

Remuneration report

Management Board remuneration

The remuneration of the individual Management Board members has been established by the Remuneration and Nomination Committee, currently consisting of all members of the Supervisory Board, in accordance with Fastned's Remuneration Policy which was most recently approved at the Annual General Meeting on 5 June 2025 without any material changes, upon a proposal from the Supervisory Board. Any subsequent amendments to this remuneration policy are subject to adoption by the General Meeting. The remuneration of, and other agreements with, the Managing Directors are determined by the Supervisory Board with due observance of the remuneration policy. In applying the policy, the Supervisory Board takes into account Fastned's long-term strategy and sustainable value-creation objectives, internal pay ratios, market developments and the responsibilities, performance and experience of each Managing Director. Scenario analyses are used when assessing the structure and potential outcomes of the remuneration packages, including different performance and share-price developments under the Option Plan, to ensure that outcomes remain appropriate and aligned with Fastned's long-term strategy. Fastned's remuneration policy aims to attract, motivate and retain qualified and experienced individuals and reward them with a competitive remuneration package that is in line with labour market conditions of companies that engage in comparable activities and/or are similar in terms of size and/or

complexity. Based on the remuneration policy, the remuneration of the Managing Directors may consist of the following components:

- Fixed part – base salary and holiday allowance
- Long-term incentive – Option Plan
- Pension
- Other benefits

The Management Board members have entered into an employment agreement with Fastned. The employment agreements have the same terms and conditions as the employment agreements of regular employees of Fastned. Fastned does not provide any personal loans, advances or guarantees to Management Board members. There are no contractual severance arrangements in place between the Management Board members and Fastned. The employment agreements are entered into for an indefinite period of time with a one-month notice period for both parties. No current or former Management Board member has received any severance payment.

Base salary (fixed)

The base salary of the Management Board members aims to reflect the responsibility and scope of their role, taking into account their level of seniority and experience. The base salary of each Management Board member is a fixed cash compensation paid on a monthly basis. The base salary will be annually evaluated by the Supervisory Board, taking into account developments in the pay market and other factors (including potential changes in role and/or portfolio size) and can be adjusted by the Supervisory Board in accordance with the remuneration policy.

Long-term incentive plan (variable)

In principle, the Management Board members participate in the Option Plan that applies to all employees of Fastned. Mr. Langezaal is, however, excluded from this Option Plan. Under the Option Plan, ten milestones are defined, each goal consisting of a market capitalisation-related goal and an operational goal. Each time such a milestone is met, Fastned will allocate options for newly issued DRs to its employees for a total of 1% of the total of the then outstanding number of DRs. The allocation of these options for newly issued DRs depends on the role and responsibilities of the employee in the organisation. The criteria for the granting of options will be determined by the Supervisory Board if it concerns a Managing Director.

The Management Board and the Supervisory Board have significant discretionary rights in the execution of the policy. This is also explicitly incorporated in the Fastned Option Policy. The Management Board and Supervisory Board can deviate from the policy on specific conditions, like the allocation of shares and the determination of the exercise price.

The milestones of Fastned's Option Plan

Milestone	Market capitalisation (€)	Operational goal	Realised
1	> 150 million euro	> 100 stations operational	<input checked="" type="checkbox"/>
2	> 200 million euro	> 1 million euro in revenues in one calendar year	<input checked="" type="checkbox"/>
3	> 300 million euro	> 250 stations operational	<input checked="" type="checkbox"/>
4	> 400 million euro	> 150 kW charging at > 50% of our stations	<input checked="" type="checkbox"/>
5	> 500 million euro	> Company profitable for 12 months in a row	
6	> 600 million euro	> 500 stations operational	
7	> 700 million euro	> 100 million euro in revenues in one calendar year	
8	> 800 million euro	> 30% EBITDA margin for 12 months in a row	
9	> 900 million euro	> 300 kW charging at > 50% of our stations	
10	> 1 billion euro	> 1,000 stations operational	

The milestones of the Option Plan consist of two targets which need to be achieved at the same time:

- Market capitalisation must be achieved for more than 30 consecutive days; and
- The operational goals must be achieved.

No milestones were met in 2025, therefore no options under the Option Plan were granted.

See the Remuneration Policy posted on Fastned's website for more detail.

Pension and other benefits

In principle, the Management Board members are eligible to participate in Fastned's pension scheme. However, if a Management Board member is a major shareholder or DR Holder of Fastned (as defined in the Dutch Pensions Act, which is, in short, the case if a Managing Director directly or indirectly holds more than 10% of the Shares or DRs), the Management Board member is not eligible to participate in Fastned's pension scheme. Mr. Langezaal is therefore not eligible to participate in the pension scheme. The pension scheme for the Management Board members is the same as the pension schemes applicable to other employees working for Fastned in the Netherlands. Other benefits Fastned provides include company cars. All Management Board members drive an electric company car.

Pay ratio

In line with the Dutch Corporate Governance Code, Fastned takes into account the internal pay ratios and employment conditions of the employees within the organisation when formulating its remuneration policy. Fastned's internal pay ratio is calculated as the average total compensation of the Management Board members divided by the average employee compensation (total personnel expenses divided by the average number of FTE). Consequently, Fastned's calculated pay ratio in 2025 was 2.18 (2024: 1.95).



Management Board remuneration over 2025

The table below provides the remuneration of each member of the Management Board, for the financial year that ended on 31 December 2025:

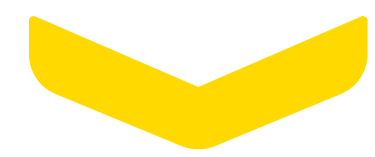
€'000	Fixed remuneration	Pension	Other benefits*	Option Plan	Total
2025					
Mr Langezaal	120	—	16	—	136
Mr Van Dijk	176	16	9	—	201
Ms Poggi	171	20	14	—	205

€'000	Fixed remuneration	Pension	Other benefits*	Option Plan	Total
2024					
Mr Langezaal	116	—	13	—	129
Mr Van Dijk	164	16	7	—	187
Ms Poggi	38	5	2	—	45

*The IFRS costs shown in this column are excluding the annual employer contributions to Dutch social security.

Françoise Poggi was appointed as Group Chief Operating Officer on 29 November 2024.

Additionally, options granted to and held by Victor van Dijk amount to 4,543 options as at 31 December 2025 (2024: 14,105).



Historical five-year comparison

An overview of the Company's performance, the annual change in remuneration of the Management Board and of employees of the Company is shown below.

	2025	Δ	2024	Δ	2023	Δ	2022	Δ	2021
Number of stations	406	17%	346	16%	297	22%	244	30%	188
Revenue (€ '000)	139,177	66%	83,799	38%	60,514	68%	35,963	191%	12,352
Average cash compensation Management Board (€ '000)	167	11%	151	13%	134	2%	131	9%	120
Average cash compensation employees (€ '000)	77	—%	77	3%	75	4%	72	29%	56
Mr Langezaal (€ '000)	136	5%	129	9%	118	-1%	119	2%	117
Mr Van Dijk (€ '000)	201	7%	187	-29%	265	59%	167	-74%	652
Ms Poggi (€ '000)	205	—%	45	—%	—	—%	—	—%	—
Avg. total compensation (incl. options/other benefits) Management Board (€ '000)	181	12%	161	-16%	191	30%	147	-69%	476
Average total compensation (incl. options/other benefits) employees (€ '000)	77	—%	77	-18%	94	31%	72	-52%	150

Supervisory Board remuneration policy

The General Meeting determines the remuneration of the Supervisory Board members. The Supervisory Board members are entitled to a fixed annual fee as determined by the General Meeting, taking into account the time to be spent by such Supervisory Board members. No additional fees are due for their membership of the Audit Committee.

None of the Supervisory Board members may receive Depositary Receipts, options for Depositary Receipts or similar rights to acquire Depositary Receipts as part of their remuneration. Fastned does not provide any personal loans, advances or guarantees to Supervisory Board members. There are no contractual severance arrangements in place between the Supervisory Board members and Fastned. The annual total compensation for each Supervisory Board member has been set as follows:

- Supervisory Board Chair: € 50,887;
- Supervisory Board members: € 39,561.

Jérôme Janssen only receives compensation for travel expenses up to a maximum of € 7,500. In addition, unlimited charging within the Fastned charging network is made available to all Supervisory Board members.

Supervisory Board remuneration 2025

The total compensation (exclusive of VAT) for each Supervisory Board member for the financial year ending on 31 December 2025 was as follows:

- Liselotte Kooi: € 50,887 (2024: € 49,760);
- Bart Lubbers: € 39,561 (2024: € 38,420);
- Nancy Kabalt: € 39,561 (2024: € 38,420);
- Jérôme Janssen: nil (2024: nil).

FAST Board remuneration policy

The remuneration and contractual terms of assignment of FAST Board members are determined by the general meeting of depository receipt holders. Apart from their remuneration, FAST Board members shall be reimbursed for all reasonable costs incurred with the consent of the Chair of the FAST Board, or, with respect to the Chair, incurred with the consent of the Chair of the Supervisory Board.

The annual total compensation for each FAST Board member has been set as follows:

- FAST Board Chair: € 17,446 (2024: € 16,950);
- FAST Board members: € 11,631 (2024: € 11,300).

FAST Board remuneration 2025

The total compensation for each FAST Board member for the financial year ending on 31 December 2025 was as follows:

- Maaïke Veen: € 17,446 (2024: € 16,950);
- Henk Pals: € 11,631 (2024: € 11,300);
- Michiel Weghs: € 8,723 (2024: € 11,300)
- Niels Korthals Altes: € 6,785 (2024: nil) .

In addition, Niels was contracted to support the process to close the green loan facility. Total services provided in 2025 sum up to € 65 thousand.