

Remuneration Report for Fiscal Year 2024



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This Remuneration Report pursuant to Section 162 of the German Stock Corporation Act (AktG) presents and explains the remuneration granted and owed in fiscal year 2024 to each incumbent and former member of the Management Board and Supervisory Board of WashTec AG. Detailed information on the Management Board and Supervisory Board remuneration systems, the remuneration report in accordance with German stock corporation law and the auditor's report in accordance with Section 162 (3) sentence 3 AktG are available in the Investor Relations section of the Company website at <https://ir.washtec.de/en/corporate-governance/>, under "Remuneration of Board of Management and Supervisory Board."



The remuneration report for the preceding fiscal year 2023, prepared and audited in accordance with Section 162 AktG, was approved by resolution of the Annual General Meeting on May 14, 2024. The Management Board and Supervisory Board have taken due account of that resolution in preparing the remuneration report for fiscal year 2024, which they have prepared using the same presentation as in the previous remuneration reports approved by the Annual General Meeting. The remuneration reports are also available on the Company website at <https://ir.washtec.de/en/corporate-governance/>, under "Remuneration of Board of Management and Supervisory Board."

Due to rounding, individual figures in this report may not add up to the stated totals and percentages may not precisely correspond to the absolute figures they relate to.

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1. Remuneration of members of the Management Board

1.1 Application of the remuneration system

At its meeting on March 24, 2021, the Supervisory Board, after due deliberation, adopted the system applicable in the 2024 reporting year for the remuneration of the members of the Management Board of WashTec AG (the "Company") in accordance with the requirements of the German Stock Corporation Act resulting from the German Act Implementing the Second Shareholder Rights Directive (ARUG II) and taking into account the German Corporate Governance Code dated December 16, 2019. The amended version of the German Corporate Governance Code dated April 28, 2022 (the "2022 Code") has no effect in this regard. With regard to the recommendations of the German Corporate Governance Code, reference is made to the Declaration of Conformity published on the Company website at <https://ir.washtec.de/en/corporate-governance/>, under "Declaration of Conformity."



This remuneration system (<https://ir.washtec.de/en/corporate-governance/>, under "Remuneration of Board of Management and Supervisory Board") was approved by the 2021 Annual General Meeting pursuant to Section 120a (1) AktG and applies to all Management Board contracts entered into or renewed after the Annual General Meeting on May 18, 2021. This relates to the contracts of all members of the Management Board in office in fiscal year 2024. For the purposes of long-term variable remuneration under the remuneration system, the current Long Term Incentive Program (LTIP) 2024-2026 for the Management Board was adopted effective January 1, 2024 and applies to all members of the Management Board.

Dr. Ralf Koeppe, Chief Executive Officer (CEO) and Chief Technical Officer (CTO) of WashTec AG, left the Management Board by mutual agreement effective February 23, 2024. His Management Board contract was terminated ahead of term as of February 29, 2024. Mr. Michael Drolshagen was appointed to succeed him as the new Chief Executive Officer (CEO) and Chief Technology Officer (CTO) with effect from May 1, 2024. In the interim, the duties of CEO and CTO were performed by Mr. Andreas Pabst.

A regular review by the Supervisory Board of the appropriateness and structure of the remuneration system is prepared by the Personnel and Nomination Committee. Where

necessary, the Personnel and Nomination Committee submits to the Supervisory Board proposals for modifications, on which the Supervisory Board may then proceed to pass a resolution.

With regard to Management Board contracts entered into after the Annual General Meeting on May 18, 2021, the remuneration system approved by the 2021 Annual General Meeting permits the Supervisory Board to temporarily derogate from the remuneration system if this is necessary to serve the long-term interests of the Company. Examples include alignment of the remuneration system in order to ensure that incentives remain adequate in the event of a significant change in corporate strategy or in the event of a severe economic crisis. In fiscal year 2024, in connection with the appointment of Mr. Michael Drolshagen as the new Chief Executive Officer of the Company, the Supervisory Board, for the period of his appointment from May 1, 2024, adopted a resolution in accordance with Section 87a (2) of the German Stock Corporation Act to deviate from the current Management Board remuneration system. This served the purpose of recruiting Mr. Drolshagen for the Company and was thus necessary in the interests of the Company's long-term wellbeing. In the view of the Supervisory Board, Mr. Drolshagen was clearly the most suitable candidate for the role of the Company's Chief Executive Officer. In view of Mr. Drolshagen's previous career and associated international background, the following selective departures from the provisions of the applicable remuneration system were made in connection with his appointment:

As part of the remuneration for Mr. Michael Drolshagen, the individual remuneration components under the remuneration system account for the following – with respect to the remuneration system slightly differing – relative shares of total target remuneration (not including the LTIP personal investment component but including the 5% incidental benefits under the remuneration system): Fixed remuneration approximately 49.76%, short-term variable remuneration component approximately 22.62% and long-term variable remuneration component approximately 22.62%. In addition, the Management Board contract with Mr. Michael Drolshagen does not contain a provision under which revocation of the appointment of a Management Board member for cause in accordance with Section 84 AktG is deemed to terminate the Management Board contract with a corresponding notice period in

accordance with Section 622 of the German Civil Code (Bürgerliches Gesetzbuch/BGB) without requiring separate notice of termination. Furthermore, in the event of notice leave, it is stipulated that this will be subject to continued payment of the fixed annual salary and the short-term variable remuneration.

In line with the cycle stipulated under German stock corporate law, an updated remuneration system for the Management Board will be submitted for approval in accordance with Section 120a AktG at the Annual General Meeting in 2025. That remuneration system will also include the provisions described above.

1.2 Overview of the remuneration system applicable in fiscal year 2024 and structure of Management Board remuneration

The Company's remuneration system is geared to promoting the corporate strategy and the long-term development of the Company and its affiliates. This is achieved by means of a simple and clear incentive structure in Management Board remuneration. The remuneration system and the uniform remuneration structure for all Management Board functions are designed to prevent inappropriate incentives, both from outside and from within the Company. In particular, they aim to prevent Management Board decision-making that is calculated to maximize remuneration in the short term but is not conducive to the long-term success of the business.

The structure of the remuneration system takes into account the challenging responsibilities incumbent on Management Board members for implementing the Group strategy and leading a globally operating company with innovative, digital and flexible solutions in the face of global competition. At the same time, Management Board remuneration is intended to be in line with the market and be competitive so that the Company is able to attract capable and dynamic executive talent. Within specified bounds, the remuneration system is there-

fore also intended to give the Supervisory Board the latitude to respond flexibly to a changing market and competitive environment. The incentives are intended to be structured in a clear and comprehensible manner, not only for shareholders, but also of course most of all for the members of the Management Board and for employees, whose bonus systems are based on targets that are largely harmonized with Management Board remuneration.

Remuneration for the Management Board of WashTec AG consists of non-performance-based and performance-based remuneration components. The non-performance-based remuneration components comprise the basic annual salary (fixed remuneration) and incidental benefits. Performance-based remuneration consists of short-term variable remuneration and long-term variable remuneration. The variable remuneration components are calculated in essentially the same way for all members of the Management Board. An exceptional performance bonus may also be granted. No retirement provision is granted to members of the Management Board. The remuneration system and the current Management Board contracts also provide for customary benefits on termination of Management Board office. Any severance payments agreed on early termination of Management Board office other than for cause warranting termination of the Management Board contract may not exceed the remuneration entitlements for the remaining term of the contract and must be limited to a maximum of two years' remuneration (severance cap). In the event of death of a married member of the Management Board during the term of their Management Board contract, their spouse is entitled to receive the fixed annual salary for the month of death and the following six months, or up to the end of the contract term, whichever is earlier. This entitlement is heritable. Where members of the Management Board are subject to a post-contractual non-compete covenant, they are entitled to remuneration amounting to 50% of the monthly pro rata portion of their fixed annual salary (compensation) for the duration of the non-compete covenant. Severance payments are taken into account against the non-competition compensation.

The **non-performance-based remuneration** consists of fixed remuneration and incidental benefits. Incidental benefits generally include contributions to insurance policies, company cars with private use and reimbursement of, for example, the cost of preventive medical checkups. The fixed remuneration is paid retroactively at the end of each month in twelve equal monthly installments with retention of statutory deductions.

The **short-term variable remuneration** is based in equal parts on Company targets and individual performance targets. The Company targets relate to the WashTec Group's financial key performance indicators. These are revenue, EBIT, free cash flow and return on capital employed (ROCE). The individual performance targets comprise operational or strategic targets, including non-financial targets, primarily from the areas of product innovation, sustainability and governance, process optimization, digitalization and customer benefit. Specific strategic objectives can also be furthered by including them in the individual performance targets for each Management Board role. The specific targets and their respective weightings within the short-term variable remuneration are set by the Supervisory Board in the annual target agreement.

For the short-term variable remuneration, an amount corresponding to 100% target achievement (target amount) is individually agreed with each Management Board member. The short-term variable remuneration may be reduced to as little as 0% of the agreed amount if the Company targets are not met and increased to up to 115% of the agreed target amount if they are exceeded. The payout amount for short-term variable remuneration is therefore capped at 130% of the target amount for the Company targets and 100% of the target amount for the individual performance targets. If a Management Board member is appointed part-way through the year, the short-term variable remuneration may be granted in the first year of service pro rata temporis from the commencement of service.

Short-term variable remuneration for one fiscal year			
		Target achievement	
Performance criterion	Weighting	Minimum	Maximum
Company targets	50%	0%	130%
Individual performance targets	50%	0%	100%
Short-term variable remuneration	100%	0%	115%

Target achievement for short-term variable remuneration is determined after approval of the consolidated financial statements for the respective fiscal year. The short-term variable remuneration falls due for payment in cash together with the next monthly salary payment.

The Company's long-term development is promoted in particular by supplementing the short-term variable remuneration with an additional variable remuneration component comprising **long-term variable remuneration** in the form of a Long Term Incentive Program, or LTIP) with a one-time cash award. The program has a three-year term (incentive period). Target achievement is determined at the end of the incentive period. If the targets are met, payment is made in the fiscal year following adoption of the annual financial statements for the relevant year (due date). The LTIP 2024–2026 applicable in the reporting period has an incentive period from January 1, 2024 to December 31, 2026 and was adopted by resolution of the Supervisory Board on March 4, 2024.

The LTIP includes a non-personal-investment component, under which a Management Board member can obtain a maximum cash award, at 100% target achievement, of 100% of their respective short-term variable annual target remuneration for each year of the LTIP.

An additional personal investment component provides a Management Board member with the opportunity to increase – up to a maximum of double (cash award multiplier equal to 2) – their cash award under the non-personal-investment component by personal investment in WashTec AG shares. Doubling the cash award requires a personal investment in the amount of 100% of the 2024 short-term variable target annual remuneration in euros by a specified cut-off date. If the personal investment is lower, the personal investment component is proportionately smaller (cash award multiplier less than 2). Personal investment for the purposes of LTIP 2024–2026 means (euro) amounts invested in shares in the Company held personally by the Management Board member on the June 30, 2026 cut-off date. This includes any shares that the Management Board member acquired under previous LTIP programs and still holds. If a Management Board member is appointed after the start of the incentive period, the rule for the personal investment in shares of the Company required to double the entitlement under the non-personal-investment component is that the Management Board member must make a personal investment amounting to 100% of the variable target income in euros for the year in which the Management Board member takes office. A personal investment for the purposes of this program means (euro) amounts, amounting to up to 100% of the variable target income for the year in which the Management Board member takes office, invested in shares in the Company held personally by the Management Board member on June 30, 2026 (the cut-off date).

LTIP 2024–2026 is aligned to the long-term nature of the corporate strategy and the Company's sustainable development Company with the three performance targets return on capital employed (ROCE), total shareholder return (TSR) and revenue growth (revenue compound annual growth rate/revenue CAGR). Subject to certain requirements and on a case-by-case basis, one-off items may be neutralized in the calculation of the profit figure relevant to the ROCE target.

Long-term variable remuneration (LTIP) for the three-year incentive period 2024–2026

		Component I without personal investment				Component II with personal investment	
		ROCE ¹	TSR ²	Revenue CAGR ³	Total target amount	Personal investment amount	Cash award multiplier on component I
Weighting		40%	20%	40%	3 x annual short-term variable target remun- eration	No personal investment	–
	<81%	0%	0%	0%			
	81%–99%	5%–95%	5%–95%	5%–95%			
Target achievement	100%	100%	100%	100%		Maximum personal investment in the amount of 100% of short-term variable target	x2

¹ Average return on capital employed (ROCE) of more than 26% during the incentive period (ROCE target)

² At least 75% total shareholder return (TSR) before taxes (TSR target)

³ Revenue CAGR of more than 6% during the incentive period (revenue growth target)

All three performance targets must each reach the minimum threshold of 81% set by the Supervisory Board in order to count. The Supervisory Board determines the degree of target achievement for each target at the end of the incentive period. If all three targets are fully met or exceeded, the cash award reaches its maximum amount and 100% is paid out. If target achievement on either target is less than 100% but at least equal to the threshold, proportionately less is paid out for that target for each percentage point below 100%. If target achievement on either target is less than the threshold, there is no payout for the target

concerned. If target achievement on all three performance targets is not at least equal to the threshold, no cash award is paid. The ROCE target has a weighting of 40%, the TSR target has a weighting of 20% and the revenue growth target has a weighting of 40% in determination of the cash award.

Payment of the LTIP cash award falls due on the date on which the Supervisory Board adopts the annual financial statements for the final year of the incentive period (payout date).

Management Board members are only entitled to the full cash award if they have been members of the Management Board without interruption for the duration of the incentive period. Management Board members who make use of the personal investment component are only entitled to a cash award for the personal investment component if they continue to hold at least the number of shares invested at the cut-off date (June 30, 2026) through to the end of the incentive period. Any LTIP cash award entitlement lapses if the Management Board contract terminates before regular contractual term. The cash award is paid pro rata temporis in the event that the regular term of appointment or of the Management Board contract has begun after the start or been terminated before the end of the incentive period or in the event of death or permanent incapacity to work due to invalidity.

In addition, if the Management Board member makes use of the personal investment component, payment is subject to the resolutive condition that one-sixth of the cash award under the LTIP with personal investment is reinvested in shares in the Company by the Management Board member within three months of the cash award falling due and that the Management Board member remains invested with that quantity of shares for at least three years after acquiring them. There are exemptions to the reinvestment requirement and the

holding period in the event of the Management Board member leaving office and in the event of death or permanent incapacity to work due to invalidity.

Additionally, in exceptional cases, the Supervisory Board may at its due discretion decide an exceptional performance bonus for individual or all members of the Management Board.

In future programs, the performance targets may be replaced or supplemented with other targets according to the strategic assessment at the time. The fact that the long-term variable remuneration (LTIP) – when use is made of the personal investment component – is overweighted relative to the short-term variable remuneration aligns the remuneration structure with the sustainable development and long-term growth in the value of the company.

1.3 Target remuneration

For Management Board contracts entered into after the Annual General Meeting on May 18, 2021, on the basis of the remuneration system approved by the 2021 Annual General Meeting and within maximum remuneration limits set by the Annual General Meeting, the Supervisory Board determines total target remuneration for each Management Board member at the beginning of the fiscal year, comprising fixed remuneration, incidental benefits and target amounts for the short-term and long-term variable remuneration assuming 100% target achievement.

The remuneration system enables the Supervisory Board to take into account the function and responsibilities of each individual Management Board member when setting the total target remuneration. At the Supervisory Board's due discretion, function-specific variation is permissible to take account of criteria such as experience, length of Management Board

service and Management Board position. The actual percentages therefore vary according to function and as a result of any adjustments made in regular remuneration reviews.

Under the remuneration system approved by the 2021 Annual General Meeting, any exceptional performance bonus granted in individual instances is structured in such a way that the long-term variable remuneration continues to exceed the percentage accounted for by the short-term variable remuneration.

In determining the total target remuneration for fiscal year 2024, the Supervisory Board took into account the LTIP pro rata for the year with the portion of the target amount relating to 2024 and the maximum permissible personal investment.

Total target remuneration for the Management Board for fiscal year 2024 as determined by the Supervisory Board for the members of the Management Board incumbent in fiscal year 2024 is as follows:

Management Board member	Non-performance-based remuneration components (fixed remuneration)		Performance-based variable remuneration components (variable remuneration)		Total target remuneration	Ratio of the remuneration components to total target remuneration			
	Fixed remuneration	Incidental benefits ¹	Short-term variable remuneration	Long-term variable remuneration (LTIP) ²		Fixed remuneration	Incidental benefits	Short-term variable remuneration	Long-term variable remuneration (LTIP)
Michael Drolshagen (since May 1, 2024) ³	€366,667	€45,614	€166,667	€333,333	€912,281	40%	5%	18%	37%
Sebastian Kutz	€300,000	€44,211	€180,000	€360,000	€884,211	34%	5%	20%	41%
Andreas Pabst	€300,000	€44,211	€180,000	€360,000	€884,211	34%	5%	20%	41%
Dr. Ralf Koeppe (until February 23, 2024) ⁴	€56,667	€8,772	€36,667	€73,333 ⁵	€175,439	32%	5%	21%	42%
Total	€1,023,333	€142,807	€563,333	€1,126,667	€2,856,140	36%	5%	20%	38%

¹ The Management Board is granted incidental benefits of up to approximately 5% of the total target remuneration. This figure given here also corresponds to the maximum amount.

² The LTIP 2024–2026 is taken into account on a pro rata basis for the year with the portion of the target amount relating to 2024 and the maximum permissible personal investment.

³ Michael Drolshagen was appointed to the Management Board effective May 1, 2024; the figures therefore relate to the period from May 1, 2024 to December 31, 2024, inclusive.

⁴ Dr. Ralf Koeppe left the Management Board on February 23, 2024; his Management Board contract was terminated ahead of term effective midnight on February 29, 2024. For reasons of materiality, the figures relate to the period from January 1, 2024 up to and including February 29, 2024. Regarding the payments to Dr. Ralf Koeppe following his early departure from the Management Board, please see below under the heading “Remuneration granted and owed to former members of the Management Board (Section 162 (1) and (2) AktG)”.

⁵ Dr. Ralf Koeppe's entitlement under the LTIP 2024–2026 was forfeited in its entirety on his early departure from the Management Board. For the presentation of the total target remuneration the amount was included on a pro rata basis.

The long-term variable remuneration (LTIP) falls due after the end of the incentive period on December 31, 2026 if and to the extent that the underlying performance targets for the three-year incentive period (2024-2026) have been met. If the performance targets are met, the determination of target achievement and payment of the LTIP take place in the fiscal year following the end of the incentive period.

The table below shows the LTIP target amounts for the three-year incentive period January 1, 2024 to December 31, 2026 and the portion of the target amount relating to 2024, at 100% achievement of the performance targets:

Management Board member	Performance criterion	Weighting	Portion of target amount relating to 2024 (at 100% target achievement)	Target amount for the three-year incentive period (at 100% target achievement) ¹
Michael Drolshagen (since May 1, 2024) ²	Return on capital employed (ROCE)	40%	€66,667	€266,667
	Total shareholder return (TSR)	20%	€33,333	€133,333
	Revenue growth target (revenue CAGR)	40%	€66,667	€266,667
	Component I without personal investment	100%	€166,667	€666,667
	Component II with personal investment	Double of component I	€166,667	€666,667
	LTIP total		€333,333	€1,333,333
Sebastian Kutz	Return on capital employed (ROCE)	40%	€72,000	€216,000
	Total shareholder return (TSR)	20%	€36,000	€108,000
	Revenue growth target (revenue CAGR)	40%	€72,000	€216,000
	Component I without personal investment	100%	€180,000	€540,000
	Component II with personal investment	Double of component I	€180,000	€540,000
	LTIP total		€360,000	€1,080,000
Andreas Pabst	Return on capital employed (ROCE)	40%	€72,000	€216,000
	Total shareholder return (TSR)	20%	€36,000	€108,000
	Revenue growth target (revenue CAGR)	40%	€72,000	€216,000
	Component I without personal investment	100%	€180,000	€540,000
	Component II with personal investment	Double of component I	€180,000	€540,000
	LTIP total		€360,000	€1,080,000

¹ As of December 31, 2024

² Michael Drolshagen was appointed to the Management Board effective May 1, 2024; the figures therefore relate to the period from May 1, 2024 to December 31, 2026, inclusive. Any cash award for Michael Drolshagen will be granted pro rata temporis, as the regular term of his Management Board appointment began after the start of the incentive period.

In accordance with the rules of the LTIP program, Dr. Ralf Koeppe no longer participates in LTIP 2024–2026 because of his early departure as of February 23, 2024. Dr. Ralf Koeppe's entitlement under LTIP 2024–2026 was consequently forfeited in its entirety.

The LTIP with the incentive period January 1, 2024 to December 31, 2026 described in section 1.2 comprises a non-personal-investment component and an additional personal investment component. If the Management Board member makes use of the personal investment component, payment is subject to the resolute condition that one-sixth of the gross cash award under the LTIP with personal investment is reinvested in shares in the Company by the Management Board member within three months of the cash award falling due and that the Management Board member remains invested with that quantity of shares for at least three years after acquiring them. The reinvestment is recognized as equity-settled share-based payment. The grant date fair value is measured in accordance with IFRS 2. The reinvestment target amounts shown in the table below are part of the total target amount of long-term variable remuneration (LTIP).

Management Board member	Long-term variable remuneration (LTIP) target amounts for the three-year incentive period 2024–2026 (at 100% target achievement) ¹			
	Component I without personal investment	Component II with personal investment	Long-term variable remuneration (LTIP)	Of which reinvestment
Michael Drolshagen (since May, 1 2024) ²	€666,667	€666,667	€1,333,333	€111,111
Sebastian Kutz	€540,000	€540,000	€1,080,000	€90,000
Andreas Pabst	€540,000	€540,000	€1,080,000	€90,000
Total	€1,746,667	€1,746,667	€3,493,333	€291,111

¹ As of December 31, 2024

² Michael Drolshagen was appointed to the Management Board effective May 1, 2024; the figures therefore relate to the period from May 1, 2024 to December 31, 2026, inclusive.

1.4 Remuneration in fiscal year 2024

The table below shows remuneration »granted« and »owed« for fiscal year 2024. It is assumed for this purpose that the disclosure of remuneration pursuant to Section 162 (1) sentence 2 no. 1 AktG in the Remuneration Report is made for the fiscal year in which performance of the (one-year or multiple-year) service on which the remuneration is based was completed. Short-term variable remuneration is therefore included in "remuneration granted" as performance of the service on which it is based was completed by the respective reporting date. Cash award payout amounts are therefore stated for each reporting year even if payment is not made until after the end of the reporting year. This ensures transparent and comprehensible reporting and maintains the link between performance and remuneration in the reporting period.

During the incentive period, on the other hand, the LTIP does not constitute remuneration "granted" or "owed" as the cash award depends on achievement of the specified performance targets at the end of the incentive period. At the end of the incentive period on December 31, 2026, any remuneration under LTIP 2024-2026 will be disclosed, as specified above, in the remuneration report pursuant to Section 162 AktG for fiscal year 2026.

Remuneration granted and owed to members of the Management Board incumbent in fiscal year:

Management Board member	Non-performance-based remuneration components (fixed remuneration)		Performance-based variable remuneration components (variable remuneration)		Other	Total remuneration granted and owed	Ratio of fixed and variable remuneration to total remuneration granted and owed			Other
	Fixed remuneration	Incidental benefits	Short-term variable remuneration	Long-term variable remuneration (LTIP) ¹			Fixed remuneration	Short-term variable remuneration	Long-term variable remuneration (LTIP) ¹	
Michael Drolshagen (since May 1, 2024) ²	€366,667	€12,000	€166,667	–	–	€543,333	69%	31%	–	–
Sebastian Kutz	€300,000	€10,000	€164,340	–	–	€474,340	65%	35%	–	–
Andreas Pabst	€300,000	€17,000	€166,140	–	–	€483,140	66%	34%	–	–
Dr. Ralf Koeppe (until February 23, 2024) ³	€56,667	€3,000	– ⁴	–	–	€59,667	100%	–	–	–
Total	€1,023,333	€42,000	€497,147	–	–	€1,562,480	68%	32%	–	–

¹ LTIP with incentive period 2024–2026

² Remuneration for the period from May 1, 2024 to December 31, 2024, inclusive. Short-term variable remuneration was guaranteed pro rata temporis in the year of appointment.

³ Dr. Ralf Koeppe left the Management Board on February 23, 2024; his Management Board contract was terminated ahead of term effective midnight on February 29, 2024. For reasons of materiality, the figures relate to the period from January 1, 2024 up to and including February 29, 2024. Regarding the payments to Dr. Ralf Koeppe following his early departure from the Management Board as of February 23, 2024, please see below under the heading “Remuneration granted and owed to former members of the Management Board (Section 162 (1) and (2) AktG)”.

⁴ In connection with Dr. Ralf Koeppe's early departure, the short-term variable remuneration calculated pro rata for the period up to his departure was settled with the severance payment.

With the exception of the deviation from the remuneration system in the case of Mr. Michael Drolshagen described on page 3 f., the remuneration granted and owed in fiscal year 2024 complies with the requirements of the remuneration system on which it is based. Fixed remuneration and short-term variable remuneration account for a larger percentage than they do in total target remuneration because the LTIP is not included in remuneration granted and owed in 2024.

Fulfillment of performance criteria for short-term variable remuneration in fiscal year 2024:

Management Board member	Performance criterion	Weighting	Target amount (at 100% target achievement)	Actual target achievement	Cash award
Michael Drolshagen (since May 1, 2024) ¹	Company targets	50%	€83,333	100% ¹	€83,333
	Individual performance targets	50%	€83,333	100% ¹	€83,333
Sebastian Kutz	Company targets	50%	€90,000	92%	€82,800
	Individual performance targets	50%	€90,000	91%	€81,540
Andreas Pabst	Company targets	50%	€90,000	92%	€82,800
	Individual performance targets	50%	€90,000	93%	€83,340

¹ Michael Drolshagen was appointed to the Management Board of WashTec AG effective May 1, 2024. Short-term variable remuneration was guaranteed pro rata temporis in the year of appointment at 100%.

The Supervisory Board set revenue and EBIT as the Company targets relevant to remuneration for fiscal year 2024. These are equally weighted in the assessment of the Company targets. The individual performance targets include targets to strengthen sales activities and increase profitability as well as targets to increase the transparency of key performance indicators for management of the Company.

In fiscal year 2024, the WashTec Group generated revenue of €476,889k, an increase of 2.6% on the prior year. EBIT increased by 8.7% to €45,503k. The EBIT margin was 9.5%. Target achievement on the Company targets for fiscal year 2024 relevant to the remuneration report amounted to 92%, whereby the EBIT target was met 100%.

Development of long-term variable remuneration performance targets (LTIP 2024–2026):

The three performance targets for the LTIP are average ROCE of more than 26% during the incentive period (ROCE target), a pre-tax TSR of at least 75% (TSR target) and revenue CAGR of more than 6% (revenue growth target).

By making use of the additional personal investment component of the LTIP, a Management Board member has the opportunity to increase – up to a maximum of double (cash award multiplier equal to 2) – their cash award under the non-personal-investment component by

personal investment in WashTec AG shares in the amount of 100% of the short-term variable target remuneration for 2024. If a Management Board member is appointed after the start of the incentive period, the rule for the personal investment in shares of the Company required to double the entitlement under the non-personal investment LTIP component is that the Management Board member must make a personal investment amounting to 100% of the variable target income in euros for the year in which the Management Board member takes office.

The personal investment can be made up to or including June 30, 2026. The Management Board's personal investment was as follows as of December 31, 2024:

Management Board member	Personal investment made	Maximum personal investment	Personal investment made ¹
Michael Drolshagen (since May 1, 2024)	€248,842	€250,000	99.5%
Sebastian Kutz	€230,306	€180,000	119.2%
Andreas Pabst	€145,656	€180,000	71.7%

¹ This is capped at 100% of the personal investment made, so that the non-personal-investment component can at most be doubled (cash award multiplier of 2).

After the first year of the three-year incentive period, the performance targets have developed as follows: ROCE reached 23.6% as of December 31, 2024. TSR for fiscal year 2024 is 33.8%. Sales fell by 2.6% compared to the prior year. In reporting year 2024, €525k was recognized in accordance with IFRS 2 for obligations under the LTIP.

As the Supervisory Board determines target achievement in 2026 at the end of the incentive period, the LTIP currently constitutes remuneration awarded. If the targets are met, the LTIP in this report will constitute remuneration granted in the third year of the incentive period.

Reinvestment by the Management Board under LTIP 2021–2023:

With regard to the personal investment LTIP component, payment of the personal investment component is subject to the resolute condition that one-sixth of the cash award under the LTIP with personal investment is reinvested in shares in the Company by the Management Board member within three months of the cash award falling due and that the Management Board member remains invested with that quantity of shares for at least three years after acquiring them. Under the terms of the LTIP 2021–2023, the cash award fell due on the date on which the 2023 annual financial statements were adopted, i.e., March 25, 2024. The reinvestment under LTIP 2021–2023 therefore had to be made by June 25, 2024. There are exemptions to the reinvestment requirement and the holding period in the event of the Management Board member leaving office and in the event of death or permanent incapacity to work due to invalidity.

Reinvestment by the Management Board under LTIP 2021–2023 was as follows at the end of the reinvestment period (June 25, 2024) and as of December 31, 2024:

Management Board member	Number of shares	Reinvestment made	Reinvestment required
Sebastian Kutz	387	€15,750	€15,750
Andreas Pabst	413	€16,538	€16,538

Under the LTIP provisions, Dr. Ralf Koeppe is not required to reinvest under LTIP 2021–2023 due to his departure between the end of the incentive period and the end of the reinvestment period.

Remuneration granted and owed to former members of the Management Board (Section 162 (1) and (2) AktG):

Dr. Ralf Koeppe left the Management Board of WashTec AG ahead of term as of February 23, 2024. His contract was also terminated ahead of term as of midnight on February 29, 2024. Dr. Ralf Koeppe was released from his Management Board duties effective February 23, 2024 until February 29, 2024 with continued payment of his basic remuneration. For reasons of materiality, this basic remuneration for the duration of his release from duties up to February 29, 2024 is included in the figures for Dr. Koeppe under “Remuneration granted and owed to members of the Management Board incumbent in fiscal year 2024.” In accordance with the rules of the LTIP program, Dr. Ralf Koeppe no longer participates in the LTIP 2024–2026 because of his early departure from the Management Board.

In connection with the early termination of the Management Board contract, a one-time severance payment of €710,000 was agreed and paid to Dr. Ralf Koeppe as compensation for outstanding contractual entitlements. This severance payment was taken into account against the non-competition compensation under the post-contractual non-compete covenant up to June 30, 2025. No further non-competition compensation was granted.

Under the Management Board contract with former Management Board member Stephan Weber, which terminated as of midnight on December 31, 2023, there is a post-contractual non-compete covenant for a period of two years after contract termination, under which he is entitled to remuneration amounting to 50% of the monthly pro rata portion of his fixed annual salary for the duration of the non-compete covenant. On this basis, Mr. Stephan Weber received payments totaling €150,000 in fiscal year 2024.

1.5 Maximum remuneration

For Management Board contracts entered into after the Annual General Meeting on May 18, 2021, under the remuneration system adopted by the 2021 Annual General Meeting and pursuant to Section 87a (1) sentence 2 no. 1 AktG, the Supervisory Board has set a maximum amount for the total of all remuneration components for members of the Management Board. This maximum remuneration relates in each case to the total of all payments that could result from the remuneration arrangements for one fiscal year. The maximum remuneration is €2,000,000 for the Chief Executive Officer and €1,500,000 for ordinary members of the Management Board (taking into account the LTIP pro rata for the year at the maximum permissible personal investment).

Remuneration under LTIP 2024–2026 is not paid out until after the end of the incentive period. Consequently, the total amount of the payments for fiscal year 2024 will not be finally known until the end of fiscal year 2026. Notwithstanding this, the maximum remuneration for 2024 under the remuneration system adopted by the 2021 Annual General Meeting will not be exceeded on the basis of the pro rata LTIP target amount for the year and the maximum permissible personal investment for each member of the Management Board. Please refer to section 1.3 for total target remuneration and to section 1.4 for remuneration granted and owed in fiscal year 2024.

Remuneration granted and owed in fiscal year 2024 and maximum remuneration as specified in the remuneration system approved by the 2021 Annual General Meeting:

Management Board member	Non-performance-based remuneration components (fixed remuneration)		Performance-based variable remuneration components (variable remuneration)		Other	Total remuneration granted and owed	Maximum remuneration for one fiscal year in accordance with the remuneration system
	Fixed remuneration	Incidental benefits	Short-term variable remuneration	Long-term variable remuneration (LTIP) ¹			
Michael Drolshagen (since May 1, 2024)	€366,667	€12,000	€166,667	–	–	€545,333	€1,333,333
Sebastian Kutz	€300,000	€10,000	€164,340	–	–	€474,340	€1,500,000
Andreas Pabst	€300,000	€17,000	€166,140	–	–	€483,140	€1,500,000
Dr. Ralf Koeppe (until February 23, 2024) ²	€56,667	€3,000	–	–	–	€59,667	€333,333
Total	€1,023,333	€42,000	€497,147	–	–	€1,562,480	€4,666,667

¹ LTIP with incentive period 2024–2026

² Dr. Ralf Koeppe left the Management Board on February 23, 2024; his Management Board contract was terminated ahead of term effective midnight on February 29, 2024. For reasons of materiality, the figures relate to the period from January 1, 2024 up to and including February 29, 2024. A severance payment of €710,000 was agreed in settlement of Dr. Ralf Koeppe's entitlements under the Management Board contract terminated early as of February 29, 2024 (see section 1.4).

1.6 Negative bonus and clawback arrangements

Negative bonus/clawback arrangements are implemented in the LTIP conditions. Under these arrangements, a serious breach of duty by a Management Board member during the incentive period can result in a total or partial reduction in the LTIP payout amount. Amounts already paid out under the LTIP may be clawed back for up to one year after the end of the incentive period. The Supervisory Board decides on any reduction or clawback at its due discretion. On the basis of the remuneration system approved by the 2021 Annual General Meeting, the Management Board contracts entered into after the Annual General Meeting on May 18, 2021 feature a corresponding arrangement for short-term variable remuneration. The Supervisory Board did not determine any circumstances in fiscal year 2024 to which the above-mentioned negative bonus or clawback arrangements apply and did not make use of the possibility of reducing or reclaiming variable remuneration.

1.7 Peer group comparison

In order to assess whether the specific total remuneration of Management Board members is appropriate and in line with usual levels compared to other enterprises, the Supervisory Board selects a peer group of other third-party entities that is suitable with regard to the WashTec Group's market position (see Recommendation G.3 of the German Corporate Governance Code as amended April 28, 2022). The peer group comparison is a horizontal benchmarking assessment to ensure that Management Board remuneration is appropriate and in line with usual levels.

The peer group comprises companies that are comparable with the WashTec Group in terms of being listed in the SDAX index or Frankfurt Stock Exchange Prime Standard, mechanical engineering sector classification, international activities, revenue and size of workforce.

Benchmarking is performed on the basis of fixed and variable remuneration components excluding pension expenses (this is not identical with remuneration received).

The benchmarking is applied in relation to both the absolute amount of Management Board remuneration and the development of Management Board remuneration relative to revenue and personnel expenses at peer entities.

The composition of the peer group did not change in fiscal year 2024. The following companies meet the specified characteristics and were used as peers for the peer group comparison:

- GESCO SE
- MAX Automation SE
- MBB SE
- Pfeiffer Vacuum Technology AG
- Vossloh AG

The peer group comparison showed that Management Board remuneration at WashTec AG is appropriate and in line with usual levels in relation to both the absolute amount and the development of Management Board remuneration relative to revenue and personnel expenses.

2. Remuneration of members of the Supervisory Board

2.1 Application of the remuneration system

Under Section 113 (3) AktG, as amended by the German Act Implementing the Second Shareholder Rights Directive (ARUG II), the annual general meeting of a listed company must adopt a resolution on the remuneration of Supervisory Board members at least once every four years and when changes to the remuneration rules are proposed. The resolution relates both to the system of remuneration for Supervisory Board members presented to the Annual General Meeting and to the setting of the remuneration for Supervisory Board members.



The 2021 Annual General Meeting on May 18, 2021 adopted the remuneration system (<https://ir.washtec.de/en/corporate-governance/>, under “Remuneration of Board of Management and Supervisory Board”) for the Supervisory Board and confirmed the remuneration for the Supervisory Board as set out in Section 8.16 of the Articles of Association. The Annual General Meeting 2021 also adopted a Long Term Incentive Program (LTIP) for the Supervisory Board with an incentive period running from January 1, 2022 to December 31, 2024.

The remuneration system for the Supervisory Board was applied in full in fiscal year 2024 in the form resolved by the Annual General Meeting.

In line with the four-year cycle under Section 113 (3) AktG, a resolution on the remuneration of the members of the Supervisory Board will once again be placed on the agenda for the 2025 Annual General Meeting of WashTec AG on May 13, 2025.

2.2 Overview of the remuneration system applicable in fiscal year 2024 and structure of Supervisory Board remuneration

The remuneration of members of the Supervisory Board is required to be commensurate with the responsibilities and tasks of Supervisory Board members and the situation of the

Company. At the same time, Supervisory Board remuneration is intended to be appropriate with a view to competing for suitable candidates for future appointments to the Supervisory Board.

As recommended in the German Corporate Governance Code, remuneration for Supervisory Board membership takes appropriate account, with commensurate function-related remuneration, of the larger time commitment of the Chairperson and the Deputy Chairperson of the Supervisory Board and of the chairpersons and the members of committees. In addition, with a view of the Supervisory Board's supervisory and advisory responsibilities, the Supervisory Board's remuneration contributes to the successful implementation of the business strategy and to the Company's long-term success.

The long-term sustainable development of the Company under the corporate strategy was also taken into account when determining the performance targets for the long-term variable remuneration in the form of an LTIP with a three-year term.

Under Section 8.16 of the Articles of Association, the remuneration of members of the Supervisory Board comprises fixed remuneration, attendance fees and performance-based remuneration, together with reimbursement of expenses and of value added tax payable on Supervisory Board remuneration. The remuneration system also provides for a long-term variable remuneration component in the form of an LTIP for the Supervisory Board, which is provided in addition to the remuneration under the Articles of Association. The LTIP for the Supervisory Board was adopted by resolution of the Annual General Meeting in 2021 with a term from January 1, 2022 to December 31, 2024. In variable remuneration for any one fiscal year, the maximum possible cash award (pro rata temporis) from the LTIP generally exceeds the maximum possible performance-based remuneration under the Articles of Association.

The remuneration arrangements applicable in fiscal year 2024 under Section 8.16 of the Articles of Association read as follows:

“Beginning in fiscal year 2015 and for subsequent fiscal years, in addition to reimbursement for expenses, each member of the Supervisory Board is paid fixed remuneration in the amount of EUR 35,000.00 for each full fiscal year of membership of the Supervisory Board. The fixed remuneration is EUR 70,000.00 for the Deputy Chairperson of the Supervisory Board and EUR 100,000.00 for the Chairperson of the Supervisory Board.

Each member of a committee (with the exception of the Audit Committee) receives additional fixed remuneration of EUR 2,500.00. The chairperson of a committee (with the exception of the Audit Committee) receives additional fixed remuneration of EUR 5,000.00. Each member of the Audit Committee receives an additional fixed remuneration of EUR 5,000.00 and the Chairperson receives such remuneration of EUR 10,000.00.

In addition, each member of the Supervisory Board receives an attendance fee of EUR 1,500.00 for each meeting of the Supervisory Board and its committees that they attend. Only one attendance fee is paid for multiple meetings held on a single day. The Chairperson of the Supervisory Board receives double the attendance fee.

The fixed remuneration and the attendance fee are payable following completion of the fiscal year.

In addition, for membership of the Supervisory Board during the preceding fiscal year, each member of the Supervisory Board receives, after adoption of the resolution on the appropriation of profit, performance-based remuneration of EUR 500.00 for each cent by which IFRS-basis consolidated profit per share exceeds the equivalent amount for the prior fiscal year.

Total annual remuneration under the Articles of Association (fixed and performance-based remuneration plus attendance fees) is limited to a maximum of EUR 75,000.00 for an ordinary member of the Supervisory Board, EUR 100,000.00 for the Chairperson of the Audit Committee, EUR 150,000.00 for the Deputy Chairperson of the Supervisory Board and

EUR 200,000.00 for the Chairperson of the Supervisory Board. If the roles overlap, the higher limit applies.

Any Supervisory Board members who have served on the Supervisory Board or a Supervisory Board committee for only part of a fiscal year receive proportionately reduced fixed and performance-based remuneration. The Company reimburses each Supervisory Board member the value added tax payable on their remuneration.

The General Meeting may resolve to establish one or more long-term variable remuneration components for the Supervisory Board that are added to the remuneration under the Articles of Association.”

The **Long Term Incentive Program (LTIP)** for the Supervisory Board was adopted by resolution of the Annual General Meeting in 2021 with a term from January 1, 2022 to December 31, 2024.

The LTIP for the Supervisory Board has a three-year term (incentive period) and provides for a one-time cash award at the end of the incentive period. As a condition for participation in the LTIP, the program stipulates that Supervisory Board members must make a personal investment in WashTec shares on or before July 31, 2022. The Chairperson may participate with a personal investment of up to 4,000 shares and the remaining Supervisory Board members with a personal investment of up to 2,000 shares. A Supervisory Board member can also participate in the LTIP with shares already purchased by the member prior to the Company's Annual General Meeting in fiscal year 2021. In that case, invested shares can also be shares with which the Supervisory Board member participated in the preceding LTIP 2018.

The cash award is calculated by multiplying the number of invested shares by the reference share price and a multiplier determined on the basis of target achievement. For calculation of the cash award, the maximum possible reference share price is limited to EUR 100.00 (cap).

Performance targets are set for earnings per share (EPS), ROCE and free cash flow. The performance targets are geared to long-term performance and sustainability under the corporate strategy. The reference base for the LTIP targets comprises the key performance indicators for fiscal year 2021 as of December 31, 2021. Depending on whether one, several or all of the targets are fulfilled, a different multiplier applies for the cash award. If the EPS target is exceeded, the multiplier can increase up to a maximum of 1.2.

The cash award is paid out on the day following the Annual General Meeting in fiscal year 2025. Supervisory Board members are only entitled to the full amount if they have been members of the Supervisory Board for the whole of the incentive period and still hold the invested shares in the Company at the end of the incentive period.

Entitlement to payment is subject to the resolutive condition that one-sixth of the cash award received under the LTIP is reinvested in shares in the Company by the eligible Supervisory Board member within three months subsequent to the Company's Annual General Meeting in fiscal year 2025 and the Supervisory Board member holds those shares for at least three years after acquiring them. The requirement to hold the shares ends if the eligible Supervisory Board member leaves the Supervisory Board during the three-year holding period.

In exceptional circumstances, a pro-rata cash award is granted. Such circumstances comprise departure from the Supervisory Board due to termination of the period of office before the end of the incentive period, death of the Supervisory Board member, resignation or removal subsequent to a change of control, termination of office on merger, division or transformation, or delisting of the Company's shares. A pro-rata cash award is conditional on the invested shares still being held on termination and on the member of the Supervisory Board remaining a member of the Supervisory Board for at least twelve months during the incentive period.

In the case of newly appointed Supervisory Board members, the cash award is reduced pro rata and is only granted for the duration of actual membership of the Supervisory Board. 1/36th of the cash award is granted for each month of membership. A personal investment in shares in the Company is required no later than three months after the effective date of appointment.

For details of the LTIP for the period January 1, 2022 to December 31, 2024, reference is made to the LTIP for the Supervisory Board adopted by resolution of the Annual General Meeting on May 18, 2021, which is additionally reproduced in the invitation to the Annual General Meeting of May 18, 2021 under Agenda Item 8 and available on the Company website at <https://ir.washtec.de/en/annual-general-meeting/> under "Annual General Meeting 2021."



2.3 Remuneration in fiscal year 2024

The fixed remuneration, attendance fees and short-term variable remuneration are included in "remuneration granted" as performance of the service on which they are based was completed by the respective reporting date. The table below therefore shows remuneration for the reporting year even if payment is not made until after the end of the reporting year. This ensures transparent and comprehensible reporting and maintains the link between performance and remuneration in the reporting period.

The 2022–2024 LTIP, whose three-year incentive period ended December 31, 2024 and thus on the fiscal year 2024 reporting date, is also considered as "remuneration granted" in fiscal year 2024 on the basis of the above-mentioned stipulations.

The remuneration granted in fiscal year 2024 complies with the requirements of the remuneration system adopted by the Annual General Meeting.

Remuneration granted and owed to members of the Supervisory Board incumbent in fiscal year 2024:

Supervisory Board member	Non-performance-based remuneration components		Performance-based remuneration components		Total remuneration granted and owed	Ratio of non-performance-based and performance-based remuneration to total remuneration owed		
	Fixed remuneration ¹	Attendance fee ²	Short-term variable remuneration ²	Long-term variable remuneration (LTIP) ³		Fixed remuneration and attendance fees	Short-term variable remuneration	Long-term variable remuneration (LTIP) ³
Ulrich Bellgardt	€120,000	€64,500	€11,500	€0	€196,000	94%	6%	0%
Dr. Hans Liebler	€45,000	€30,000	€0	€0	€75,000	100%	0%	0%
Heinrich von Portatius	€50,000	€25,000	€0	€0	€75,000	100%	0%	0%
Dr. Alexander Selent	€48,333	€33,000	€11,500	€0	€92,833	88%	12%	0%
Peter Wiedemann	€81,667	€34,500	€11,500	€0	€127,667	91%	9%	0%
Total	€345,000	€187,000	€34,500	€0	€566,500	94%	6%	0%

¹ Fixed remuneration comprises the remuneration under the Articles of Association plus the remuneration for committee membership or chairpersonship.

² Cap applied to annual remuneration in the case of short-term variable remuneration, and if applicable in the case of attendance fee, in accordance with Section 8.16 of the Articles of Association.

³ LTIP with incentive period 2022–2024

Fulfillment of performance criteria for short-term variable remuneration in fiscal year 2024:

The short-term variable remuneration target for fiscal year 2024 was achieved because the IFRS-basis consolidated profit per share for fiscal year 2024 exceeded the corresponding prior-year figure. Consolidated profit per share was €2.32 for fiscal year 2024 and €2.09 for the prior year. The multiplier is therefore €0.23. This generally results in short-term variable remuneration of €11,500 for each member of the Supervisory Board. For some members of the Supervisory Board, however, that amount was reduced proportionately due to the cap, however, with the final figure shown in the table above.

Fulfillment of performance criteria for long-term variable remuneration (LTIP 2022–2024):

The three LTIP performance targets were an average annual growth rate of at least 22% for normalized earnings per share (EPS) and of at least 15% for free cash flow during the incentive period and average ROCE of more than 27% during the incentive period.

As a condition for participation in the LTIP, the program stipulates that Supervisory Board members must make a personal investment in WashTec shares on or before July 31, 2022. The new members elected to the Supervisory Board by the Annual General Meeting 2022, Heinrich von Portatius and Peter Wiedemann, were able to make a personal investment in WashTec shares by the August 16, 2022 cut-off date.

The Chairperson may participate with a personal investment of up to 4,000 shares and the remaining Supervisory Board members with a personal investment of up to 2,000 shares.

The personal investment held by each of the members of the Supervisory Board as of the cut-off date and at the end of the incentive period on December 31, 2024 was as follows:

Supervisory Board member	Personal investment made as of cut-off date	Maximum personal investment	Personal investment made as of cut-off date	Shareholding as of December 31, 2024
Ulrich Bellgardt	40,000 shares	4,000 shares ¹	100%	40,000 shares
Dr. Hans Liebler	5,500 shares	2,000 shares	100%	5,500 shares
Heinrich von Portatius	0 shares	2,000 shares	0%	0 shares
Dr. Alexander Selent	2,000 shares	2,000 shares	100%	2,000 shares
Peter Wiedemann	2,750 shares	2,000 shares	100%	2,750 shares

¹ Mr. Ulrich Bellgardt has been Chairman of the Supervisory Board since January 1, 2024. His maximum personal investment has therefore increased from 2,000 to 4,000 shares.

In accordance with the LTIP provisions, Dr. Günter Blaschke, who left the Supervisory Board on December 31, 2023, does not participate in the LTIP 2022–2024.

The requirements for a cash award from the LTIP with the incentive period from January 1, 2022 to December 31, 2024 were not met. As of December 31, 2024, EPS stood at €2.32, free cash flow came to €39,481k and ROCE was 23.6%. An LTIP cash award would have required 100% target achievement on at least one of the performance targets, which was not the case. In reporting year 2024, €0k was recognized in accordance with IFRS 2 for obligations under the LTIP.

3. Comparative presentation of development in remuneration and financial performance

In accordance with Section 162 (1) sentence 2 no. 2 AktG, the table below presents the financial performance of WashTec, the annual change in the remuneration of the members of the Management Board and Supervisory Board and the annual change in average employee remuneration on a full-time equivalent basis.

Financial performance is represented by the financial key performance indicators revenue and EBIT for the WashTec Group and net income for the period for WashTec AG. Remuneration granted and owed is shown for each fiscal year for the members of the Management Board and Supervisory Board. The annual change in average employee remuneration on a full-time equivalent basis is based on the WashTec Group's workforce in Germany.

Fiscal year	2020	2021	Change in %	2022	Change in %	2023	Change in %	2024	Change in %
Members of the Management Board incumbent in fiscal year 2024									
Michael Drolshagen (since May 1, 2024)	–	–	–	–	–	–	–	€545,333 ¹	–
Sebastian Kutz	–	–	–	–	–	€562,125 ¹	–	€474,340	–16%
Andreas Pabst	–	–	–	€122,938 ¹	–	€695,725	466% ⁸	€483,140	–31%
Dr. Ralf Koeppel (until February 23, 2024)	€409,057	€545,972	34%	€437,248	–20%	€1,341,950	207% ⁸	€769,667 ^{1,2}	–43%
Members of the Supervisory Board incumbent in fiscal year 2024									
Ulrich Bellgardt	€119,000	€150,000	26%	€130,048	–13%	€141,658	9%	€196,000	38%
Dr. Hans Liebler	€66,500	€75,000	13%	€64,072	–15%	€75,000	17%	€75,000	0%
Heinrich von Portatius	–	–	–	€43,151 ³	–	€75,000	74%	€75,000	0%
Dr. Alexander Selent	€88,000	€100,000	14%	€90,096	–10%	€100,000	11%	€92,833	–7%
Peter Wiedemann	–	–	–	€47,158 ³	–	€75,000	59%	€127,667	70%
Financial performance									
WashTec Group revenue	€378,672,014	€430,532,025	14%	€482,238,726	12%	€489,467,679	2%	€476,888,656	–3%
WashTec Group EBIT	€20,067,587	€45,690,940	127%	€38,008,812	–17%	€41,885,753	10%	€45,502,812	9%
WashTec AG net income for the period (German GAAP)	€8,593,488	€39,911,171	364%	€28,306,503	–29%	€29,710,657	5%	€33,318,173	12%
Average employee remuneration									
Workforce and senior management in Germany ⁴	€60,027 ⁵	€61,862 ⁵	3% ⁵	€62,802	2%	€65,415	4%	€68,254	4%

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Fiscal year	2020	2021	Change in %	2022	Change in %	2023	Change in %	2024	Change in %
Former members of the Management Board									
Axel Jaeger (until May 31, 2020)	€129,844 ¹	–	–	–	–	–	–		
Dr. Kerstin Reden (until August 31, 2022)	€205,647 ¹	€518,009	–	€377,675 ^{1,2}	–	–	–		
Stephan Weber (until February 28, 2023)	€398,017	€525,323	32%	€363,563	–31%	€340,170 ^{1,2}	–	€150,000 ⁶	–
Dr. Volker Zimmermann (until February 28, 2019) ⁷	€170,004	€28,326	–83%	–	–	–	–	–	–
Former members of the Supervisory Board									
Dr. Günter Blaschke (until December 31, 2023)	€181,500	€200,000	10%	€200,000	0%	€200,000	0%	–	–
Jens Große-Allermann (until May 16, 2022)	€69,000	€75,000	9%	€24,777 ³	–	–	–		
Dr. Sören Hein (until May 16, 2022)	€67,000	€75,000	12%	€21,421 ³	–	–	–		

¹ Pro rata temporis remuneration, as not a member of the Management Board for the entire fiscal year.

² Remuneration for active Management Board service and subsequent payments.

³ Pro rata temporis remuneration, as not a member of the Management Board for the entire fiscal year.

⁴ The overall workforce (German Commercial Code definition, i.e. excluding apprentices and interns) comprises the entire workforce employed by all German companies of the WashTec Group, including senior management. Senior management comprises all employees who hold a management position in Germany and report in that capacity directly to the Management Board. The underlying personnel expenses figures include both fixed and variable salary components.

⁵ A modified calculation methodology was used from 2022. The figures for the prior years have been restated to maintain comparability.

⁶ Stephan Weber was granted non-compete compensation for a post-contractual non-compete covenant.

⁷ Dr. Volker Zimmermann was granted non-compete compensation for a post-contractual non-compete covenant that expired in fiscal year 2021.

⁸ The remuneration from LTIP 2021–2023 was included in fiscal year 2023.

This remuneration report was prepared by the Management Board and Supervisory Board pursuant to Section 162 AktG.

WashTec AG

For the Management Board

Michael Drolshagen
CEO/CTO/Chairman of the
Management Board

Sebastian Kutz
CSO/Member of the
Management Board

Andreas Pabst
CFO/Member of the
Management Board

For the Supervisory Board

Ulrich Bellgardt
Chairman of the
Supervisory Board

Independent Auditor's Assurance Report on Examination of the Remuneration Report pursuant to Section 162 (3) AktG

To WashTec AG, Augsburg

Opinion

We have formally examined the remuneration report of WashTec AG for the financial year from 1 January 2024 to 31 December 2024 to determine whether the disclosures pursuant to Section 162 (1) and (2) AktG have been made in the remuneration report. In accordance with Section 162 (3) AktG, we have not examined the content of the remuneration report.

In our opinion, the accompanying remuneration report complies, in all material respects, with the disclosure requirements pursuant to Section 162 (1) and (2) AktG. Our opinion does not cover the content of the remuneration report.

Basis for Opinion

We conducted our examination of the remuneration report in compliance with Section 162 (3) AktG taking into account the IDW assurance standard: Examination of the remuneration report pursuant to Section 162 (3) AktG (IDW AsS 870 (09.2023)). Our responsibilities under this regulation and this standard are further described in the "Our Responsibilities" section of our assurance report. Our audit firm has applied the IDW Standard on Quality Management 1: Requirements for Quality Management in Audit Firms (IDW QMS 1). We have complied with our professional duties pursuant to the German Public Accountants Act [WPO] and the Professional Charter for Auditors/Chartered Accountants [BS WP/vBP], including the independence requirements.

Responsibilities of the Management Board and the Supervisory Board

The management and the Supervisory Board of WashTec AG are responsible for the preparation of the remuneration report, including the related disclosures, in accordance with the requirements of Section 162 AktG. The management and the Supervisory Board are also responsible for such internal control as they have determined necessary to enable the preparation of the remuneration report that is free from material misstatement, whether due to fraud (i.e., fraudulent financial reporting and misappropriation of assets) or error.

Our Responsibilities

Our objectives are to obtain reasonable assurance about whether the remuneration report complies, in all material respects, with the disclosure requirements pursuant to Section 162 (1) and (2) AktG, and to issue an assurance report that includes our opinion.

We planned and performed our examination to obtain evidence about the formal completeness of the remuneration report by comparing the disclosures made in the remuneration report with the disclosures required by Section 162 (1) and (2) AktG. In accordance with Section 162 (3) AktG, we have not examined whether the disclosures are correct or individual disclosures are complete or whether the remuneration report is fairly presented.

Munich, March 21, 2025

KPMG AG

Wirtschaftsprüfungsgesellschaft

Huber-Straßer
Wirtschaftsprüferin

Rupprecht
Wirtschaftsprüfer

Glossary

AktG	Aktiengesetz (German Stock Corporation Act)
BGB	Bürgerliches Gesetzbuch (German Civil Code)
Capital Employed	NOWC + fixed assets, calculated as an average over five quarters
CAGR	Compound Annual Growth Rate
Corporate Governance	Framework for responsible corporate management and control geared to sustainability
CODE	German Corporate Governance Code
EBIT	Earnings before interest and taxes
EBIT-Marge	EBIT/revenue
Earnings per share (EPS)	Consolidated net income/weighted average shares outstanding

Free cash flow	Free cash flow available for dividend distributions, debt repayment or reinvestment; free cash flow is calculated as follows: Net cash inflow from operating activities – net cash outflow from investing activities
HGB	Handelsgesetzbuch (German Commercial Code)
IFRS	International Financial Reporting Standards; internationally harmonized and applied financial reporting standards compiled by the International Accounting Standards Board (IASB)
LTIP	Long Term Incentive Program
NOWC	Net operating working capital (NOWC) is calculated as follows: Trade receivables + inventories – trade payables – prepayments on orders
ROCE	Return on capital employed is the ratio of EBIT to capital employed and is calculated as follows: EBIT/capital employed
Total Shareholder Return (TSR)	Total shareholder return (TSR) is the total return achieved by a shareholder on an investment in a share over a specified period of time and is expressed as a percentage of the invested capital. It is calculated as follows: [(final share price – initial share price) + dividend]/initial share price

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