

REMUNERATION REPORT 2025

This Remuneration Report explains how the Guidelines for remuneration of senior executives adopted by the 2025 Annual General Meeting have been applied during the 2025 financial year. The report also contains details concerning remuneration of the Company's CEO and Deputy CEO, and fees to board members over and above the board fees adopted by the shareholders' meeting. The report has been prepared in accordance with the Swedish Companies Act (2005:551) and the Swedish Corporate Governance Code.

Additional information on remuneration of senior executives required pursuant to Chapter 5, Sections 40–44 of the Swedish Annual Accounts Act (1995:1554) can be found in Note 11 to the consolidated financial statements. For more information on the work of the Remuneration Committee in 2025, see the Corporate Governance Report.

MilDef's development

The Company's development and significant events during the year are reported inter alia in the CEO's presentation, see "CEO's comments".

Board fees and consulting fees

This report does not cover board fees. A resolution on these fees is passed by the Annual General Meeting each year. The current fees are reported in Note 11.

MilDef's remuneration guidelines: scope, purpose and deviations

Successful implementation of the Company's business strategy and protection of the Company's long-term interests, including its sustainability, require the Company to be able to recruit and retain qualified employees. The objective of MilDef's guidelines for remuneration of senior executives is therefore to offer a competitive, market-based remuneration package, so as to be able to attract, motivate and retain skilled and qualified employees. These guidelines make it possible to offer competitive market-based remuneration packages to senior executives.

The remuneration package consists of the following components:

- Fixed cash salary
- Short-term variable cash remuneration
- Pensions and other benefits

Short-term variable cash remuneration is to be linked to predetermined, well-defined and measurable financial criteria. The targets aim to promote MilDef's development in both the short and long term. The measurement period for variable remuneration is generally based on performance over a 12-month period. The variable remuneration must not exceed 50% of the fixed salary and, where applicable legislation permits, is not to be qualifying income for pension or holiday pay purposes.

The criteria for short-term variable remuneration are divided into two different programs based on MilDef's net sales and operating profit (EBITA). Variable remuneration may also be linked to individual criteria. The criteria are to be designed so as to promote the Company's business strategy and long-term interests, including its sustainability. The guidelines can be found in "Guidelines for remuneration of senior executives".

Other non-monetary benefits may include life assurance and health insurance. In total, premiums and other costs associated with such benefits may not exceed 15% of the fixed annual cash salary.

In 2025 the Company has followed the applicable remuneration guidelines adopted by the 2025 Annual General Meeting. There were no departures from the guidelines or deviations from the decision-making process prescribed by the guidelines for setting the remuneration. No remuneration has been reclaimed. The auditor's statement on the Company's compliance with the guidelines is available at <https://investors.mildef.com/corporate-governance/?lang=en> from May 21, 2026.

Total remuneration of CEO and Deputy CEO in 2025 (SEK 000)

Refers to remuneration expensed during the year

	Basic salary	Variable remuneration	Other taxable benefits	Pension cost	Total remuneration	Share of fixed remuneration
President & CEO, Daniel Ljunggren	2,747	-	216	796	3,759	100%
Deputy CEO Fredrik Persson	1,741	-	8	375	2,124	100%

Share-based incentive program

Incentive program 2021/2025

At an extraordinary shareholders' meeting on April 29, 2021, a resolution was passed to adopt an incentive program ("Incentive program 2021/2025) for the Group's employees by issuing warrants with the subsequent right to subscribe for new shares in MilDef. The fact that the resolution was passed at a shareholders' meeting means it is not covered by these guidelines but should still be seen as being in the same spirit. The warrants have been transferred on market terms at a price (premium) that was established based on an estimated market value using the recognized Black-Scholes model. The calculation was carried out by an independent appraisal institution. For more information, visit www.mildef.com.

Long-term Incentive Program 2025/2028

The 2025 Annual General Meeting voted in favor of the Board's proposal for a performance-based long-term incentive program (LTIP 2025/2028) for MilDef's Management Team comprising six employees. The participants will be allotted performance-based stock options that may give entitlement to shares in the Company. Each warrant entitles the holder to one share if the maximum outcome in the program is reached. After the vesting period the participants will be allotted shares in MilDef Group AB at no cost if certain performance targets are met. One basic requirement for allotment of shares is that the participant, subject to certain exceptions, remains employed within the MilDef Group throughout the three years of the program.

A further requirement is that MilDef's adjusted EBITDA per share during the period of validity has reached certain minimum levels and that MilDef's share price development on Nasdaq Stockholm has been positive during the same period. The number of shares that can be allotted to the participants according to LTIP 2025/2028 is capped at 20,000, which is equivalent to around 0.04% of all the

outstanding shares in the Company. During the year, 15,000 warrants were allotted to employees.

The Group's performance based long-term incentive program will enable the employees to obtain shares in the Company. The fair value of the allotted warrants will be recognized as an employee expense with an equivalent increase in equity. The fair value will be established on the allotment date and distributed over the vesting period. The recognized expense will be equivalent to the fair value of the warrants, taking into account market conditions. The actual expense recognized during the course of the program will be affected by the extent to which the service and performance terms are met. However, the recognized expense will not be affected by whether or not terms relating to market conditions are met. Social security contributions attributable to share-related instruments for employees as remuneration for services performed will be expensed over the periods during which those services are performed. Social security contribution liabilities are based on the fair value of the shares on the reporting date and on assessments made at the end of each period of the outcome of all the terms in the program.

The total cost of this share-based remuneration amounted to SEK 0.5 million during the period, with an equivalent increase reported directly in equity. In addition to this, the cost of social security contributions has been expensed at SEK 0.2 million with an equivalent liability for these contributions of the same amount.

Application of performance criteria

The CEO's performance criteria for 2025 are divided into two different parameters based on MilDef's net sales and operating profit (EBITA). Although they are expressed in financial terms, the performance criteria further contribute to alignment with sustainability and the Company's values. The targets for results on each parameter are linked to ambitious internal targets and the award is paid out the following year.

Helsingborg, April 15, 2026
The Board of Directors of MilDef Group AB (publ)
