

## TECHNICAL HIGHLIGHTS – SHARE CERTIFICATE SUBSCRIPTION PLAN

Vehicle	Share Certificates
Grant frequency	Sequential
Performance Period	3 years
Vesting type	Cliff vesting (100% at the end)
Vesting conditions	3 (performance period) + 1 (lock-up period)
Envelope/Amount of grant	Number of certificates based on the assumed maximum dilution of 5%
Eligibility	Management Board (4) + Group Executive Committee (8)

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WEIGHT	KPIs	DESCRIPTION	PERFORMANCE CALIBRATION*				Performance Assessment
25%	Revenue	Cumulated group revenues (3 years) compared to the sum of targets for these years		Threshold	Target	Cap	Overall achievement rate based on the whole vesting period cumulative performance (after 3 years vesting period – end 2026)
			Perf.	TBD	TBD	120% of target	
			Payout	0%	100%	120%	
30%	EBITDA	Cumulated group EBITDAs (3 years) compared to the sum of targets for these years		Threshold	Target	Cap	e.g. (2024 result +2025 result +2026 result) / (2024 target +2025 target +2026 target)
			Perf.	TBD	TBD	120% of target	
			Payout	0%	100%	120%	
25%	Free Cash Flow	Cumulated group Free Cash Flows (3 years) compared to the sum of targets for these years		Threshold	Target	Cap	
			Perf.	TBD	TBD	120% of target	
			Payout	0%	100%	120%	
20%	Relative TSR vs. Peer Group	Performance of the Company's share price compared to a peer group over a 3-year period		Threshold	Target	Cap	
			Perf.	TBD	TBD	120% of target	
			Payout	0%	100%	120%	
Trigger	ESG	to be defined every year		Lower bound	Target	Higher bound	
			Perf.	<95% of target	95%-105%	>105%	
			Multiplier	0.9	1	1.1	

\* Targets to be determined by the Supervisory Board

## TECHNICAL HIGHLIGHTS – SHARE CERTIFICATE SUBSCRIPTION PLAN - TSR

- TSR is assessed by calculating Solutions 30 share price performance to the average performance of a peer group companies. At 4% of outperformance, the allocation is 100%. It increases on a straight-line basis up to 120% in case of overperformance (up to 120% of target) and decreases on a straight-line down to 0% at 0% of outperformance (lower bound)
- The peer group is determined based on multiple factors such as company size, business mix, geographic mix and TSR correlation. Currently the TSR peer group consists of 7 below companies, well balanced across multi-technical services, telecommunication, industrial and digital business solutions, engineering and technology consulting

TSR PEER GROUP	
INSTALCO	
SPIE	
TELEPERFORMANCE	
ALTEN	
ELIS	
DEVOTEAM	delisted
QUADIENT (NEOPOST)	
GLOBAL DOMINION	
GROUP OPEN	delisted

NB: 2 of the companies were delisted, the panel was then reduced from 9 to 7 companies.