



Summary of the 2026-2030 Management Services Agreement with Mr. Grandi

In accordance with the Dutch Corporate Governance Code, a Management Services Agreement has been entered into with Mr. G. (Guido) Grandi for a period of four years as of 3 September 2026, contingent upon his appointment as member of the Executive Board of TKH Group N.V. ("TKH" or the "Company") at the Extraordinary General Meeting to be held on 3 September 2026. This Management Services Agreement will remain effective until the close of the Annual General Meeting to be held in 2030, and will automatically extend in case of subsequent re-appointments.

Mr. Grandi's remuneration is in accordance with TKH's Executive Board remuneration policy. The fixed remuneration includes a management fee in the amount of EUR 680,000 gross per annum and a non-qualified pension contribution of 15% of the management fee.

His variable remuneration consists of both a short-term incentive, which has a target opportunity of 40% of the management fee and a maximum performance opportunity of 60% of the management fee, and a long-term incentive, with a target opportunity of 50% of the management fee and a maximum performance opportunity of 135% of the management fee (net award value). The Company furthermore provides several additional benefits, including travel and accident insurance, company car provisions, and coverage under Directors and Officers (D&O) policies.

The compensation in the event of dismissal shall not exceed the gross management fee for one year including any payment during the notice period and shall not be due in case of dismissal for urgent cause (dringende reden) or due to seriously culpable (ernstig verwijtbaar) or negligent (nalatig) behavior.

There is no "change of control" clause in the Management Services Agreement. A claw back clause applies.

Haaksbergen, 23 July 2026