

Remuneration Report 2025

1. Introduction

This remuneration report describes how the guidelines for remuneration to senior executives adopted by the Annual General Meeting have been applied during the financial year 2025. The guidelines remained unchanged during the year and no deviations from the guidelines have been made.

The report has been prepared in accordance with the Swedish Companies Act (2005:551) and the Rules on Remuneration of the Board and Executive Management (SRD II).

Board fees are not covered by this report. Board fees are resolved annually by the Annual General Meeting and are disclosed in Note 7 of the 2025 Annual Report. Information regarding the work of the Remuneration Committee can be found in the Corporate Governance Report on page 18 of the 2025 Annual Report.

2. Development during 2025

During 2025, EG7 operated in a period characterized by strategic consolidation, continued investments and structural initiatives aimed at long-term value creation. The Group reported net revenue of SEK 1,626.3 million and adjusted EBITDA of SEK 254.0 million. The CEO summarized the overall performance on page 8 of the Annual Report 2025.

The remuneration of senior executives has been aligned with the Company's financial and operational development, including the absence of variable remuneration for the CEO in 2025.

3. Remuneration principles

Remuneration to the CEO and other management is designed to be market-based and competitive, based on individual responsibility and performance, and aligned with the Company's long-term strategy and shareholder interests.

Remuneration may consist of fixed salary, variable remuneration, pension benefits and other benefits. The components are designed to ensure a balanced remuneration structure reflecting performance, responsibilities and market conditions.

4. Total remuneration to the CEO

4.1 Overview

(SEK million)

| Component | 2025 | 2024 |
|---------------------------|------------|-------------|
| Fixed salary | 7.4 | 7.9 |
| Variable compensation* | 0.0 | 6.3 |
| Pension | 0.1 | 0.2 |
| Other benefits | 0.0 | 0.0 |
| Total remuneration | 7.5 | 14.5 |

*The variable compensation was awarded in accordance with the Company's remuneration policy, which allows for variable pay of up to 100 percent of the base salary. The remuneration was based on the successful execution of the Group's cost-saving and efficiency program implemented during 2024. No variable compensation was awarded to the Group CEO during 2025.

4.2 Fixed remuneration

The fixed salary reflects the CEO's responsibilities and experience.

4.3 Variable remuneration

The variable remuneration is based on pre-determined and measurable criteria, which may include financial performance, operational targets, strategic milestones, and other non-financial metrics such as sustainability-related targets and employee engagement.

The criteria are established annually and are designed to promote the Company's business strategy, long-term interests, and sustainable value creation. The variable remuneration framework ensures a clear link between pay and performance.

Variable remuneration shall not exceed 100 percent of the fixed annual salary. The Company may reclaim variable remuneration paid on incorrect grounds in accordance with applicable laws and agreements.

The outcome of the variable remuneration is evaluated after the end of the measurement period. For the CEO, the Board of Directors, based on the recommendation from the Remuneration Committee, determines the outcome. For other senior executives, the CEO is responsible for the evaluation.

During 2025, variable remuneration of SEK 2.8 million was paid to other senior executives. The outcome reflects performance against the pre-defined targets for the year. No variable remuneration was paid to the CEO.

4.4 Pension and benefits

The CEO has no contractual pension benefits. The minor pension cost recognized during the year relates to statutory or mandatory pension contributions and does not constitute a contractual defined pension benefit.

Pension benefits for other senior executives are defined contribution and in line with the remuneration guidelines, with premiums not exceeding 30 percent of fixed annual salary.

Other benefits for the CEO and other senior executives remained within the limits set out in the remuneration guidelines, i.e. not exceeding 10 percent of the fixed annual salary.

5. Remuneration to other senior management

Remuneration to other members of the Group Executive Management follows the same structure as for the CEO.

Overview (aggregate)

(SEK million)

| Component | 2025 | 2024 |
|---------------------------|-------------|-------------|
| Fixed salary | 30.7 | 36.5 |
| Variable remuneration | 2.8 | 18.3 |
| Pension | 1.5 | 2.2 |
| Other benefits | 0.8 | 0.3 |
| Total remuneration | 35.9 | 57.3 |

6. Share-based remuneration

The Company does not have any share-based incentive programs for senior executives.

7. Deviation from the remuneration guidelines

No deviations from the remuneration guidelines adopted by the Annual General Meeting were made during 2025.

8. Comparative information (5-year overview)

(SEK million if not otherwise stated)

| | 2025 | 2024 | 2023 | 2022 | 2021 |
|---|----------|--------|-------|--------|-------|
| CEO total remuneration | 7.5 | 14.5 | 8.1 | 22.9 | 4.3 |
| Operating profit (EBIT) | -2,086.4 | -138.8 | 252.1 | -275.9 | 157.6 |
| Average remuneration per FTE (SEK thousand) | 1,301 | 1,225 | 1,140 | 1,117 | 827 |

9. Application of remuneration guidelines and specific policy components

The Board of Directors has concluded that:

- remuneration complies with the guidelines adopted by the Annual General Meeting
- the remuneration structure supports long-term value creation

The remuneration guidelines include provisions for certain types of remuneration which were not applied during 2025. These include:

- Exceptional variable remuneration
- Salary exchange arrangements
- Expatriate benefits
- Compensation for non-compete undertakings
- Severance payments beyond notice periods

No such compensation arrangements were applied during the financial year 2025.

10. Conclusion

Remuneration to senior executives during 2025 has been aligned with Company performance, compliant with the adopted remuneration guidelines, and structured to support long-term shareholder value.