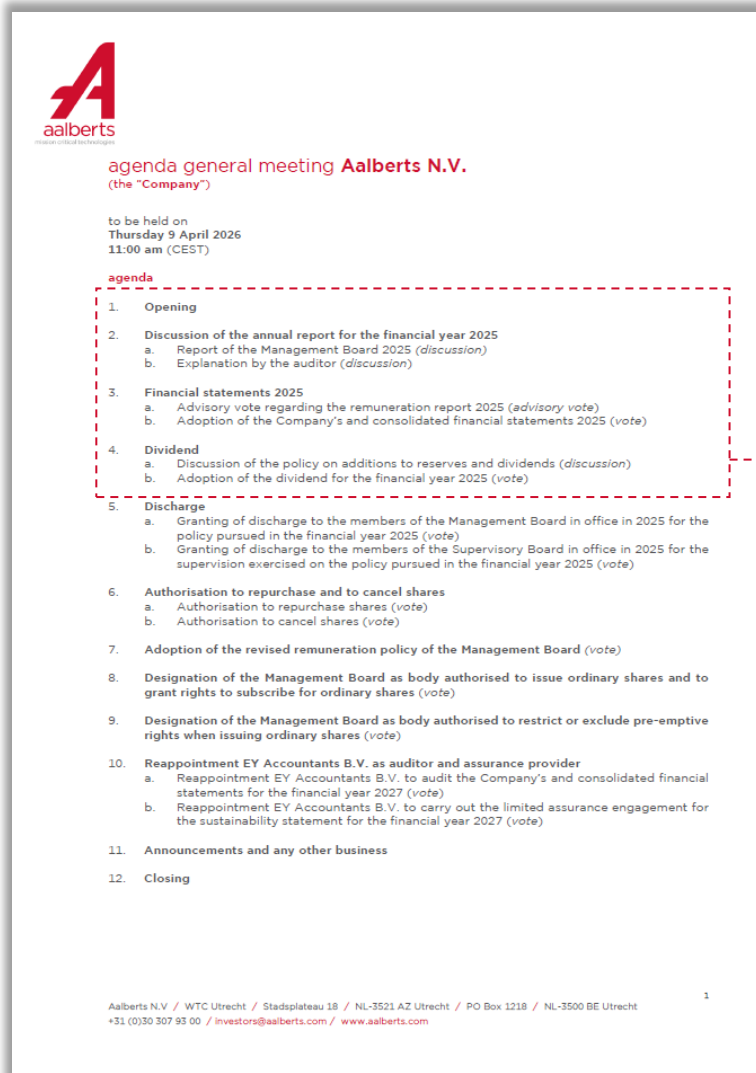



general meeting Aalberts N.V.

Utrecht, 9 April 2026






aalberts
group of technologies

agenda general meeting Aalberts N.V.
(the "Company")

to be held on
Thursday 9 April 2026
11:00 am (CEST)

agenda


1. Opening
2. Discussion of the annual report for the financial year 2025
 - a. Report of the Management Board 2025 (*discussion*)
 - b. Explanation by the auditor (*discussion*)
3. Financial statements 2025
 - a. Advisory vote regarding the remuneration report 2025 (*advisory vote*)
 - b. Adoption of the Company's and consolidated financial statements 2025 (*vote*)
4. Dividend
 - a. Discussion of the policy on additions to reserves and dividends (*discussion*)
 - b. Adoption of the dividend for the financial year 2025 (*vote*)
5. Discharge
 - a. Granting of discharge to the members of the Management Board in office in 2025 for the policy pursued in the financial year 2025 (*vote*)
 - b. Granting of discharge to the members of the Supervisory Board in office in 2025 for the supervision exercised on the policy pursued in the financial year 2025 (*vote*)
6. Authorisation to repurchase and to cancel shares
 - a. Authorisation to repurchase shares (*vote*)
 - b. Authorisation to cancel shares (*vote*)
7. Adoption of the revised remuneration policy of the Management Board (*vote*)
8. Designation of the Management Board as body authorised to issue ordinary shares and to grant rights to subscribe for ordinary shares (*vote*)
9. Designation of the Management Board as body authorised to restrict or exclude pre-emptive rights when issuing ordinary shares (*vote*)
10. Reappointment EY Accountants B.V. as auditor and assurance provider
 - a. Reappointment EY Accountants B.V. to audit the Company's and consolidated financial statements for the financial year 2027 (*vote*)
 - b. Reappointment EY Accountants B.V. to carry out the limited assurance engagement for the sustainability statement for the financial year 2027 (*vote*)
11. Announcements and any other business
12. Closing

Aalberts N.V. / WTC Utrecht / Stadspaleau 18 / NL-3521 AZ Utrecht / PO Box 1218 / NL-3500 BE Utrecht
+31 (0)30 307 93 00 / investors@aalberts.com / www.aalberts.com

1



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2025 in review

Global Compact Network Netherlands

membership of the United Nations Global Compact (UNGC)

annual Aalberts leadership conference

attendance ISH Fair in Frankfurt, Germany, showcasing latest building innovation

celebration 50 years of Aalberts

celebration 50 years of Aalberts with customers at Sail Amsterdam

completion of the acquisition of Paulo

Q1

launch of the sustainability campaign 'let's power our planet'

attendance AHR expo in Orlando, Florida showcasing latest building innovations

appointment Frans den Houter as Chief Financial Officer

Q2

Ecovadis Gold Medal for Aalberts Integrated piping systems

brand-new building for Aalberts surface technologies in Villars-Cottet, France

attendance Paris Air Show in Le Bourget, France meeting key industry customers in aerospace and defence

message of the CEO
strategy
progress and performance
sustainability statement
risk & governance
report of the Supervisory Board
financial statements 2025
supplementary information

message of the CEO
strategy
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appointment Steve Strass as CEO of Aalberts hydraulic flow control

completion of the acquisition of Geo-Flo

attendance the Utrecht Serpeloop

attendance Data Center Paris with key of our business segments

official opening 32,000 sqm surface treatment facility in Tatabánya, Hungary

celebration 50 years of HFA

Q3

launch first global employee satisfaction survey

launch employer brand campaign 'be ahead, work the future'

Q4

completion of the acquisition of GYT

several multi-year agreements Norway's largest offshore defence systems

progress on investment programme as part of our 'thrive 2030' strategy

message of the CEO
strategy
progress and performance
sustainability statement
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supplementary information

Aalberts annual report 2025

thrive 2030

refocus. rebalance. recharge.

four global tailwinds

- urbanisation**
strong need for comfortable and healthy buildings, sustainable transportation and connectivity
- technology acceleration**
exponential need for AI computing power, smart buildings, industry 4.0
- reshoring**
regionalisation of critical manufacturing drives need for locally chain proximity
- decarbonisation**
growing demand for energy efficiency and sustainable, lightweight and durable solutions

our playing field

building | semicon | industry

engineering mission-critical technologies enabling a clean, smart and responsible future

strategic priorities

- profitable growth**
 - drive organic, revenue growth innovation, business development
 - double revenue North America
- leadership positions**
 - building: source to smelter, USA
 - industry: USA and markets differentiation in semicon, expand in SE-Asia, and markets
 - update portfolio divestments
- the Aalberts way**
 - operating model
 - Aalberts production system (APS)
 - functional excellence
- sustainable commitments**
 - future proof workforce
 - sustainable communities

message of the CEO
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2025 in review



membership of the United Nations Global Compact (UNGC)



annual Aalberts leadership conference



attendance ISH fair in Frankfurt, Germany, showcasing latest building innovation



celebration 50 years of Aalberts



celebration 50 years of Aalberts with customers at Sail Amsterdam



completion of the acquisition of Paulo in America (industry)

Q1



launch of the sustainability campaign 'our power our plant'



attendance AHR expo in Orlando, Florida showcasing latest building innovations



appointment Frans den Houter as Chief Financial Officer

Q2



EcoVadis Gold Medal for Aalberts integrated piping systems



brand-new building for Aalberts surface technologies in Villers-Cotterêts, France



attendance Paris Air Show in Le Bourget, France meeting key industry customers in aerospace and defence

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message of the CEO

strategy

progress and performance

sustainability statement

risk & governance

report of the Supervisory Board

financial statements 2025

supplementary information



appointment Steve Kenny as CEO of Aalberts hydronic flow control



completion of the acquisition of Geo-Flo in America (building)



attendance the Utrecht Singelloop, the Netherlands



attendance Data Center Paris with two of our business segments



official opening 12,000 sqm surface treatment facility in Tatabánya, Hungary



celebration 50 years of MIFA

Q3

Q4



launch first global Employee Motivation and Satisfaction Survey (EMS)



launch employer brand campaign 'go ahead, work the future'



completion of the acquisition of GVT in Singapore (semicon)



renewal multi-year agreement at the NEDS exhibition with Norway's largest supplier defence systems



progress on divestment programme as part of our 'thrive 2030' strategy

54

aalberts
mission critical technologies



full year results 2025

Utrecht, 26 February 2026



key message



Stéphane Simonetta
chief executive officer



key message

- 1 performance impacted by continued short-term **end markets softness**
- 2 disciplined execution of **operational excellence** to protect margins
- 3 **free cash flow improvement** with lower inventories and capex
- 4 good progress on **portfolio optimisation**, accretive to segment growth% and EBITA%
- 5 first year of our **'thrive 2030'** strategy - a foundation for future growth

decisive actions taken to strengthen our portfolio and position

full year 2025 performance



revenue **EUR 3,091 million**, organic revenue decline at **2.5%**

EBITA **EUR 410 million** before exceptionals, EBITA margin at **13.2%**

added value sustained at **63%**

free cash flow at **EUR 361 million**, inventory reduction by **EUR 155 million**, DIO at **82**

capital expenditure **EUR 189 million**, continue to focus on high return investments

EPS at **EUR 2.61**, dividend **EUR 1.15**, new share buyback programme of **EUR 75 million**

resilient performance in challenging end markets

Aalberts a glance

revenue
(EUR million)
3,091

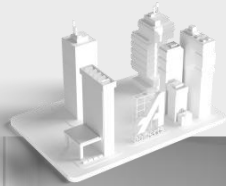
EBITA
(EUR million)
410

FCF
(EUR million)
361

mission-critical
people
12k+

locations worldwide
125+

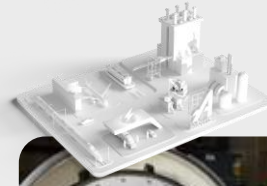
active in
countries
50+



building



we engineer integrated solutions for heating, cooling and sanitary systems in residential and commercial buildings



industry



we enable industrial customers to extend product lifetime and realise energy efficiency



semicon



we provide front-end and back-end qualified sub-systems for semicon OEM

we engineer mission critical technologies enabling a clean, smart and responsible future

why owning Aalberts?

urbanisation

strong need for **comfortable and healthy buildings**, sustainable transportation and connectivity



technology acceleration

exponential need for **AI computing power**, smart buildings, industry 4.0



reshoring

regionalisation of critical manufacturing drives need for supply chain proximity



decarbonisation

growing demand for **energy efficiency** and sustainable, lightweight and durable solutions



long-term growth driven by global tailwinds

operational development



Stéphane Simonetta
chief executive officer

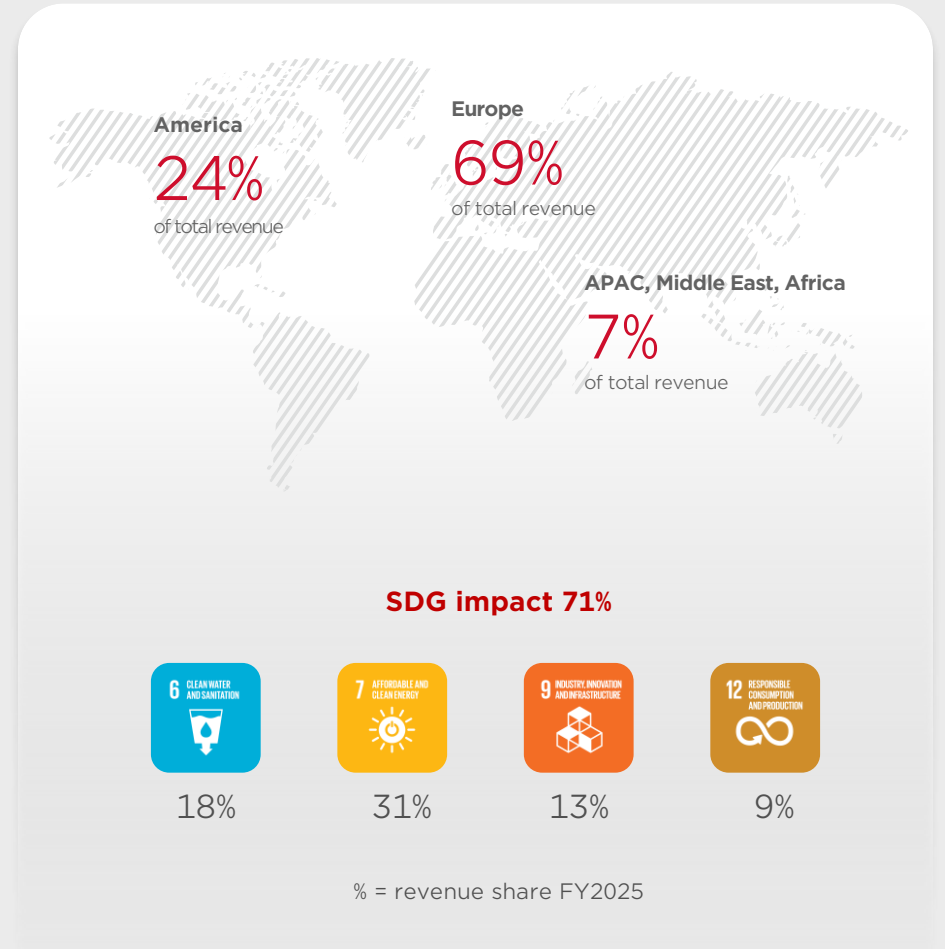
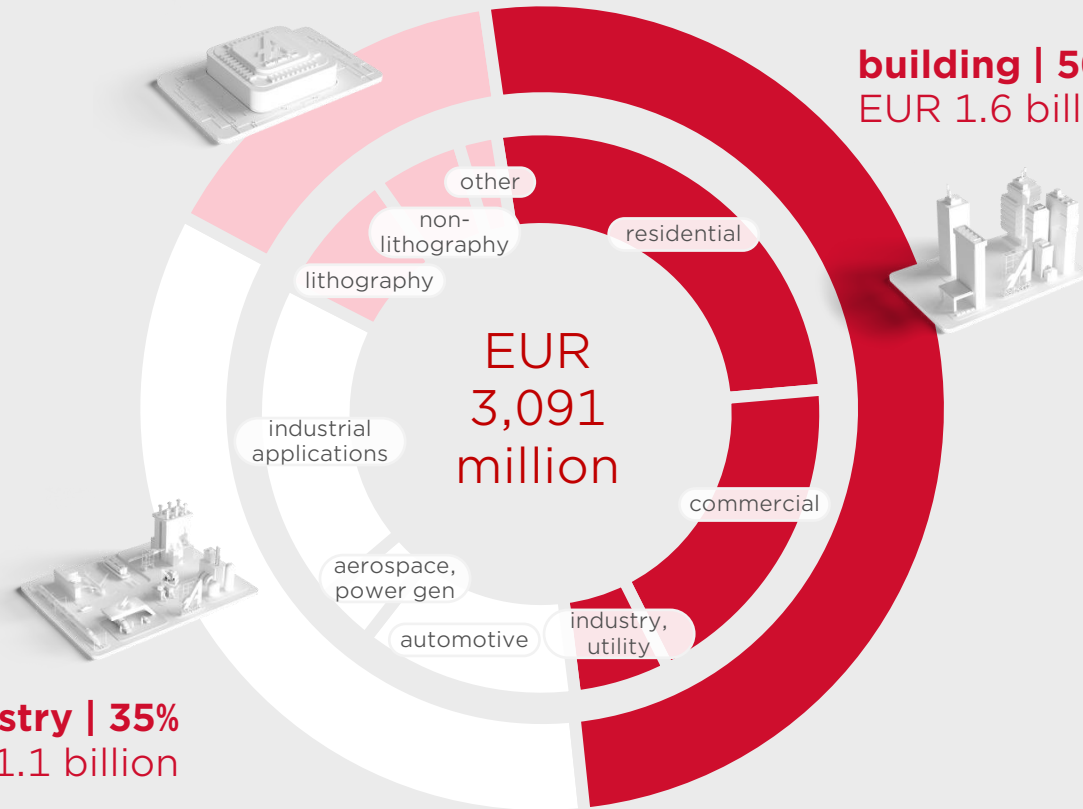


revenue breakdown

semicon | 15%
EUR 0.5 billion

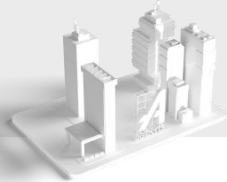
building | 50%
EUR 1.6 billion

industry | 35%
EUR 1.1 billion

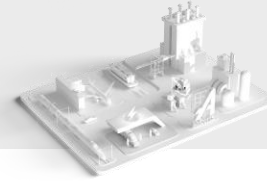


attractive markets with ability to achieve leading positions

segment reporting



building



industry



semicon

revenue
(in EUR million)

1,565

1,086

460

organic growth
(% of revenue)

1.3%

(2.8%)

(13.8%)

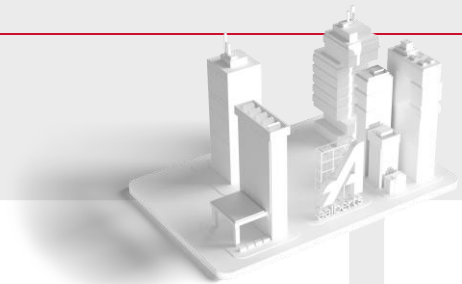
EBITA margin
(% of revenue)

11.7%

17.2%

11.9%

building | operational development



highlights

organic growth

- » full year organic revenue growth **1.3%**
- » Q4 organic revenue decline **0.6%**

growth markets

- » commercial and industrial valves in America and Asia
- » balancing and control valves
- » prefabricated and engineering solutions for data centres

challenges

- » connection systems
- » France and Germany soft

performance

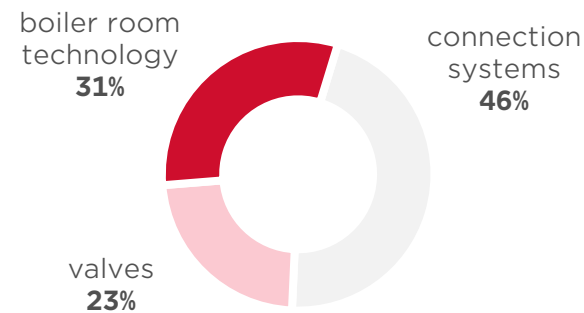
financials

- » EBITA margin at **11.7%**
- » added value maintained on a solid level
- » more consistent and robust inventory valuation
- » great progress on inventory reduction and further improve our free cash flow

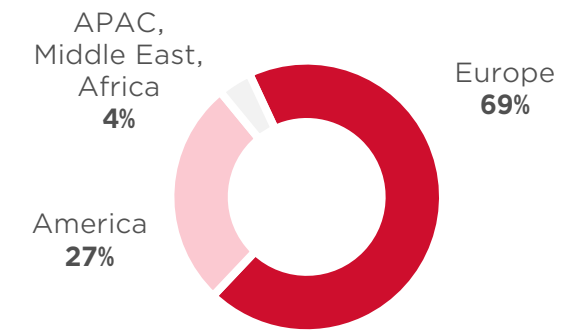
operational

- » closure of Doncaster (UK) site complete
- » purchasing excellence initiatives driving material cost down
- » corrective actions taken to improve profitability and further reduce inventories

technologies



geographies



residential buildings

2025 market trend



2026 market trend

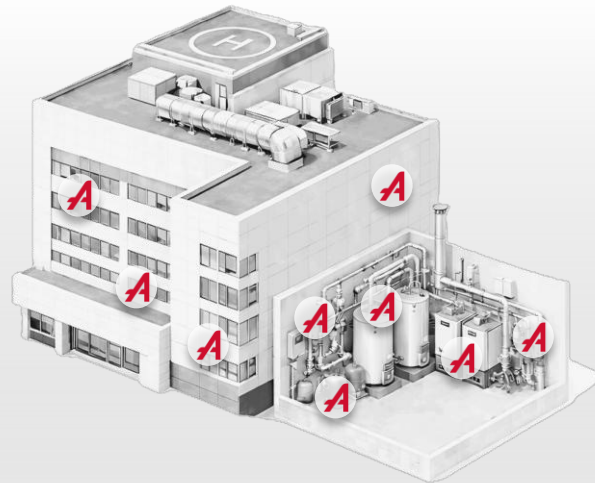


commercial buildings

2025 market trend



2026 market trend

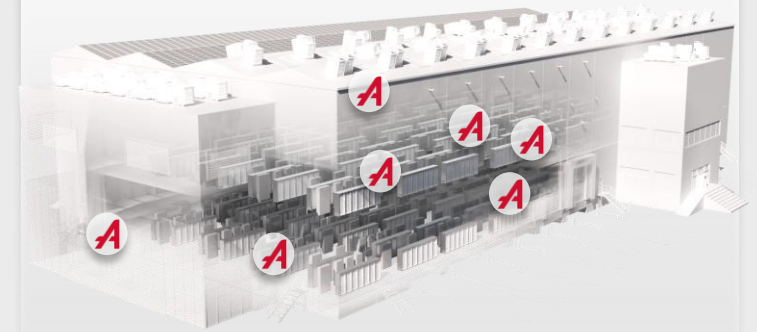


industry, utility

2025 market trend



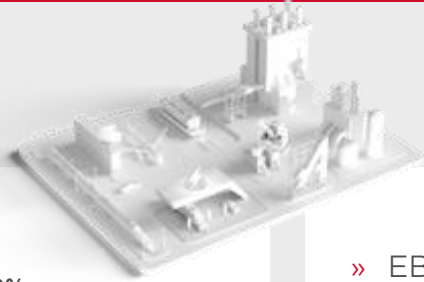
2026 market trend



long-term growth drivers

growing demand for comfortable energy efficient buildings, increase of labour shortage, need for ease of installation, high growth verticals data centres, health care, hospitality

*market trend 2025 and 2026 according to Oxford Economics / external research based on relevant geographies for Aalberts, Harvey ball provides an indicative view of end market revenue mix within the segment.



highlights

organic growth

- » full year organic revenue decline **2.8%**
- » Q4 organic revenue growth **0.3%**

growth markets

- » continued high growth in aerospace, power generation and defence

challenges

- » decline in automotive sector
- » reduction in French and German industrial markets

performance

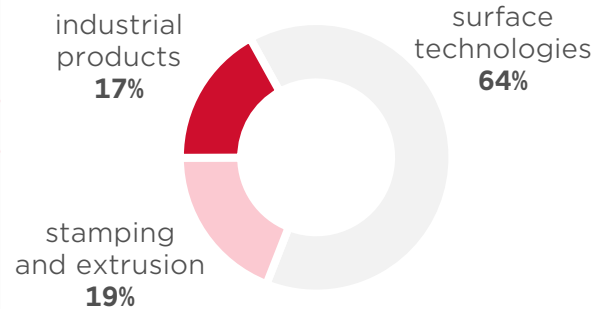
financials

- » EBITA margin at **17.2%**
- » resilient performance, margin protections with proceeds from restructuring

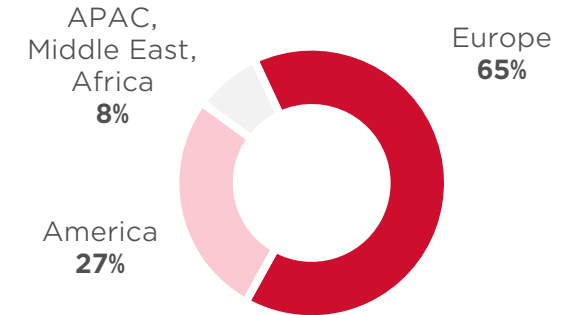
operational

- » operational excellence initiatives, footprint optimisation
- » capacity geographical expansion plans
- » investing in new technologies and services

technologies



geographies



automotive

2025 market trend ↘

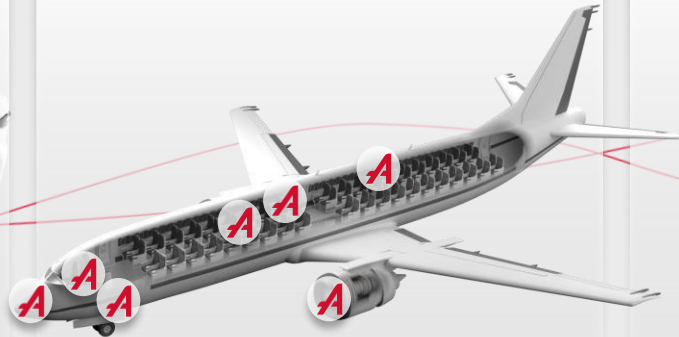
2026 market trend →



aerospace

2025 market trend ↗

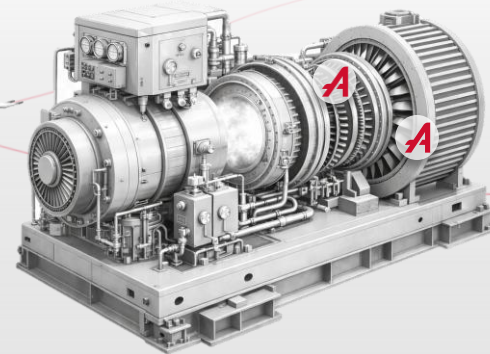
2026 market trend ↗



power gen and defence

2025 market trend ↗

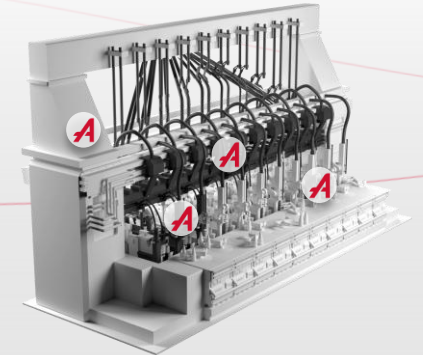
2026 market trend ↗



machine build and other industrials

2025 market trend ↘

2026 market trend →



long-term growth drivers

growing need for more sustainable mobility, CO₂ and weight reductions
higher complexity and supply chain interdependencies, need for supply chain proximity, onshoring

*market trend 2025 and 2026 according to Oxford Economics / external research based on relevant geographies for Aalberts, Harvey ball provides an indicative view of end market revenue mix within the segment.

highlights



organic growth

- » full year organic revenue decline **13.8%**
- » Q4 organic revenue decline **9.9%**

growth markets

- » semicon back-end
- » defence programme

challenges

- » increase uncertainty driven by macro-economic and geopolitical uncertainties
- » inventory adjustments by our customers

performance

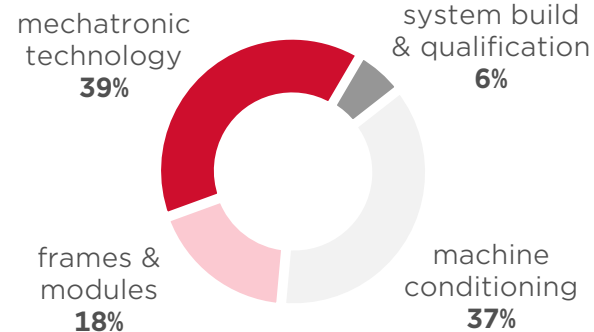
financials

- » EBITA margin at **11.9%**
- » added value remained on a good level
- » order book increased in last quarter

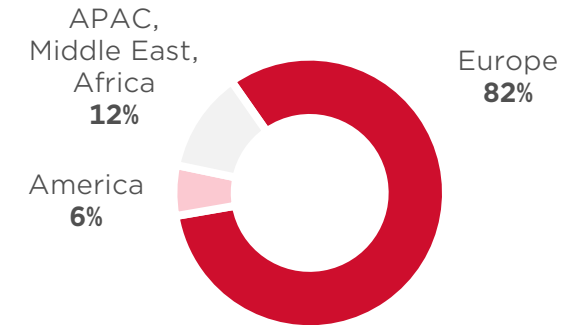
operational

- » construction of new location Dronten (NL) on track, equipment installed
- » operational excellence to reduce cost without compromising long-term capacity

technologies



geographies

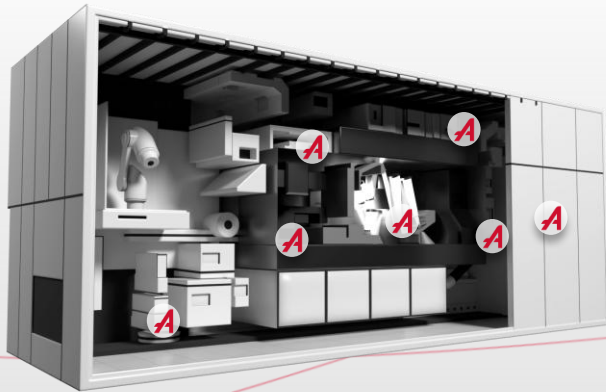


front-end semicon production equipment

2025
market
trend



2026
market
trend

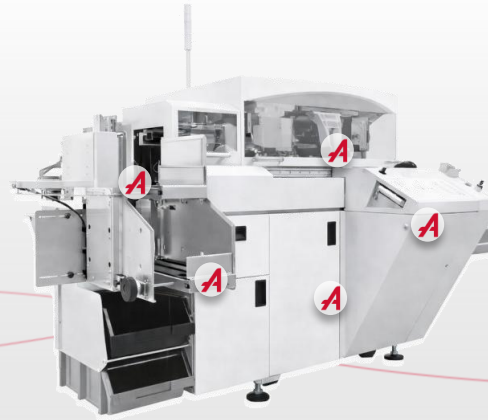


back-end semicon production equipment

2025
market
trend



2026
market
trend

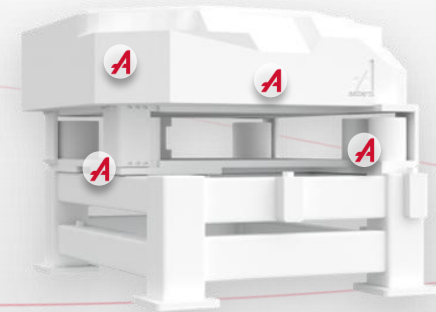


other industries defence, life science,

2025
market
trend



2026
market
trend



long-term growth drivers

new applications driving overall market demand (AI, IoT, autonomous driving, 5G)
levering capabilities in adjacent markets (back-end, defence) and geographies (Southeast Asia)

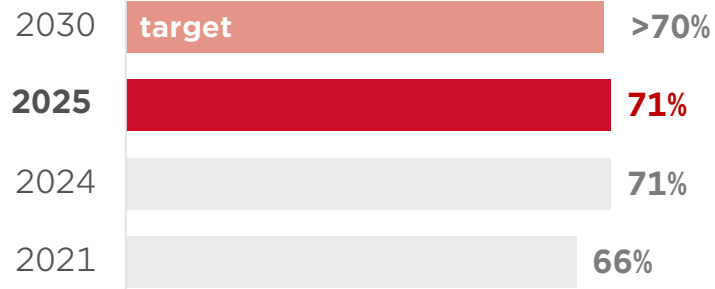
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environmental performance

SDG rate

(in %)

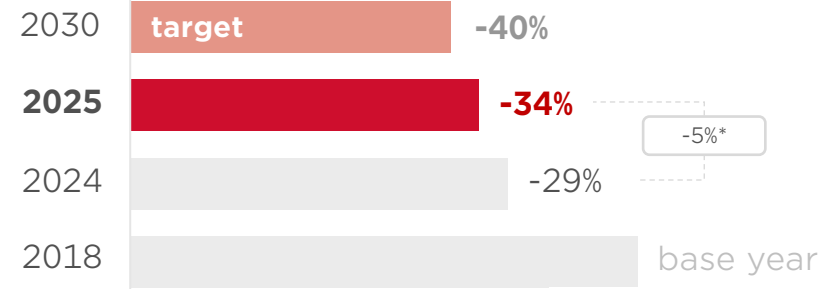
71%



scope 1 and 2 absolute CO₂ emissions

accumulative progress (%)

-5%



*organic improvement

we have made good progress on environmental performance

financial development



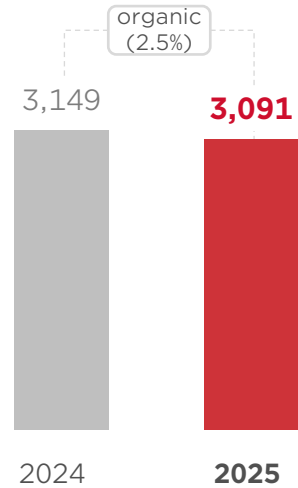
Frans den Houter
chief financial officer



financial development

revenue

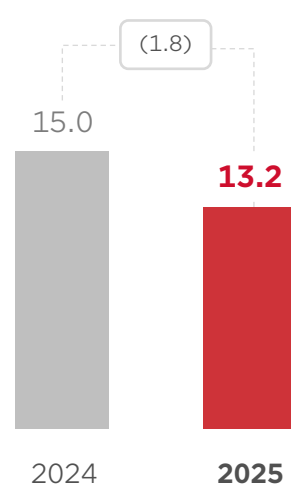
(in EUR million)



- building 1.3%
- industry (2.8%)
- semicon (13.8%)

EBITA margin

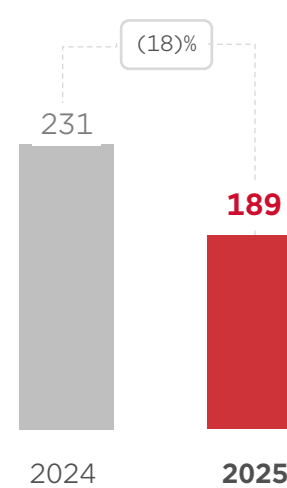
(in % before exceptionals)



- added-value 63.0%
- EBITA EUR 410 million
- net profit before amortisation EUR 284 million

capital expenditure

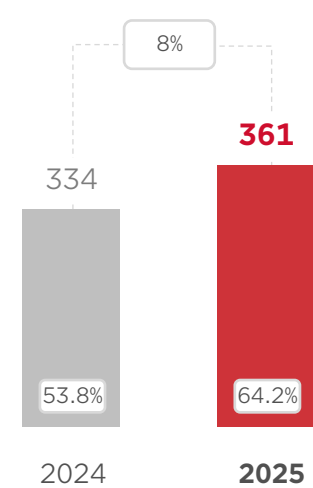
(in EUR million)



- capital expenditure decreased to EUR 189 million
- supporting additional capacity, geographical expansions, innovation and business development plans

free cash flow

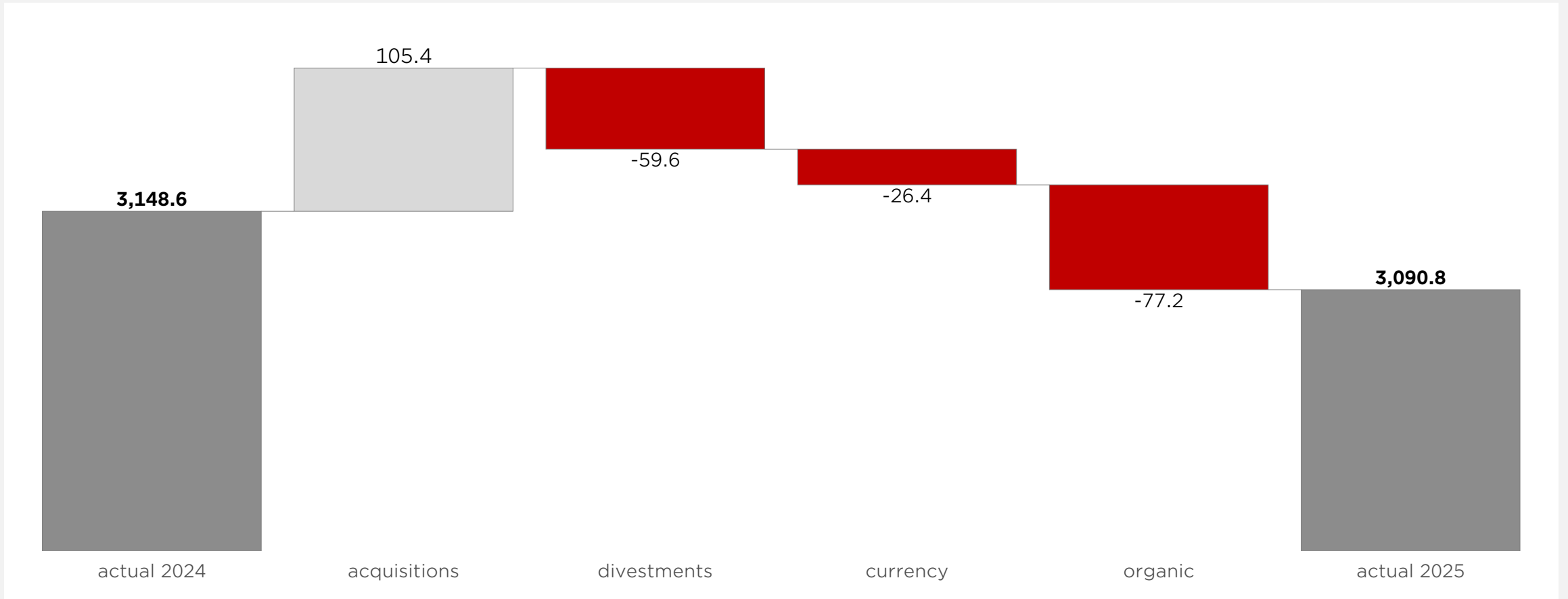
(in EUR million before exceptionals)



- lower EBITDA EUR (59) million
- improved cash due to lower NWC EUR +62 million
- decrease CAPEX cash out EUR +37 million

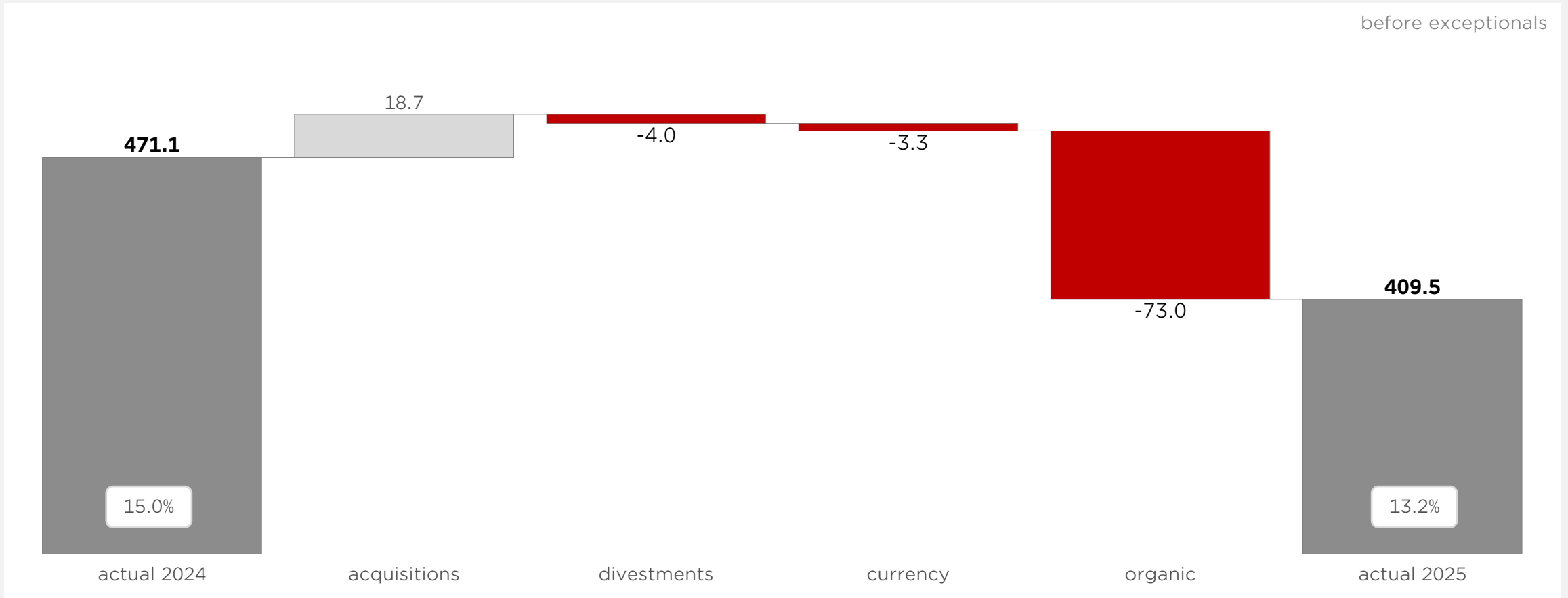
Aalberts delivers 13.2% EBITA margin in challenging markets

revenue bridge



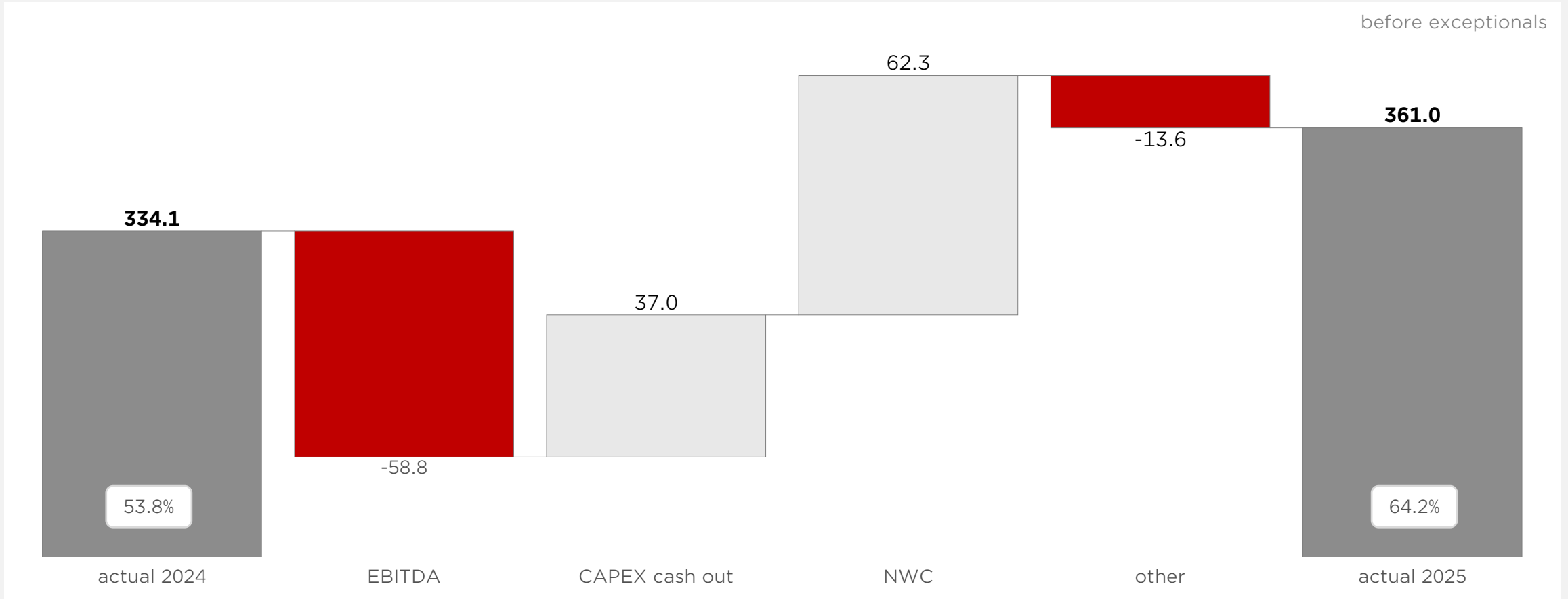
lower revenue driven by organic decline

EBITA bridge



lower EBITA driven by organic decline

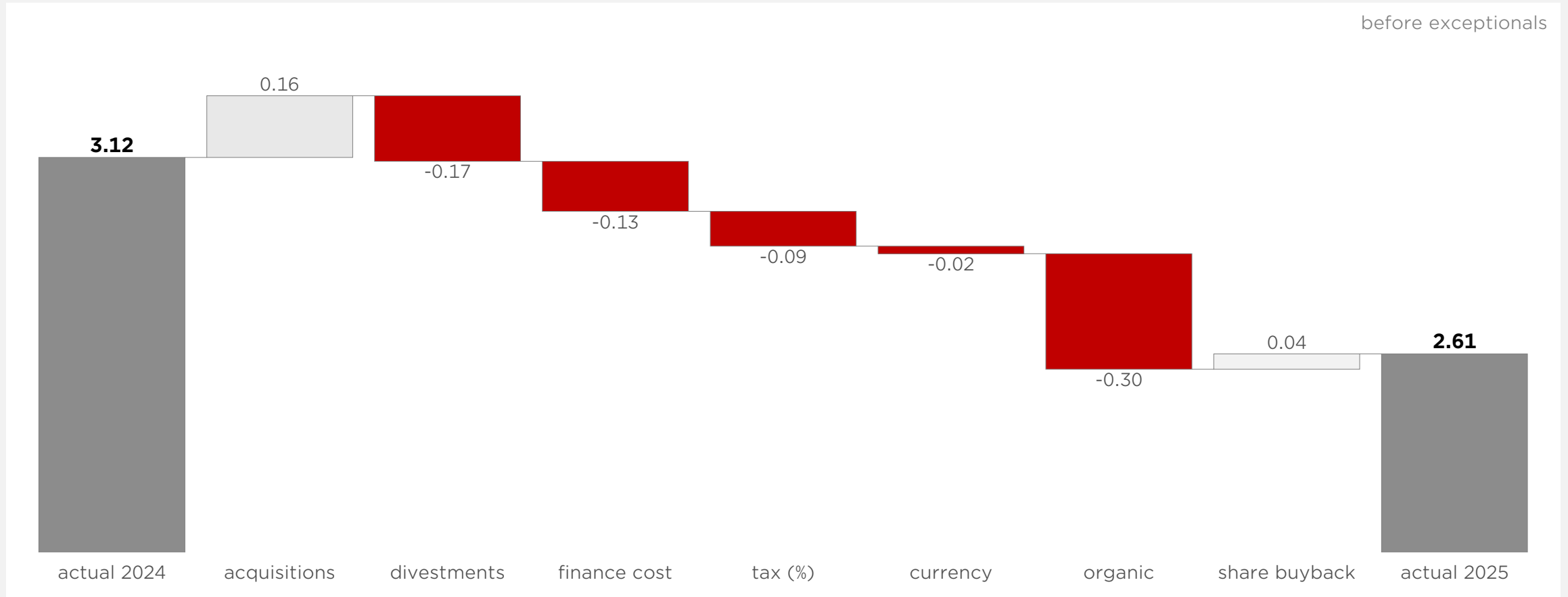
free cash flow bridge



strong free cash flow conversion

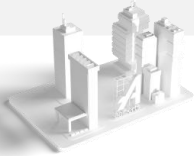
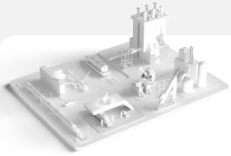

53.8% and 64.2% correspond to free cash flow conversion ratio

EPS bridge



lower EPS due to organic decline and higher finance cost

segment reporting

| |  building |  industry |  semicon | holding eliminations |
|---|--|---|---|-----------------------------------|
| revenue (in EUR million) | 1,565 2024: 1,603 | 1,086 2024: 1,061 | 460 2024: 501 | (19.5) 2024: (16.1) |
| organic revenue growth (% of revenue) | 1.3 2024: (3.0) | (2.8) 2024: (7.5) | (13.8) 2024: 4.7 | |
| EBITA (in EUR million) | 184 2024: 207 | 186 2024: 197 | 55 2024: 71 | (14.8) 2024: (4.0) |
| EBITA margin (% of revenue) | 11.7 2024: 12.9 | 17.2 2024: 18.6 | 11.9 2024: 14.2 | |
| capital expenditure (in EUR million) | 43 2024: 80 | 93 2024: 100 | 53 2024: 51 | |

lower profitability due to challenging end markets

balance sheet items



net debt
(in EUR million)

981

2024: 597

leverage ratio
(net debt / EBITDA)

1.8

2024: 1.0

equity
(in EUR million)

2,427

2024: 2,605

solvability
(total equity as a % of total assets)

56.1

2024: 61.6

capital employed
(in EUR million)

3,364

2024: 3,203

ROCE
(in %, before exceptionals)

12.7

2024: 14.7

net working capital
(in EUR million)

563

2024: 681

days net working capital

71

2024: 80

strong balance sheet supports 'thrive 2030'

exceptional costs

- » accelerated operational excellence programmes EUR 40.8 million (2024: EUR 54.8 million)
- » annual benefit of approximately EUR 15 million

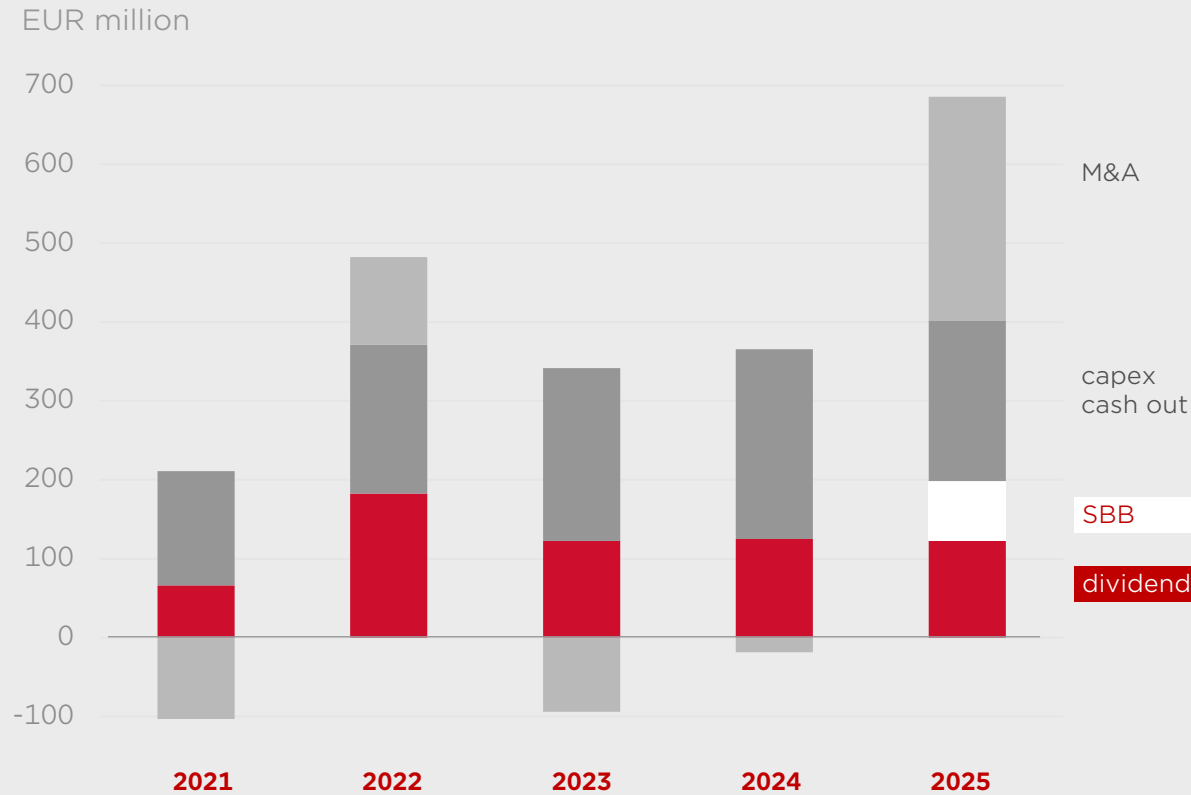
- » write-off of investments, mostly related to semicon innovation with no perspective of commercialization EUR 28.9 million

- » costs related to the 2024 decision to leave Russia EUR 14.5 million (2024: EUR 37.0 million)

exceptional cost total EUR 84.2 million

capital allocation 2021-2025

- acquisitions and divestments
- capital expenditure
- share buyback
- cash dividend policy



acquired revenue 2025 EUR 215 million
divested/deconsolidated revenue 2025 EUR 325 million

organic capex cash out EUR 204 million

total shareholder allocation 2021-2025 EUR 695 million

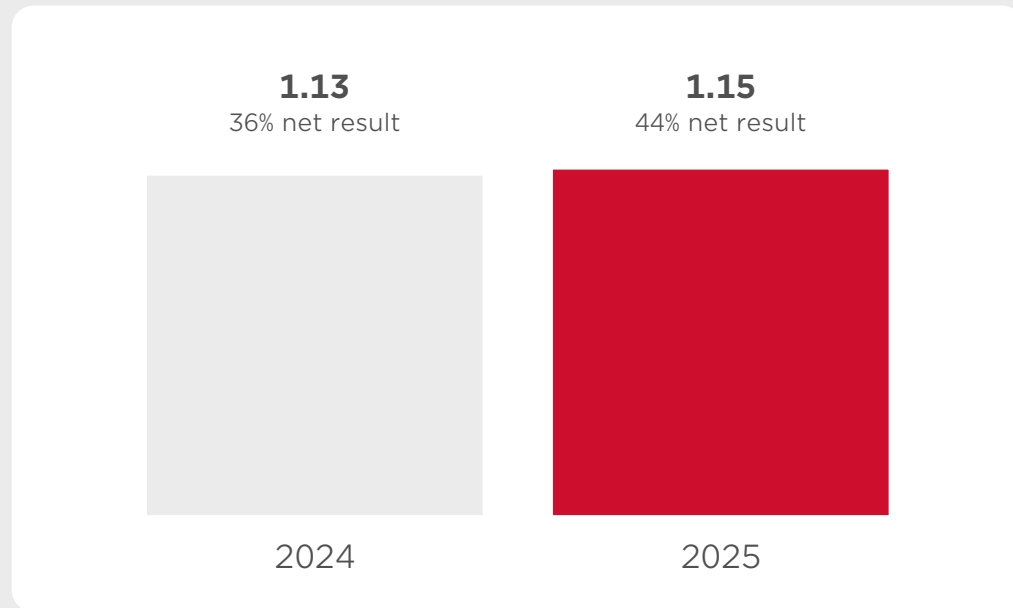
EUR 695 million returned to shareholders in past 5 years

* dividend paid over prior year

proposed shareholder returns

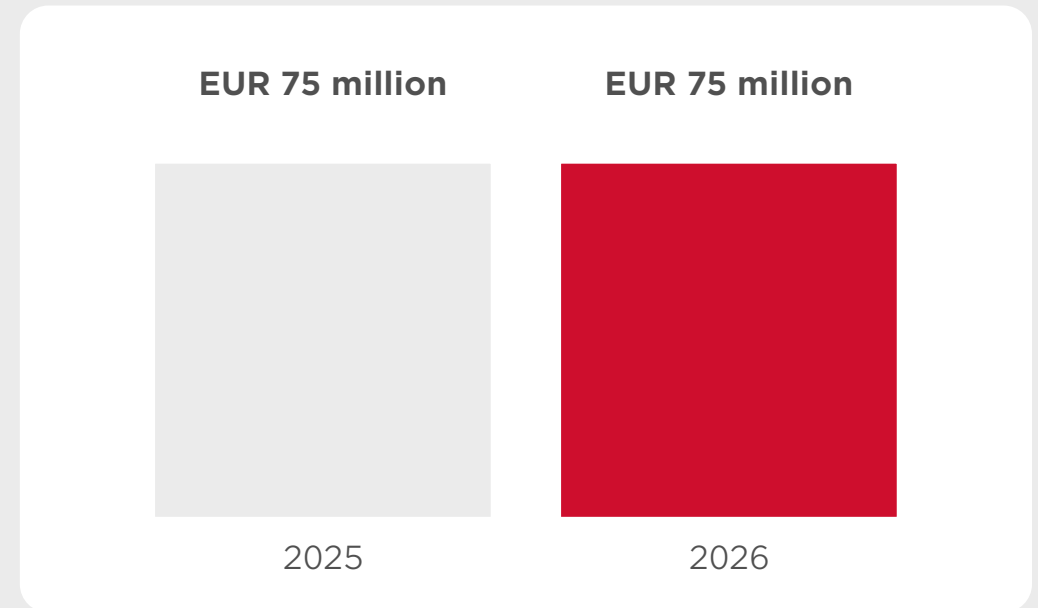
dividend proposal

cash dividend EUR 1.15 per share



share buyback proposal

EUR 75 million programme



commencing on 27 February 2026
for the purpose of repurchasing and subsequently cancelling shares

stable shareholder return

strategy in action



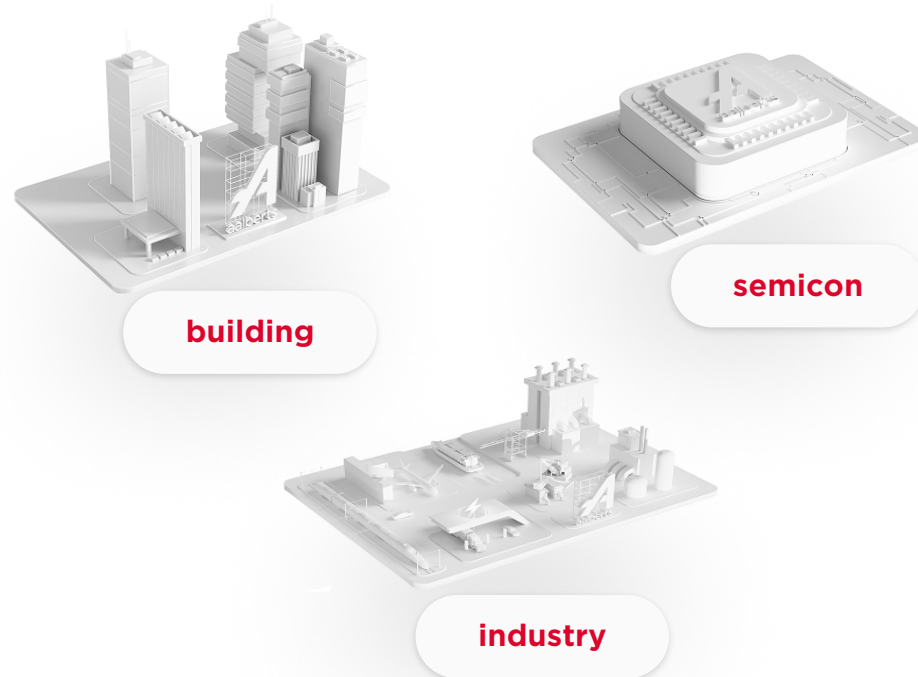
Stéphane Simonetta
chief executive officer



'thrive 2030'

refocus. rebalance. recharge.

our playing field



engineering mission-critical technologies enabling
a clean, smart and responsible future

four global tailwinds

urbanisation

technology acceleration

reshoring

decarbonisation

strategic priorities

- 1 **profitable growth**
- 2 **leadership positions**
- 3 **the Aalberts way**
- 4 **sustainable commitments**

'thrive 2030' – deployment strategic actions

1 profitable growth



- » end market short-term softness continued
- » continued organic growth initiates in North America and attractive end markets

2 leadership positions



- » transformative acquisitions, rebalancing and recharging our three segments

3 the Aalberts way



- » operational and functional excellence deployment

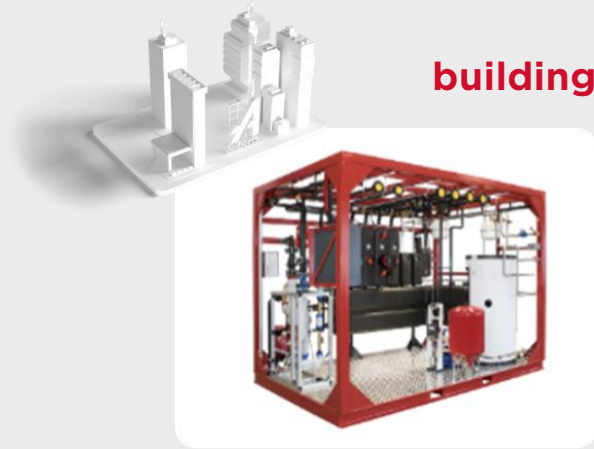
4 sustainable commitments



- » continued progress, on track with our long-term objectives

refocus. rebalance. recharge.

1 organic growth initiatives



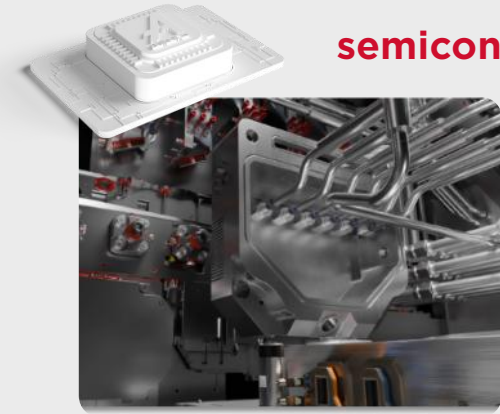
building

prefab solutions



industry

Hungary capacity expansion



semicon

front-end and back-end co-development products and services



data centre solutions



aerospace industry



defence industry

1 organic growth | data centres



flow control and valve technologies



engineered and prefabricated systems



pipng and connection



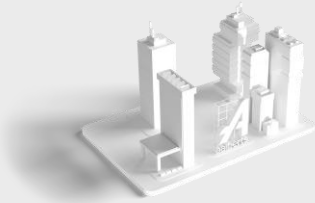
reliable system control for efficient and resilient cooling

engineered pre-fab solutions for speed, quality and reliability

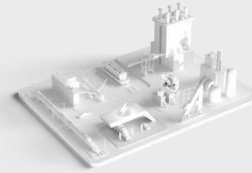
safe, fast and scalable piping and connection technologies

- » data centres currently represent ~2% of the building segment revenue, with expected double-digit growth
- » total addressable market is EUR ~1.5 billion

1 innovate to differentiate



building



industry



semicon

customer need

enable energy transition
tackle labour shortages

enable decarbonisation
journey of our customers

design to value
long-term partnership

our focus

invest in digital offering
integrated solutions
ease of installation

invest in R&D and
breakthrough technologies

invest in subsystem integration
repair & reuse



"Apollo" PowerPress System



Hot Isostatic Pressing (HIP)



Drive and Elevating Unit (DEU)

innovation rate at 20%

2 portfolio optimisation, 2024-2025 progress

| | 2024 | 2025 | 2026-2030 | | | | | | | | | | | | | | | | | | | | | | | |
|----------------------|---|--|---|----------|----------------|---|----------------|-----|----------|-----------------|----------------|-----|----------|-----------------------------------|------------|----|---------|-----------------|--|-----------------|----------------------------|-------------------------|--------------------------|----------------|-----------------|-----------|
| 'thrive 2030' | CMD 'thrive 2030' kick-off | building and industry USA extension, semicon Southeast Asia entry, European divestments in building and industry | PMI execution, continue to execute strategy with value accretive acquisitions | | | | | | | | | | | | | | | | | | | | | | | |
| M&A | <table border="1"> <tr> <td>SGP</td> <td>USA</td> <td>industry</td> <td>USD 15 million</td> </tr> </table> | SGP | USA | industry | USD 15 million | <table border="1"> <tr> <td>Paulo</td> <td>USA</td> <td>industry</td> <td>USD 105 million</td> </tr> <tr> <td>Geo-Flo</td> <td>USA</td> <td>building</td> <td>USD 15 million</td> </tr> <tr> <td>GVT</td> <td>SG</td> <td>semicon</td> <td>SGD 160 million</td> </tr> </table> | Paulo | USA | industry | USD 105 million | Geo-Flo | USA | building | USD 15 million | GVT | SG | semicon | SGD 160 million | <table border="1"> <tr> <td>building</td> <td>boiler room, North America</td> </tr> <tr> <td>industry</td> <td>aerospace, North America</td> </tr> <tr> <td>semicon</td> <td>portfolio</td> </tr> </table> | building | boiler room, North America | industry | aerospace, North America | semicon | portfolio | |
| SGP | USA | industry | USD 15 million | | | | | | | | | | | | | | | | | | | | | | | |
| Paulo | USA | industry | USD 105 million | | | | | | | | | | | | | | | | | | | | | | | |
| Geo-Flo | USA | building | USD 15 million | | | | | | | | | | | | | | | | | | | | | | | |
| GVT | SG | semicon | SGD 160 million | | | | | | | | | | | | | | | | | | | | | | | |
| building | boiler room, North America | | | | | | | | | | | | | | | | | | | | | | | | | |
| industry | aerospace, North America | | | | | | | | | | | | | | | | | | | | | | | | | |
| semicon | portfolio | | | | | | | | | | | | | | | | | | | | | | | | | |
| divestments | <table border="1"> <tr> <td>EPC</td> <td>USA</td> <td>building</td> <td>USD 80 million</td> </tr> </table> | EPC | USA | building | USD 80 million | <table border="1"> <tr> <td>Metalis</td> <td>FR</td> <td>industry</td> <td>EUR 158 million</td> </tr> <tr> <td>KAN</td> <td>PL</td> <td>building</td> <td>EUR 160 million reduced ownership</td> </tr> <tr> <td>ACP</td> <td>SG</td> <td>semicon</td> <td>SGD 10 million</td> </tr> </table> | Metalis | FR | industry | EUR 158 million | KAN | PL | building | EUR 160 million reduced ownership | ACP | SG | semicon | SGD 10 million | <table border="1"> <tr> <td>BROEN</td> <td>DK industry</td> <td>EUR 82 million expected</td> </tr> <tr> <td>building</td> <td>portfolio</td> </tr> <tr> <td>industry</td> <td>portfolio</td> </tr> </table> | BROEN | DK industry | EUR 82 million expected | building | portfolio | industry | portfolio |
| EPC | USA | building | USD 80 million | | | | | | | | | | | | | | | | | | | | | | | |
| Metalis | FR | industry | EUR 158 million | | | | | | | | | | | | | | | | | | | | | | | |
| KAN | PL | building | EUR 160 million reduced ownership | | | | | | | | | | | | | | | | | | | | | | | |
| ACP | SG | semicon | SGD 10 million | | | | | | | | | | | | | | | | | | | | | | | |
| BROEN | DK industry | EUR 82 million expected | | | | | | | | | | | | | | | | | | | | | | | | |
| building | portfolio | | | | | | | | | | | | | | | | | | | | | | | | | |
| industry | portfolio | | | | | | | | | | | | | | | | | | | | | | | | | |

annual EUR 230 million revenue acquired, EUR 400 million revenue divested / deconsolidated

2 GVT transformative acquisition for semicon



- » 5 sites in Southeast Asia across Singapore, Malaysia, China
- » entry and access to new blue-chip customers
- » post merger integration on track
- » system build and qualifications with robust organic growth expected in key verticals; **semicon front-end, back-end, life science**

front-end extending front-end semicon equipment offering

deposition

next-gen ↗



back-end entry in back-end semicon equipment

testing

volume ↗

advanced
packaging

volume ↗

bonding

volume ↗



advanced industries entry in life science

mass
spectrometry

next-gen ↗



3 operational excellence 2025 progress



footprint optimisation

4 sites closed

scenario planning &
tariffs taskforce



inventory reduction

**EUR 155 million
reduction in inventories**

DIO 82 days
(-12 days)






operations productivities

**~ EUR 25 million
saving**

aligned cost base
with customer demand

driving operational efficiencies to protect our margin

4 net zero carbon roadmap

| | focus | initiatives | progress 2025 | targets 2030 | net zero carbon 2050 |
|-----------|---|---|---|---|----------------------|
| scope 1+2 |  energy use in CO ₂ intensity and absolute | <ul style="list-style-type: none"> drive energy efficiency electrification use renewable energy | absolute \downarrow 34% intensity \downarrow 40% versus 2018* | absolute \downarrow 40% intensity \downarrow 50% versus 2018 | continue progress |
| scope 3 |  purchased goods in CO ₂ intensity  waste in waste disposed intensity | <ul style="list-style-type: none"> smart product design acting on circular solutions value chain collaboration | purchased goods \downarrow 18% waste \uparrow 13% versus 2024** | purchased goods \downarrow 30% waste \downarrow 30% versus 2024 | continue progress |

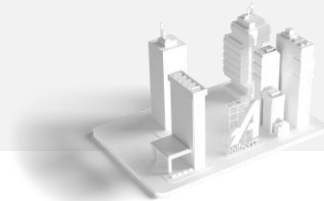
*progress is measured on an accumulative basis **organic improvement percentage
 CO₂ intensity = tonnes CO₂ divided by total revenue in EUR million
 waste disposed intensity = kg waste disposed divided by total revenue in EUR million

relentless to deliver on our commitment to be net zero by 2050 or earlier

2026 outlook



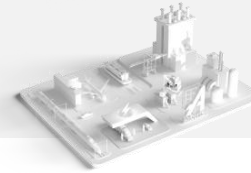
looking forward to 2026



building

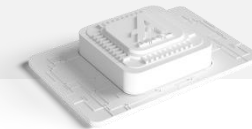
market dynamics

- continued growth expected in commercial buildings
- no short-term rebound expected in residential buildings, especially in Germany and France
- uncertainties on US trade policies and raw materials inflation



industry

- aerospace, power generation and defence high growth outlook
- automotive sector and machine build to remain flat
- US trade policies uncertainties



semicon

- customer order books strengthening with destocking coming to an end
- front-end and back-end high growth perspectives
- future demand for advanced chips both in logic and memory tied to AI remains strong

outlook

Based on current market conditions we expect improvements on organic revenue growth and EBITA margin in 2026. We will continue to deploy our strategic action as per our 'thrive 2030' strategy.

improvements on organic revenue growth and EBITA margin

summary


- 1 drive **organic growth** in attractive end markets with business development, geographical expansion and innovation
- 2 execute **operational excellence** to improve margins
- 3 navigate **short-term market dynamics** with scenario planning
- 4 deliver solid **FCF** with further inventory improvements and tighter working capital management
- 5 optimise **portfolio** with accretive acquisitions on organic growth and margin improvement

perform in short-term, thrive in long-term



questions and answers

aalberts.com/investors



agenda general meeting Aalberts N.V.
(the "Company")

to be held on
Thursday 9 April 2026
11:00 am (CEST)

agenda

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2. Discussion of the annual report for the financial year 2025
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11. Announcements and any other business
12. Closing

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Annual General Meeting Aalberts N.V.

Audit financial statements 2025 &
Assurance engagement sustainability reporting 2025
EY Accountants BV

April 9, 2026



The better the question. The better the answer. The better the world works.



Shape the future
with confidence

Audit approach & focus

Scope

Statutory and consolidated financial statements

Annual/board report, including:

- Corporate Governance
- Risk management, including VOR
- CSRD/Sustainability information
- Remuneration report

Strategy & Execution

Responsibilities

Teaming

Materiality

Risk assessment

Use of technology/data analysis

Going concern

Fraud and non-compliance with laws & regulations

Board report
(CSRD/Sustainability information & VOR)

Cyber risks and Culture and soft controls

Conclusion

Audit procedures

- Key Audit Matters

Board report

Our opinion


- Unqualified opinion
- No material inconsistencies /in alignment with laws & regulations

Our assurance conclusion

- Unqualified conclusion
- No material inconsistencies /in alignment with laws & regulations

Audit plan 2026

Communication



agenda general meeting **Aalberts N.V.**
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voting instructions



Will all shareholders clearly mention their name and organisation when they ask a question in this meeting?

3a. Advisory vote regarding the remuneration report 2025 (advisory vote)



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3b. Adoption of the Company's and consolidated financial statements 2025 (vote)



agenda general meeting Aalberts N.V.
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aalberts
group of companies

agenda general meeting Aalberts N.V.
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 - a. Discussion of the policy on additions to reserves and dividends (*discussion*)
 - b. Adoption of the dividend for the financial year 2025 (*vote*)

vote



4b. Adoption of the dividend for the financial year 2025 (vote)



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 - a. Granting of discharge to the members of the Management Board in office in 2025 for the policy pursued in the financial year 2025 (*vote*)
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6. Authorisation to repurchase and to cancel shares
 - a. Authorisation to repurchase shares (*vote*)
 - b. Authorisation to cancel shares (*vote*)
7. Adoption of the revised remuneration policy of the Management Board (*vote*)
8. Designation of the Management Board as body authorised to issue ordinary shares and to grant rights to subscribe for ordinary shares (*vote*)
9. Designation of the Management Board as body authorised to restrict or exclude pre-emptive rights when issuing ordinary shares (*vote*)
10. Reappointment EY Accountants B.V. as auditor and assurance provider
 - a. Reappointment EY Accountants B.V. to audit the Company's and consolidated financial statements for the financial year 2027 (*vote*)
 - b. Reappointment EY Accountants B.V. to carry out the limited assurance engagement for the sustainability statement for the financial year 2027 (*vote*)
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5. **Discharge**
 - a. Granting of discharge to the members of the Management Board in office in 2025 for the policy pursued in the financial year 2025 (*vote*)
 - b. Granting of discharge to the members of the Supervisory Board in office in 2025 for the supervision exercised on the policy pursued in the financial year 2025 (*vote*)
6. **Authorisation to repurchase and to cancel shares**
 - a. Authorisation to repurchase shares (*vote*)
 - b. Authorisation to cancel shares (*vote*)
7. **Adoption of the revised remuneration policy of the Management Board** (*vote*)
8. **Designation of the Management Board as body authorised to issue ordinary shares and to grant rights to subscribe for ordinary shares** (*vote*)

5a. Granting of discharge to the members of the Management Board in office in 2025 for the policy pursued in the financial year 2025 (vote)



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8. **Designation of the Management Board as body authorised to issue ordinary shares and to grant rights to subscribe for ordinary shares** (*vote*)

5b. Granting of discharge to the members of the Supervisory Board in office in 2025 for the supervision exercised on the policy pursued in the financial year 2025 (vote)



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6a. Authorisation to repurchase shares (vote)



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 - a. Authorisation to repurchase shares (*vote*)
 - b. Authorisation to cancel shares (*vote*)
7. **Adoption of the revised remuneration policy of the Management Board (*vote*)**
8. **Designation of the Management Board as body authorised to issue ordinary shares and to grant rights to subscribe for ordinary shares (*vote*)**

vote



6b. Authorisation to cancel shares (vote)



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8. **Designation of the Management Board as body authorised to issue ordinary shares and to grant rights to subscribe for ordinary shares (*vote*)**

7. Adoption of the revised remuneration policy of the Management Board (vote)



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9. **Designation of the Management Board as body authorised to restrict or exclude pre-emptive rights when issuing ordinary shares (*vote*)**


10. **Reappointment EY Accountants B.V. as auditor and assurance provider**

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11. **Announcements and any other business**

12. **Closing**

9. Designation of the Management Board as body authorised to restrict or exclude pre-emptive rights when issuing ordinary shares (vote)



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11. Announcements and any other business
12. Closing

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9. Designation of the Management Board as body authorised to restrict or exclude pre-emptive rights when issuing ordinary shares (*vote*)
10. Reappointment EY Accountants B.V. as auditor and assurance provider
 - a. Reappointment EY Accountants B.V. to audit the Company's and consolidated financial statements for the financial year 2027 (*vote*)
 - b. Reappointment EY Accountants B.V. to carry out the limited assurance engagement for the sustainability statement for the financial year 2027 (*vote*)
11. Announcements and any other business
12. Closing

