

REMUNERATION POLICY
SUPERVISORY BOARD
ALFEN N.V.

1. Introduction

This is the remuneration policy for the Supervisory Board of Alfen N.V., submitted to the General Meeting of Shareholders for adoption on 7 April 2026.

Upon adoption by the General Meeting of Shareholders, this remuneration policy shall take effect as of 1 January 2027.

This remuneration policy replaces the remuneration policy adopted by the General Meeting of Shareholders on 6 April 2023, effective as of the abovementioned effective date.

2. Objectives

The remuneration of the Supervisory Board members is set at a level designed to attract and retain diverse, qualified, and experienced individuals to effectively oversee and advise the Management Board on the development and execution of the long-term value creation strategy of Alfen.

Taking into account Alfen's size – in terms of revenue, number of employees, and market capitalization – its market position, geographical scope and labor market competition, the companies listed in Annex 1 (Peer group) are identified as the relevant peer group against which Supervisory Board remuneration levels are benchmarked. Within the defined peer group, Alfen is positioned below the 25th percentile based on the average of the aforementioned indicators. The remuneration structure and level for the Supervisory Board are set below the 25th percentile relative to the peer group listed in Annex 1.

3. Remuneration elements

The Supervisory Board's remuneration consists of a base fee and a committee fee. Reflecting the supervisory nature of the Supervisory Board's responsibilities, remuneration is fixed and not linked to Alfen's performance. In line with good corporate governance, no share-based incentives are granted to members of the Supervisory Board.

Effective as of 1 January 2027 the remuneration of the Supervisory Board shall be as described in the table below.

Annual base fee	
Chairman Supervisory Board	EUR 60,000
Member Supervisory Board	EUR 45,000
Annual committee fee	
Chair Audit Committee	EUR 9,000
Member Audit Committee	EUR 6,000
Chair HR Committee	EUR 9,000
Member HR Committee	EUR 6,000

The annual base fee and committee fees for the members of the Supervisory Board shall be subject to annual indexation, for the first time in January 2028. The indexation shall be determined as the lower of (i) the CBS Consumer Price Index measured over the preceding full calendar year, or (ii) the average wider workforce increase within Alfen, as part of the annual review of fixed remuneration.

4. (Travel) expenses

Members of the Supervisory Board shall receive a travel allowance of:

- EUR 1,500 for each meeting attended outside their country of residence within Europe; and
- EUR 2,500 for each meeting attended outside their country of residence outside Europe,

in each case in consideration of the additional time and effort required.

All reasonable and documented expenses incurred by Supervisory Board members in the performance of their duties, including travel and accommodation, will be reimbursed upon submission of appropriate receipts.

5. Benefits and loans

Members of the Supervisory Board are not eligible to participate in Alfen's employee benefit schemes, and Alfen does not provide loans to Supervisory Board members.

6. Adoption, revision of and deviation from this remuneration policy

In principle, the HR Committee reviews the policy at least every four years at the instruction of the Supervisory Board and submits any proposed revisions to the Supervisory Board for adoption by the General Meeting of Shareholders. If the General Meeting of Shareholders does not approve proposed amendments, Alfen shall continue to remunerate in accordance with the existing approved policy and submit a revised policy at the next General Meeting of Shareholders.

Proposed revisions to the remuneration policy shall be accompanied by a description and explanation of all material changes, the decision-making process followed in their determination, review, and implementation, measures to prevent or manage conflicts of interest, and relevant pay ratios. The description shall also explain how the policy takes into account the votes and views of shareholders and other stakeholders since the most recent vote on the remuneration policy by the General Meeting of Shareholders.

In exceptional circumstances only, the Supervisory Board, as advised by the HR Committee, may decide to temporarily deviate from this policy. Exceptional circumstances are circumstances in which a temporary deviation from this remuneration policy is necessary to protect Alfen's long-term interests, sustainability, or continuity. Upon submission of this remuneration policy to the General Meeting of Shareholders for adoption on 7 April 2026, no deviations or exceptions are envisaged.

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Annex 1
(Peer group)

#	Company*	Industry	Country	Average market cap** (in million EUR)
1.	Fugro N.V.	Construction & engineering	Netherlands	1,820
2.	TKH Group N.V.	Electrical equipment	Netherlands	1,528
3.	AMG Critical Materials N.V.	Metals & mining	Netherlands	540
4.	Acomo N.V.	Consumer staples distribution & retail	Netherlands	575
5.	Corbion N.V.	Chemicals	Netherlands	1,242
6.	SGL Carbon SE	Electrical equipment	Germany	521
7.	Hexatronic Group AB	Electrical equipment	Sweden	656
8.	TomTom N.V.	Software	Netherlands	627
9.	Sif Holding N.V.	Electrical equipment	Netherlands	338
10.	Kendrion N.V.	Automotive components	Netherlands	169
11.	Nedap N.V.	Electronic equipment, instruments & components	Netherlands	408

* All data represents the latest financial year ending that is publicly available

** Average market cap is averaged over a period between 1 August 2024 and 31 July 2025