares, personal tax and social contribution obligations arise for the Management Board members. The holding period of five years does not apply if the shares are sold to pay these tax and social contribution obligations.

Stéphane Simonetta (CEO) held a total number of 30,000 (2024: 10,000) ordinary shares in Aalberts at year-end. Frans den Houter (CFO) held a total of 22,500 ordinary shares in Aalberts at year-end.

The following table outlines the conditionally granted shares that remained unvested on 1 January 2025 for the Management Board members.

name, position	specification of the plan	shares awarded, not vested per 1 January 2025
S. Simonetta, CEO	PSP 2023-2025	39,000
A. Monincx[1]		20,000

1. A. Monincx, CFO up to 10 April 2025

The number of conditional performance shares awards that were granted in 2025 (LTIP2025-2027) to Stéphane Simonetta (CEO) amounted to 25,977 shares, with the value of 884k for which EUR 144k was charged to the income statement. To Frans den Houter (CFO) the total number of conditional performance shares awards that were granted in 2025 (LTIP2025-2027) amounted to 15,281 shares, with a value of EUR 520k for which EUR 84k was charged to the income statement. In addition 20,700 shares were granted under the PSP 2023-2025 plan for which EUR 106k was charged to the income statement.

The overview below shows the number of conditionally granted but not yet vested shares as per 31 December 2025 for each of the members of the Management Board, the grant price of the granted shares, and the remaining vesting period.

name, position	specification of the plan	grant price	shares awarded, not vested per 31 December 2025	vesting date
S, Simonetta, CEO	PSP 2023-2025		39,000	Apr-26
F. den Houter, CFO			20,700	
S. Simonetta, CEO	LTIP 2025-2027	34.03	25,977	Apr-28
F. den Houter, CFO			15,281	

overview remuneration

The total remuneration of the current members of the Management Board including STI over 2025 equals EUR 2.7 million (2024: EUR 3.4 million). The table below shows the amounts the respective member of the Management Board received in 2025 in terms of base salary, STI, pension, other benefits and including the amounts charged to the income statement for the LTI.

sustainable profitable growth

The Supervisory Board took note of the individual Management Board members' views with regard to the amount and structure of their own remuneration. Within the framework of the Code and the best practice principles contained therein, the Supervisory Board has implemented the remuneration policy in line with the strategy, sustainable long-term value creation objectives, risks and (non-)financial objectives of Aalberts.

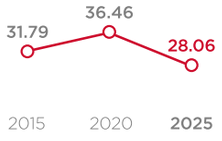
The Supervisory Board believes that the total remuneration package is a sound balance to realise the Aalberts strategic objectives.

remuneration	2020				2021				2022				2023				2024				**2025**			
(in EUR 1,000)	fixed	STI	LTI	total	fixed	STI	LTI	total	fixed	STI	LTI	total	fixed	STI	LTI	total	fixed	STI	LTI	total	fixed	STI	LTI[3]	total
Stéphane Simonetta (CEO)													324	379	0	703	1,097	488	535	2,120	1,119	643	(115)	1,647
Arno Monincx (CFO, up to 10 April 2025)	528	227	190	945	599	390	434	1,423	640	289	357	1,286	664	346	596	1,606	724	210	365	1,299	205	87	(308)	(16)
Frans den Houter (CFO, as of 10 April 2025)																					589	274	190	1,053
total[2]	1,436	605	635	2,676	1,569	1,005	1,335	3,909	1,645	736	1,021	3,402	1,671	1,150	1,485	4,306	1,821	698	900	3,419	1,913	1,004	(233)	2,684
company performance																								
organic revenue growth %				(7.0)				16.0				8.7				4.5				(3.4)				(2.5)
EBITA				283[1]				454[1]				500				521				471[1]				410[1]
EPS				1.81[1]				3.05[1]				3.37				3.38				3.12[1]				2.61[1]
FCF				360[1]				310[1]				168[1]				423[1]				334[1]				361[1]
average remuneration on a full-time equivalent basis of employees																								
employees of the group				52.7				55.6				60.2				62.7				67.6				68.9

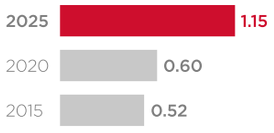
1. before exceptionals
2. total amount inclusive amounts of former Management Board members
3. based on the expected result for the performance share plan (2023-2025) corresponding expenses are reversed to the income statement 2025

The KPI and share price development over a 10-years period is as follows:

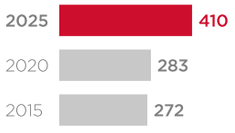
share price
(in EUR)



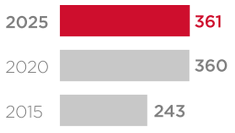
dividend per share
(in EUR)



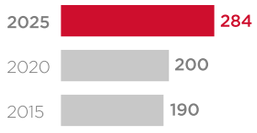
EBITA
(in EUR million before exceptionals)



free cash flow (before interest and tax)
(in EUR million before exceptionals)



net profit (before amortisation)
(in EUR million before exceptionals)



pay ratio

The average annual employee compensation is calculated by dividing the total Aalberts' personnel expenses specified in note 21 of the financial statements – excluding the termination benefits and the total remuneration of the CEO – by the average number of employees minus 1 FTE for the CEO.

The pay ratio is defined as the ratio between the average annual employee compensation and the total annual CEO remuneration. The pay ratio in 2025 is 23.9. In the calculation of the pay ratio for 2025, we applied the calculation method as prescribed in the explanatory note to provision 3.4.1 sub iv of the Code, which is the total annual remuneration of the CEO divided by the average annual remuneration of the employees. The pay ratio decreased from 31.4 in 2024 to 23.9 in 2025. The decrease is mainly caused by lower LTI expenses.

2025	2024	2023	2022	2021
23.9	31.4	43.1	35.2	44.7

comparative information

The table on the previous page provides information on the annual change of remuneration of each individual member of the Management Board, of the performance of the company and of average remuneration on a full-time equivalent basis of employees of the company other than the Management Board members over the five most recent financial years.

miscellaneous

In relation to the claw back provision in the Dutch Civil Code, the Supervisory Board saw no reason to revise an incentive prior to payment nor to claw back an incentive. No severance pay arrangement has been paid in 2025 to Arno Monincx. Aalberts did not provide any loans to the Management Board members.

update

At least every four years, the Supervisory Board reviews the Management Board remuneration policy and assesses its alignment with the market in more detail which resulted in the decision to update the policy and the approval of the remuneration policy during the Annual General Meeting of 2025.

remuneration policy Supervisory Board

The remuneration policy of the Supervisory Board supports the company's purpose, values, strategy and objectives. The remuneration policy of the Supervisory Board aims to recruit and retain the Supervisory Board members with the right expertise and experience. The remuneration consists of fixed elements only and takes into account developments in the market, the reward structure of the peer group companies and the public context around remuneration.

The Supervisory Board members may be reimbursed for actual travel expenses made for company-related travel. Other reasonable expenses made by the Supervisory Board members will only be reimbursed if these are incurred in the course of performing their duties and qualify as business expenses.

In the last few years, the work of the Supervisory Board has expanded considerably in intensity, complexity and time with additional themes on the agenda of its committees. The remuneration policy of the Supervisory Board members has been updated and adopted at the General Meeting on 10 April 2025.

Total remuneration for the members of the Supervisory Board amounted to EUR 450k. In accordance with the approved remuneration policy for the Supervisory Board, each member of the Supervisory Board receives an annual base fee of EUR 60,000; the Chairman receives EUR 90,000.

For membership of the Audit Committee, an additional fee of EUR 8,000 applies and for the chairman of the Audit Committee EUR 12,000. Members of the Nomination, Selection and Remuneration Committee receive an additional fee of EUR 8,000; the fee for the Chairman of this committee amounts to EUR 12,000.

Members of the Supervisory Board are entitled to neither variable remuneration nor shares in the company or any option rights relating hereto. The total remuneration each (former) member of the Supervisory Board complies with the remuneration policy for the Supervisory Board, as it stays within the boundaries of this policy, and no deviations from this policy have been applied. Members of the Supervisory Board are paid by Aalberts. They did not receive remuneration from a subsidiary or another company whose financials are consolidated by Aalberts.

remuneration Supervisory Board

The following fixed amounts were paid per individual member of the Supervisory Board in accordance with the remuneration policy. The table also reflects the annual change of remuneration of each individual member of the Supervisory Board over the five most recent financial years. Information on performance of the company and average remuneration of employees is provided on page 117.

The current amounts of the general fee, the committee fees and the chairmanship fee are approved by the General Meeting on 10 April 2025. No loans, advances or guarantees have been granted to the members of the Supervisory Board. No options have been granted to members of the Supervisory Board. At year-end there are no members of the Supervisory Board that hold shares in the company.

amounts in EUR 1,000	**2025**	2024	2023	2022	2021
Peter van Bommel	98	82	84	78	12
Lieve Declercq	68	58	58	56	34
Stefanie Kahle-Galonske (as of 13 October 2025)	17				
Petra Mayer (as of 13 October 2025)	17				
Frank Melzer	71	58	43		
Thessa Menssen (until resignation on 1 May 2025)	23	58	43		
Piet Veenema	72	60	60	60	50
Roel Vestjens (as of 10 April 2025)	60				
Jan van der Zouw (until end of term on 10 April 2025)	24	60	60	60	55
total[1]	**450**	**375**	**348**	**305**	**284**

1. total amount inclusive amounts of former Supervisory Board members