

REMUNERATION REPORT 2025

INTRODUCTION

This remuneration report contains a description of engcon's guidelines for remuneration to senior executives (the "**remuneration guidelines**"), adopted by the annual general meeting 2022 to apply until further notice, but no longer than until the annual general meeting 2026, and which have been applied during 2025. The report also provides details on the remuneration to engcon's CEO during 2025 as well as remuneration to directors of the board that is in addition to the board fee resolved upon by the annual general meeting. Furthermore, the report contains a summary of engcon's existing share related incentive programs.

OVERVIEW OF THE APPLICATION OF THE REMUNERATION GUIDELINES IN 2025

The remuneration committee monitors and evaluates programs for variable remuneration to the CEO and group management, the application of the remuneration guidelines to the CEO and other senior executives that have been adopted by the general meeting, as well as applicable remuneration structures and remuneration levels within engcon.

Based on the remuneration committee's evaluation of the CEO's remuneration, the board of directors has determined that the current remuneration structure and remuneration level is appropriate, reflects market practice and is competitive and suitable for achieving engcon's targets.

After evaluation, the remuneration committee has concluded that engcon has complied with the applicable remuneration guidelines and the decision-making process during 2025 that according to the remuneration guidelines shall be applied to determine the remuneration.

According to engcon's remuneration guidelines, the board of directors may reclaim variable cash remuneration already paid if it subsequently becomes apparent that the senior executive has violated engcon's values, policies, standards or instructions. The board of directors has not decided to reclaim any variable remuneration during 2025 as no such situation has occurred. After monitoring and evaluating engcon's programs for variable remuneration, how the remuneration guidelines have been applied, and after evaluating the current remuneration structures and remuneration levels in engcon, the board of directors has decided that the remuneration guidelines shall remain unchanged.

According to engcon's remuneration guidelines, remuneration to senior executives shall be on market terms and may consist of the following components: fixed cash salary, variable cash remuneration, pension benefits and other benefits.

In addition to the remuneration covered by the remuneration guidelines, the general meeting of engcon may decide on the implementation of long-term share-based incentive programs and other remuneration.

Total remuneration to the CEO

The table below sets out the total remuneration paid to engcon's CEO during 2025 and to directors of the board who have received remuneration in addition to the board fee resolved by the annual general meeting.

Name, position (during the start/end of the period)	1 Fixed remuneration			2	3	4	5	6
	Financial year	Base salary ¹ (KSEK)	Other benefits ² (KSEK)	Variable remuneration – One-year (KSEK)	Extraordinary remuneration (KSEK)	Pension expenses ³ (KSEK)	Total remuneration (KSEK)	Portion of fixed and variable remuneration
Krister Blomgren (CEO)	2025	3,186	215	-	n/a	842	4,243	100% / 0%
Stig Engström (Board member)	2025	943 ⁴	n/a	n/a	n/a	n/a	943	100% / 0%

¹ Refers to cash salary after deductions from gross salary and holiday salary.

² Refers to company car, health insurance and other benefits.

³ Pension contributions for the CEO are calculated on the basis of the basic salary before gross salary deductions. The CEO's pension expenses include premium waiver insurance amounting to KSEK 15.

⁴ Refers to board fees decided by the annual general meeting and fees invoiced for consultancy services in product development, marketing and strategic project management.

Outstanding share and share-price related incentive plans

Warrant program

At an extraordinary general meeting on 16 December 2021, it was resolved to introduce a warrant program for the group management and other employees within the group. A total of 232 people participated in the program when it was launched. As of 31 December 2025, there were 189 persons participating. The change is related to employees who have terminated their employment. The warrants issued under the program have been transferred to the participants in the program at market value.

Each warrant entitles the holder to subscribe for one (1) B share in engcon at a subscription price of SEK 45 during the period from 1 December up to 31 December 2026. If a participant's employment within the engcon group ends before 1 December 2026 (other than as a result of retirement after the age of 65 or termination due to redundancy), the participant is obliged to offer engcon the opportunity to repurchase the warrants held by the participant. engcon's CEO, Krister Blomgren, has acquired 91,000 warrants under the program (all of which were allocated in December 2021).

Share-based incentive program

At the annual general meeting on 15 May 2025, it was resolved to introduce a long-term share-based incentive program for the company's CEO, other members of group management and certain other key persons in the engcon group. A total of 22 persons participated in the program when it was launched. As of 31 December 2025, 22 persons were participating. None of the participants in the program have left their employment during the year.

Upon launch of the incentive program, participants were allocated, free of charge, performance-based share rights which, after a vesting period of three years and provided that they remain employed and that specified performance targets are achieved, entitle them to a free allocation of B shares in engcon. The performance targets consist of two equally weighted targets of 50 percent each. The first performance target relates to organic net sales growth between the financial years 2024 and 2027, measured as a Compounded Annual Growth Rate ("CAGR") between the financial years 2024 and

2027. For allocation, the CAGR between the financial years 2024 and 2027 must be at least 15 percent (the threshold level), and for full allocation, the CAGR during the corresponding period must be at least 25 percent (the maximum level). The second performance target relates to the average weighted EBIT margin over the financial years 2025, 2026 and 2027, measured as the total of operating profit divided by the total of net sales for the financial years 2025, 2026 and 2027. Allocation requires that the average weighted EBIT margin during the above-mentioned period amounts to at least 18 percent (threshold level), and full allocation requires that the target amounts to at least 23 percent (maximum level). engcon's CEO, Krister Blomgren, has been allocated 21,575 share rights within the framework of the program.

Additional information on the outstanding share-related incentive program can be found in note 37 of the annual report for 2025, available at engcon's website, www.engcongroup.com.

APPLICATION OF PERFORMANCE CRITERIA

A prerequisite for the successful implementation of the company's business strategy and the safeguarding of engcon's long-term interests, including its sustainability, is that the company is able to recruit and retain qualified personnel. To this end, it is necessary that the company is able to offer competitive remuneration. engcon's remuneration guidelines enables the company to offer senior executives a competitive total remuneration.

The variable cash remuneration is linked to predetermined and measurable criteria which can be financial or non-financial. They may also consist of individualised quantitative or qualitative targets. The criteria are designed so as to contribute to the company's business strategy and long-term interests, including its sustainability, by for example being clearly linked to the business strategy or promoting the executive's long-term development.

At the end of the measurement period for fulfilment of the criteria for payment of variable cash remuneration, the extent to which the criteria have been fulfilled shall be evaluated/determined. The board of directors, with support from the remuneration committee, is responsible for the assessment of variable remuneration to the CEO. The CEO, with support from the remuneration committee, is responsible for the assessment regarding variable cash remuneration to other senior executives. For financial targets, the assessment shall be based on the latest financial information made public by the company.

Variable cash remuneration 2025

The variable cash remuneration for senior executives for 2025 is based on financial performance based on the company's financial targets. For the CEO, the variable cash remuneration was based on the group's operating profit (EBIT) and the group's revenue growth. The maximum outcome of the bonus for the CEO for 2025 was 25 percent of the total fixed annual cash salary.

As shown in the table above, no variable remuneration has been paid to the CEO for 2025.

COMPARATIVE INFORMATION ON THE CHANGE OF REMUNERATION AND ENGCON'S PERFORMANCE

Changes in remuneration and performance in the last reported financial years (KSEK unless otherwise stated)

Annual change	2021 vs 2022	Information regarding 2022	2022 vs 2023	Information regarding 2023	2023 vs 2024	Information regarding 2024	2024 vs 2025	Information regarding 2025
Remuneration								
CEO	+2,847 (159%)	4,633	-428 (-9%)	4,205	-49 (-1%)	4,156	+87 (2%)	4,243
The company's performance								
Operating profit	+90 (28%)	415	-39 (-9%)	376	-81 (-21%)	295	+26 (9%)	321
Average remuneration on a full-time equivalent basis for employees¹								
Average remuneration ²	+23 (6%)	441	+25 (6%)	466	+54 (12%)	520	-26 (-5%)	494
Number of employees in the company ³	+98 employees (30%)	425 employees	-19 employees (-5%)	406 employees	-27 employees (-7%)	379 employees	+50 employees (13%)	429 employees

¹ Excluding the CEO and other senior executives.

² Average remuneration does not include social security contributions.

³ Including group management (10) which are not included in the average remuneration for employees.

ADDITIONAL INFORMATION IS AVAILABLE IN THE 2025 ANNUAL REPORT OR ON ENGCON'S WEBSITE

engcon's remuneration guidelines, which were adopted by the annual general meeting 2022, are available on engcon's website www.engcongroup.com. engcon's website also contains a statement by the auditor on whether engcon have complied with the adopted guidelines.

Further information on engcon's remunerations during 2025 that is not covered by this report is available in the annual report for 2025. The information can be found at:

Page 58	The remuneration committee's work during 2025
Note 7 on page 78	Such information required by Chapter 5, Sections 40-44 of the Swedish Annual Accounts Act (1995:1554), including detailed information regarding remuneration to other senior executives covered by the remuneration guidelines adopted by the annual general meeting 2022 and information regarding the company's share and share-price related incentive programs
Note 7 on page 78	Remuneration to the board of directors