

# Value of connection

Integrated annual report 2025



# Remuneration report

## Letter from the Chair of the Remuneration Committee

Dear stakeholders,

On behalf of the Remuneration Committee, I am pleased to share the activities of the committee in 2025 and present the 2025 remuneration report. This remuneration report has been prepared according to Dutch law and the Dutch Corporate Governance Code and will be submitted to the AGM for an advisory vote. Last year, our remuneration report received strong support from shareholders, with 96.99% voting in favor. This outcome supports the overall conclusion that KPN's remuneration report is in line with current best practices. This 2025 remuneration report builds on the same principles and structure.

The remuneration policy for the Board of Management and Supervisory Board was last updated in April 2024. A comprehensive evaluation was conducted by the Remuneration Committee, taking into account relevant legal requirements, guidelines set out in the Dutch Corporate Governance Code, and a thorough stakeholder engagement process, which included the Central Works Council. The objective of the remuneration policy is to attract, reward and retain necessary leadership talent, in order to support the execution of the company's strategic objectives.

In 2025, we continued to carry out our Connect, Activate & Grow strategy. We are steadily expanding our fiber footprint in the Netherlands, while delivering healthy financial results even in a competitive market. Our Connect, Activate & Grow strategy also includes an integrated ESG agenda, showing how our company's growth and social progress are intertwined to suit our stated purpose of connecting everyone in the Netherlands to a sustainable future. The Remuneration Committee believes that the main principles of our remuneration policy support this strategy.

As part of its annually recurring tasks, the Committee defined the level of pay-out for individual members of the Board of Management as part of the STI plan 2024 and LTI grant 2022. It also determined the financial and non-financial targets and performance criteria for the STI and LTI plans 2025. The Supervisory Board remains focused on the importance of ESG and our role in Dutch society. To this end, for the LTI plan of 2025, both a gender diversity target and a Scope 3 emissions reduction target will be continued, each with an equivalent weighting of 15% on target. In the STI plan of, NPS was again included as key target, emphasizing our focus on customer satisfaction.

The Remuneration Committee conducted a comprehensive review of the remuneration levels for the Board of Management, benchmarking against the peer group as defined in the remuneration policy. This review also considered the development of general collective labor agreement (CLA) increases for KPN employees and the company's overall market positioning. In line with market-competitive pay practices and to ensure continued alignment with external benchmarks, the Committee decided to increase the base salary of the Chief Executive Officer by 5.5%, and the base salaries of the other members of the Board of Management by 3%, effective 1 July 2025. The higher increase for the CEO reflects the outcome of the external benchmarking, which indicated that the CEO's remuneration was positioned below the median of the peer group, whereas the remuneration of the other board members was closer to the market reference point. The Committee believes these adjustments are appropriate with a view to maintaining a competitive and fair remuneration structure, supporting the attraction and retention of key leadership talent, and reflecting both individual and collective responsibilities within the Board of Management.

I believe this remuneration report provides our stakeholders with relevant information on the implementation of the Company's remuneration policy.

**Ben Noteboom**  
Chair of the Remuneration Committee



## Remuneration policy for the Board of Management

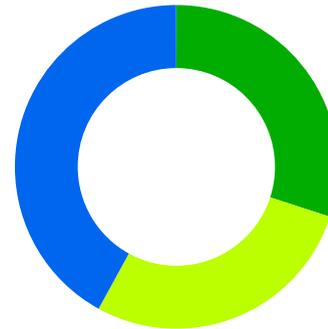
The main principles of KPN's remuneration policy, as described below, are based on a balanced approach between market competitive standards, the ratio between fixed and variable pay and the company's economic contribution and environmental, social and governance (ESG) contribution:

- Paying at market-competitive level (considering all fixed and variable components of the remuneration policy), achieved by benchmarking against an employment market peer group;
- Paying for performance by driving financial and non-financial performance that generates long-term sustainable and profitable growth. This target remuneration aims at 30-40% of pay in base pay and 60-70% in variable pay to maintain a strong alignment with the company's financial performance goals and long-term value creation strategy;
- Differentiating by alignment of pay with responsibilities, required competence and performance of individual jobholders while taking into account the shared responsibility of Board of Management members to support the execution of the company's strategic objectives;
- Balancing all stakeholder interests, including the views of shareholders by complying with best practices in corporate governance, defining targets for the variable pay plans based on financial and non-financial targets and a transparent and clear remuneration policy.

Scenario analyses are conducted regularly to assess potential outcomes for the variable remuneration of Board of Management members, taking into account factors such as the maximum payout for short-term and long-term incentives.

The following pie charts represent the pay mix for both the CEO and the other members of the Board of Management, showing on-target performances for their assigned financial and non-financial targets.

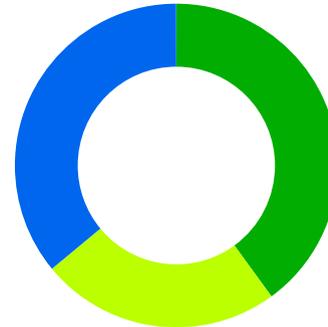
### CEO



- Base: 30%
- STI: 28%
- LTI: 42%

Total: 100%

### Other board members



- Base: 40%
- STI: 24%
- LTI: 36%

Total: 100%

## Employment market peer group

The employment market peer group is used as a reference to evaluate the overall market-competitive pay level for members of the Board of Management and is reviewed regularly by the Supervisory Board to ensure that its composition is still appropriate. The employment market peer group consists of Dutch-listed and European sector-specific companies, based on a mixed set of criteria such as market capitalization, revenue, employees, total assets and strategic importance. Its composition may be adjusted as a result of mergers or other corporate activities. The following table shows the composition of KPN's employment market peer group:

### Companies:

Akzo Nobel	Randstad
ASM International	Signify
British Telecom	Swisscom
DSM-Firmenich	Telecom Austria
IMCD	Telecom Italia
Philips	Telenor
Proximus	Telia Company

# Main elements of remuneration policy

## Annual base salary

The base salaries are set at a market-competitive level taking into account the individual responsibilities, relevant experience and required competences in line with the remuneration principles. Each year, the Supervisory Board reviews the base salaries and decides whether circumstances require and justify adjustments.

## Shareholding guidelines

Members of the Board of Management are encouraged to acquire company shares equal to 250% of base salary for the CEO and 150% of base salary for the other members. To further promote attainment of the anticipated share ownership levels, the STI is paid out, after deduction of taxes, as a maximum 50% in shares if the share ownership guideline levels have not yet been attained.

## Short-term incentive (STI) plan

Component	Short-term incentives
Form of compensation	Cash, possible pay-out of maximum 50% in shares, if share ownership guideline levels have not yet been reached
Value determination (on-target level)	CEO: 90% of base salary; and other members Board of Management: 60% of base salary
Financial- and non-financial targets	Financial (70% weight) and non-financial targets (30% weight), subject to the financial circuit-breaker; linear vesting
Scenario at or below threshold performance	At threshold: 25% of the on-target incentive paid. Below threshold: no pay-out
Scenario on-target performance	100% of the on-target incentive paid
Scenario maximum performance	150% of the on-target incentive paid

## Long-term incentive (LTI) plan

Component	Long-term incentives
Form of compensation	Shares
Value determination (on-target level)	CEO: 135% of base salary; and other members of the Board of Management: 90% of base salary
Financial- and non-financial targets	Financial (70% weight) and non-financial targets (30% weight); linear vesting
Scenario at or below threshold performance	At threshold: 25% of granted shares vest (TSR 75%, i.e. 50th percentile peer group). Below threshold: no vesting
Scenario on-target performance	100% of the granted shares vest (for TSR linear between 50th percentile and first position peer group)
Scenario maximum performance	200% of the granted shares vest (for TSR first position in the peer group)
Holding period	3 years after vesting

# Implementation of the remuneration policy in 2025

The actual remuneration of the members of the Board of Management was determined by the Supervisory Board in accordance with the remuneration policy as approved by the AGM.

## Remuneration packages of individual current members of the Board of Management

Member	Position	Base salary (€) <sup>1</sup>	On-target STI (% base salary)	On-target LTI (% base salary)
Joost Farwerck	Chief Executive Officer	969,835	90%	135%
Chris Figee	Chief Financial Officer	760,655	60%	90%
Marieke Snoep	Chief Consumer Market	703,377	60%	90%
Chantal Vergouw	Chief Business Market	703,377	60%	90%
Wouter Stammeijer	Chief Operating Officer	703,377	60%	90%
Hilde Garssen	Chief People Officer	541,059	60%	90%

<sup>1</sup> As of 1 July 2025

## Annual base salary

The committee carefully reviewed the base salaries of the members of the Board of Management, taking into account both individual positioning against the employment market peer group and the average base salary increases for employees covered by the collective labor agreement (3.5% in 2025). Following this review, the Supervisory Board approved an increase of 3% in the base salaries of the Board of Management, effective 1 July 2025. The base salary of the Chief Executive Officer was increased by 5.5%, reflecting the outcome of external benchmarking which indicated a lower market positioning relative to peers. This adjustment ensures continued alignment with market-competitive pay levels and supports the attraction and retention of key leadership talent.

## Short-term incentive plan 2025

The outcome of the short-term incentive (STI) plan for 2025 reflects KPN's strong delivery against its financial guidance and strategic ambitions. During the year, KPN remained on track with the execution of its strategy, maintaining a robust liquidity position and achieving growth in both adjusted EBITDA after leases and free cash flow. Actual performance on these financial metrics came out clearly above target, at levels between target and maximum. Service revenues showed continued growth during the year but ended slightly below the target level set for the STI plan.

On the non-financial side, customer satisfaction remains a key priority for KPN. The NPS for the business market was delivered above maximum level, reflecting continued strong relationships with business customers. However, the NPS for the consumer market was delivered just above threshold level, due primarily to the impact of the rising cost of living on consumer sentiment. While KPN continues to lead in customer satisfaction in the Dutch market, these external factors have influenced consumer perceptions during the year.

In the area of broadband, performance in the consumer market and business market was on plan, showing steady progress in expanding high-speed internet access for households and businesses. However, Wholesale broadband lines were lower than expected. This difference highlights the more volatile nature of the Wholesale segment. In the overall mix, this resulted in performance below threshold for this metric. Overall, the STI 2025 outcome demonstrates KPN's ability to deliver on its

financial and strategic objectives, while transparently acknowledging the challenges faced in the consumer market and in the execution of the fiber rollout.

It should be noted that, in accordance with common market practice, the actual performance used for incentive plan calculations may differ slightly from reported outcomes, for example due to timing differences such as payments for 2026 that were not included in the original targets.

## Long-term incentive plan 2023 (2023-2025)

For the LTI plan issued in 2023, the financial targets were based on relative total shareholder return (TSR, 25% weighting), cumulative free cash flow (FCF, 45% weighting), and two non-financial targets: Scope 3 emissions reduction and gender diversity, each with a weighting of 15%. The LTI plan 2023 will vest in April 2026, with final TSR performance determined in mid-February 2026.

Although KPN delivered a strong absolute TSR over the three-year performance period, the LTI plan is assessed on relative TSR within the STOXX 600 Europe Telecom Index. Several peers delivered higher TSR performance in the same period, placing KPN in 13th position out of 21 companies. This resulted in below-median vesting for the TSR component. KPN's cumulative FCF, underpinned by disciplined cost management, performed between on-target, and maximum, contributing to a strong liquidity and balance sheet position at the end of 2025.

Scope 3 emissions reduction was selected as a non-financial target to reflect KPN's long-term ambition on sustainability. KPN has developed a clear roadmap, governed by the Energy & Environmental Board, to achieve a 30% reduction in Scope 3 emissions by 2030 compared with the 2014 baseline. For the 2023–25 performance period, the on-target ambition was set versus 2014, and the actual outcome was above maximum level, demonstrating KPN's leadership in climate action.

Diversity was included as a non-financial target to reinforce KPN's commitment to an inclusive workforce that reflects Dutch society. The percentage of women in senior management (leadership assignments) continued to grow significantly during 2025. While this growth was substantial, performance came out just below the target level set for the LTI plan. For the Sub-top population, the percentage of women showed a slight decline during the year, resulting in performance below the threshold level. By linking gender diversity to long-term incentives, KPN ensures that diversity and inclusion remain a strategic priority and a driver of long-term value creation.

### Details actual pay-out level STI 2025

Target	Weight	Bandwidth pay-out level			Performance	Resulting %	Actual pay-out %
		Minimum	On-target	Maximum			
<b>Financials (70% weighting € million)</b>							
- Adjusted EBITDA AL	25%	2,561	2,600	2,652	2,636	135%	33.8%
- Service revenue	25%	5,266	5,373	5,481	5,357	89%	22.2%
- FCF	20%	897	920	1,012	959	121%	24.2%
<b>Non-financials (30% weighting)</b>							
- NPS B2C	10%	15	17	19	15.2	33%	3.3%
- NPS B2B	5%	3	4	5	5.8	150%	7.5%
- Broadband lines	15%	4,296,491	4,339,890	4,383,288	4,280,400	0%	0.0%
<b>Total pay-out level</b>	<b>100%</b>						<b>90.9%</b>

### Details actual pay-out (vesting) level LTI 2023

Target	Weight	Bandwidth vesting level			Performance	Resulting %	Actual vesting %
		Minimum	On-target	Maximum			
<b>Financials (70% weighting)</b>							
- TSR versus peer group	25%	11th position	linear vesting	1st position	13th position	0%	0.0%
- FCF (€ million)	45%	2,461	2,661	2,861	2,700	119%	53.7%
<b>Non-financials (30% weighting)</b>							
- Scope 3 emissions	15%	-37.0%	-39.0%	-42.0%	-45.1%	200%	30.0%
- Gender Diversity Leadership Assignments	7.5%	32.0%	35.0%	38.0%	34.2%	80%	6.0%
- Diversity Sub-top	7.5%	34.0%	36.0%	38.0%	30.0%	0%	0.0%
<b>Total vesting level</b>	<b>100%</b>						<b>89.7%</b>

## Targets LTI 2025

For the LTI plan issued in 2025, the financial targets are based on relative TSR (30%), free cash flow (20%), and ROCE (20%). Every year, the Supervisory Board selects two non-financial targets; for 2025, these are Scope 3 emissions reduction and diversity (each 15%).

Scope 3 emissions reduction reflects the majority of overall emissions as part of our long-term sustainability ambition.

Diversity was included to maintain focus on our role in Dutch society, with the target now based solely on the percentage of women in senior management. This change was made because there is significant overlap between the senior management diversity target and the (previous) sub-top diversity target, making a single, clear target more meaningful and in line with our leadership structure.

### Actual received remuneration Board of Management (in €)

Name current member	Position	Year	Base	STI	Actual vested LTI <sup>1</sup>	Pension benefits <sup>2</sup>	Social security & other compensation <sup>3</sup>	Total <sup>4</sup>	% Fixed <sup>5</sup>	% Variable <sup>5</sup>
Joost Farwerck	CEO	2025	944,555	772,740	1,600,000	251,728	33,997	3,603,020	28%	72%
		2024	908,119	596,879	1,522,824	253,368	33,124	3,314,314	30%	70%
Chris Figee	CFO	2025	749,578	408,820	800,000	143,272	41,428	2,143,097	38%	62%
		2024	717,667	314,467	783,168	138,261	40,359	1,993,922	40%	60%
Marieke Snoep	CCM	2025	693,134	378,035	800,000	134,340	33,748	2,039,256	37%	63%
		2024	674,603	295,597	754,159	131,000	32,916	1,888,275	39%	61%
Chantal Vergouw	CBM	2025	693,134	378,035	700,000	109,788	33,982	1,914,939	39%	61%
		2024	674,603	295,597	-	107,479	32,830	1,110,508	70%	30%
Wouter Stammeijer	COO	2025	693,134	378,035	700,000	94,393	39,006	1,904,567	39%	61%
		2024	674,603	295,597	152,786 <sup>6</sup>	90,104	35,683	1,248,773	60%	40%
Hilde Garssen	CPO	2025	533,180	290,796	600,000	102,539	39,267	1,565,782	37%	63%
		2024	518,925	227,383	580,128	99,971	38,394	1,464,801	39%	61%
<b>Total</b>		<b>2025</b>	<b>4,306,713</b>	<b>2,606,461</b>	<b>5,200,000</b>	<b>836,060</b>	<b>221,428</b>	<b>13,170,661</b>		
<b>Total</b>		<b>2024</b>	<b>4,168,518</b>	<b>2,025,521</b>	<b>3,793,065</b>	<b>820,182</b>	<b>213,307</b>	<b>11,020,593</b>		

1 The 2025 amounts give an indication of the value of the shares that will vest in April 2026 and relate to the LTI 2023 grant. The 2024 amounts are the actual values of the shares that vested in April 2025 and relate to the LTI 2022 grant. The fair value of the LTI grants recorded as cost in accordance with IFRS Accounting Standards in 2025 amounts to €1,194,973 for Mr. Farwerck (2024: €1,166,490), €621,191 for Mr. Figee (2024: €599,910), €591,795 for Ms. Snoep (2024: €577,690), €511,652 for Ms. Vergouw (2024: €299,782), €527,424 for Mr. Stammeijer (2024: €354,288) and €455,227 for Ms. Garssen (2024: €444,378). See Note 5 to the consolidated financial statements.

2 The pension costs include the costs for survivor's pension, disability coverage, administration as well as the gross allowances. The fixed gross allowance (for the base pay part above €137,800) in 2025 was, €181,779 for Mr. Farwerck (2024: €186,208), €99,863 for Mr. Figee (2024: €95,314), €93,181 for Ms. Snoep (2024: €90,585), €72,901 for Ms. Vergouw (2024: €70,785), €58,163 for Mr. Stammeijer (2024: €56,421) and €66,971 for Ms. Garssen (2024: €64,999).

3 In addition to social security, the stated amounts include allowances that can be considered as indirect remuneration and that relate to the value of private use of a company car.

4 All remuneration was borne by KPN B.V. See Note 5 to the consolidated financial statements for the total cost of key management. The remuneration of the Board of Management, representing the costs incurred by the company in accordance with IFRS Accounting Standards in 2025 was €3,197,993 for Mr. Farwerck (2024: €2,957,980), €1,964,288 for Mr. Figee (2024: €1,810,665), €1,831,052 for Ms. Snoep (2024: €1,711,806), €1,726,590 for Ms. Vergouw (2024: €1,410,291), €1,731,991 for Mr. Stammeijer (2024: €1,450,275) and €1,421,009 for Ms. Garssen (2024: €1,329,050). In total €11,872,924 (2024: €10,670,066).

5 Excluding pension cost, social security and other compensation.

6 Relates to vesting of plans granted prior to appointment to the Board of Management.

## Change in remuneration

The fluctuation in actual pay levels during the reference years is predominantly the result of the outcome of the STI and LTI combined with the relatively high emphasis on pay-for-performance reflected in the short-term and long-term incentive plans. The STI pay-out (in terms of performance versus the assigned targets) was aligned with the level of pay-out to senior management as the same financial and non-financial targets were generally applied in these variable pay plans as in the assigned targets of the Board of Management. The average STI pay-out over the five-year period is close to 93% of the on-target level and the LTI plans vested over the five-year period are on average close to 112% of the on-target level, reflecting the realistic targets set for variable incentive plans.

Considering the results, variable pay on financial and non-financial targets is closely linked to KPN's performance against peers (TSR) and to its outcomes on the key metrics Service Revenues, FCF and EBITDA AL ensuring alignment with the financial performance goals and the long-term value creation strategy. Increasing revenues were supported by ongoing savings from the simplification and digitalization of services. KPN is generating growth in FCF which supports a progressive regular dividend and a robust liquidity position, and the company remains committed to an investment grade credit profile.

### Change in remuneration of the current members of the Board of Management in comparison with previous five financial years

	2020	2021	2022	2023	2024	2025
Remuneration CEO (€)	2,301,000	3,051,000	4,157,000	4,126,000	3,314,314	3,603,020
- Year-on-year difference (€)	632,000	750,000	1,106,000	-31,000	-811,686	288,706
- Year-on-year difference (%)	+38%	+33%	+36%	-1%	-20%	+9%
Remuneration CFO (€)	1,169,000	1,304,000	2,389,000	2,394,000	1,993,922	2,143,097
- Year-on-year difference (€)	-386,000	135,000	1,085,000	5,000	-400,078	149,175
- Year-on-year difference (%)	-25%	+12%	+83% <sup>1</sup>	+0%	-17%	+7%
Remuneration other current members on average (€)	1,112,000	1,684,000	2,241,000	1,404,000	1,428,089	1,856,136
- Year-on-year difference (€)	1,019,500	572,000	557,000	-837,000	24,089	428,047
- Year-on-year difference (%)	n/a	+51%	+33%	-37%	+2%	+30%
TSR position (part of LTI)						
- Position peer group	6th (75% vesting)	8th (103% vesting)	4th (163% vesting)	3rd (172% vesting)	3rd (169% vesting)	13th (no vesting)
Free cash flow (part of STI/LTI)	Performance:	Performance:	Performance:	Performance:	Performance:	Performance:
- STI bandwidth pay-out level	Between on-target and maximum	Between on-target and maximum	Between on-target and maximum	Above on-target	Around on-target	Above on-target
- LTI bandwidth pay-out level	Slightly above threshold	Between threshold and on-target	Between threshold and on-target	Between on-target and maximum	Between threshold and on-target	Above on-target
EBITDA (part of STI)	Performance:	Performance:	Performance:	Performance:	Performance:	Performance:
- Pay-out level STI bandwidth	Above on-target	Around on-target	Around on-target	Around on-target	Around on-target	Between on-target and maximum
Average cost per FTE (IFRS, €)	84,306	90,869	93,282	98,226	102,635	112,757
Pay ratio CEO (IFRS)	30	33	32	31	29	28

1 Including the first vesting of the LTI award (2020 grant).

## KPN's internal pay ratio

To ensure transparency and clarity, KPN applies an IFRS-driven methodology to calculate the internal pay ratio. KPN's internal pay ratio compares the total CEO compensation under IFRS Accounting Standards principles with the average compensation of employees having an employment contract with KPN (total personnel expenses of KPN employees divided by the average number of KPN FTEs). KPN's calculated pay ratio in 2025 was 28 (2024: 29). The outcome is in line with KPN's acceptable bandwidths as described in our [remuneration policy](#). For further details, see [Note 5](#) to the consolidated financial statements.

See the ["Insider transactions"](#) section for stock ownership of the members of the Board of Management and Supervisory Board and [Note 5](#) to the consolidated financial statements for a further description and valuation of the share plans. No loans, advance payments, or guarantees were provided to members of the Board of Management or the Supervisory Board.

## Claw-back clause

The claw-back clause was not applied in 2025 (nor in 2024).

### Number of shares and current share plans for current board members

	Grant date	Shares held as of 1 January 2025	Vested <sup>1</sup>	Granted, forfeited or sold <sup>2</sup>	As of 31 December 2025	Pre-tax fair value on grant date (€) <sup>3</sup>	Pre-tax market value vesting in 2025 (€)	End of lock-up period
Joost Farwerck	17 April 2025	-	-	343,015	343,015	1,324,038		17 April 2031
	18 April 2024	367,676	-	-	367,676	1,187,593		18 April 2030
	13 April 2023	364,363	-	-	364,363	1,118,594		13 April 2029
	14 April 2022	342,173	-223,901	-118,272	-	1,214,714	1,522,824	14 April 2028
Chris Figee	17 April 2025	-	-	183,707	183,707	709,109		17 April 2031
	18 April 2024	189,091	-	-	189,091	610,764		18 April 2030
	13 April 2023	187,387	-	-	187,387	575,278		13 April 2029
	14 April 2022	175,975	-115,150	-60,825	-	624,711	783,168	14 April 2028
Marieke Snoep	17 April 2025	-	-	169,874	169,874	655,714		17 April 2031
	18 April 2024	182,087	-	-	182,087	588,141		18 April 2030
	13 April 2023	180,446	-	-	180,446	553,969		13 April 2029
	14 April 2022	169,457	-110,884	-58,573	-	601,572	754,159	14 April 2028
Chantal Vergouw	17 April 2025	-	-	169,874	169,874	655,714		17 April 2031
	18 April 2024	182,087	-	-	182,087	588,141		18 April 2030
	01 June 2023	157,891	-	-	157,891	484,725		13 April 2029
	13 April 2023	4,780	-	-	4,780	13,336		cash settled
Wouter Stammeijer	14 April 2022	36,629	-38,680	2,051	-	119,411	152,786	cash settled
	17 April 2025	-	-	169,874	169,874	655,714		17 April 2031
	18 April 2024	182,087	-	-	182,087	588,141		18 April 2030
	01 June 2023	157,891	-	-	157,891	484,725		13 April 2029
Hilde Garssen	13 April 2023	4,780	-	-	4,780	13,336		cash settled
	17 April 2025	-	-	130,672	130,672	504,394		17 April 2031
	18 April 2024	140,067	-	-	140,067	452,416		18 April 2030
	13 April 2023	138,805	-	-	138,805	426,131		13 April 2029
Hilde Garssen	14 April 2022	130,352	-85,296	-45,056	-	462,750	580,128	14 April 2028

1 The 2022 share grant vested in April 2025 with a actual vesting percentage of 106% (excluding deferred dividend).

2 The shares granted to the Board of Management represent 38% (2024: 40%) of the total number of shares and share-based awards granted in to all employees. The grant numbers do not include any deferred dividend during the vesting period. The deferred dividend during the vesting period will be additionally granted in shares.

3 Value is calculated by multiplying the number of share awards by the fair value at grant date.

## Supervisory Board

The objective of the remuneration policy for the Supervisory Board is to reward the members appropriately for their work based on market-competitive fee levels. To the extent applicable, the same principles of the Board of Management remuneration policy apply to the Supervisory Board remuneration policy.

KPN has a fixed annual fee and annual committee membership fees for the members of the Supervisory Board. The eligibility for committee fees is limited to two committees (i.e. the two highest fees will apply).

AEX-listed companies with a two-tier board serve as a reference for determining market-competitive fee levels. Supervisory Board members do not receive any variable compensation and are not granted any shares as a form of pay.

The following table shows the annual fixed fee structure for the members of the Supervisory Board and the members of the committees as approved at the 2024 AGM:

Position	Annual fee in €
Chair of the Supervisory Board	105,000
Vice-chair of the Supervisory Board	77,500
Member of the Supervisory Board	62,500
Chair of the Audit Committee	22,500
Member of the Audit Committee	12,500
Chair of the ESG Committee	12,500
Member of the ESG Committee	10,000
Chair of the Remuneration Committee	12,500
Member of the Remuneration Committee	7,500
Chair of the Nomination & Corporate Governance Committee	12,500
Member of the Nomination & Corporate Governance Committee	7,500

The following table shows the actual fee for each current member of the Supervisory Board.

Amounts in €		Membership fee 2025	Committee fees 2025	Total 2025	Total 2024	Total 2023	Total 2022	Total 2021
G.J.A. van de Aast	Chair	105,000	20,000	125,000	122,055	115,000	103,556	53,334
B.J. Noteboom	Vice-chair	77,500	20,000	97,500	93,820	60,917	-	-
H.H.J. Dijkhuizen	Member	62,500	32,500	95,000	87,936	40,000	-	-
F. Heemskerk	Member	62,500	17,500	80,000	77,792	51,958	-	-
M. De Jager	Member	62,500	22,500	85,000	82,791	45,208	-	-
K. Koelemeijer	Member	62,500	15,000	77,500	75,292	70,708	51,756	-
J.C.M. Sap	Member	62,500	25,000	87,500	86,027	80,375	75,000	75,000
R. Shuter	Member	62,500	12,500	75,000	18,750	-	-	-
E.J.C. Overbeek <sup>1</sup>	Former member	18,403	2,944	21,347	71,027	68,917	72,500	72,500
A.D. Plater <sup>2</sup>	Former member	-	-	-	9,856	72,125	77,500	77,500
<b>Total</b>		<b>575,903</b>	<b>167,944</b>	<b>743,847</b>				

1 Up until 16 April 2025.

2 Up until 20 February 2024.