

# Remuneration report 2025

## Introduction

This remuneration report provides an overview of how Eltel AB's ("Eltel" or the "Company") guidelines for executive remuneration to senior executives, which were adopted by the Annual General Meeting 2024 (the "Remuneration Guidelines"), have been applied during 2025. The remuneration report also provides specific details on the remuneration of Eltel's CEO. In addition, the remuneration report contains a summary of Eltel's outstanding share-related and share price-related incentive programmes. The remuneration report has been prepared in compliance with Chapter 8, Sections 53 a and 53 b of the Swedish Companies Act (2005:551) and the Swedish Stock Market Self-Regulation Committee's Rules on Remuneration of the Board and Executive Management and on Incentive Programmes.

Further information regarding remuneration to senior executives, required by Chapter 5, Sections 40-44 of the Swedish Annual Accounts Act (1995:1554), is available in note 30 on pages 114–115 in the Company's annual report for the financial year 2025 (the "Annual Report 2025").

Information on the work of the remuneration committee in 2025 is set out in the corporate governance report, which is available on pages 80–81 in the Annual Report 2025.

The remuneration report does not include remuneration to the board of directors which is decided annually by the Annual General Meeting. Such remuneration is reported in note 30 on page 114 in the Annual Report 2025.

## Key Developments 2025

The CEO summarises the Company's overall performance in his statement on pages 7–8 in the Annual Report 2025.

## The Remuneration Guidelines

The board of directors considers that a prerequisite of the successful implementation of the Company's business strategy and safeguarding of its long-term interests, including its sustainability, is that the Company is able to recruit and retain a highly competent management with the capacity of achieving specified goals. To this end, it is necessary that the Company can offer competitive remuneration to motivate senior executives to do their utmost. The Company's Remuneration Guidelines enable the Company to offer senior executives a competitive total remuneration.

Pursuant to the Remuneration Guidelines, the remuneration to senior executives shall be based on market terms and may consist of the following remuneration components: fixed base salary, variable remuneration, pension and certain other benefits. Variable remuneration covered by the Remuneration Guidelines shall be based on criteria that aim at promoting the Company's business strategy and long-term interests, including its sustainability. In addition, the general meeting may – regardless of the Remuneration Guidelines – resolve upon share-related or share price-related remuneration.

The board of directors may temporarily deviate, in whole or in part, from the Remuneration Guidelines if special reasons justify doing so in an individual case and such deviation is necessary in order to meet the Company's long-term interests and sustainability or to ensure the Company's financial viability. During the financial year 2025, the Company has deviated from the Remuneration Guidelines by paying a cash bonus to one senior executive outside the scope of the Company's existing incentive programs. A sign-on cash bonus was paid to Eltel's General Counsel and Head of Sourcing Caroline Lindgren. The deviation was resolved by the board of directors as part of Company's strategy to offer attractive conditions of employment which enable the Company to attract and retain a management with high competence and capacity to reach the targets set up by the Company, including regarding sustainability.

No additional deviations from the Remuneration Guidelines have been decided and no exemptions from its decision-making process have been made during the financial year 2025. No remuneration to senior executives covered by the remuneration report has been paid from another undertaking within the same corporate group and no remuneration has been recouped during the financial year 2025.

In addition to remuneration covered by the Remunerations Guidelines, the general meeting has resolved on remuneration to the Company's board members and on the implementation of long-term share-related incentive programmes.

The Remuneration Guidelines, adopted by the Annual General Meeting 2025, are summarized on pages 74–75 in the Annual Report 2025. The auditor's report regarding the Company's compliance with the guidelines is available on the Company's website at [www.eltelgroup.com](http://www.eltelgroup.com).

**Table 1 – Total remuneration of the CEO during the financial year 2025 (kEUR)**

Table 1 below sets out total remuneration to Eltel's CEO during 2025.

Name of Director, position	Financial year	Fixed remuneration		Variable remuneration <sup>1</sup>		Extraordinary items	Pension expense	Total remuneration	Proportion of fixed and variable remuneration <sup>2</sup>
		Base salary	Other benefits	One-year variable	Share-related remuneration				
Håkan Dahlström, CEO	2025	591	1	410	-18	-	168	1,153	60/40

Base salary includes vacation pay. Other benefits include car benefit and other benefits such as wellness allowance, other health-related benefits, lunch, health and medical care insurance etcetera.

### Variable cash remuneration

Pursuant to the Remuneration Guidelines, variable cash remuneration shall be based on criteria that aim at promoting the Company's business strategy and long-term interests, including its sustainability. The key performance criteria for senior executives are primarily financial, i.e. EBITA in local currency, operative cashflow, Net Working Capital (NWC) in EUR and safety measured as the Lost-Time Injury Frequency rate (LTIFR). A minor part of certain senior executives' key performance criteria can be discretionary under special circumstances. The minimum financial performance of the Company for any variable cash remuneration pay-out is defined by the board of directors as a level of result in EBITA. The criteria are recommended by the remuneration committee and ultimately determined by the board of directors. The short-term variable cash remuneration can amount to a maximum of 80 percent of the fixed base salary for the CEO. At full outcome, the short-term variable cash remuneration can amount to a maximum of 45 percent of total remuneration to the CEO. The company has not utilized any possibility to recover variable cash remuneration paid out during 2025.

**Table 2 – Performance during the financial year: short-term variable remuneration**

Name (Position)	Program	Description of criteria	Relative weighting of the performance criteria	a) Measured performance <sup>3</sup> b) Outcome of remuneration <sup>4</sup>
Håkan Dahlström, CEO	Short Term Incentive 2025	1) Group net sales, EUR 2) Group adjusted EBITA, EUR 3) Operative cash flow, EUR 4) Group LTIF 5) ESG, 3 scopes 6) Group adjusted EBITA cut-off rule, EUR	1) 40% 2) 40% 3) 10% 4) 5% 5) 5% 6) Cut-off rule <sup>5</sup>	a) 63.4% b) 164.8

<sup>1</sup> Refers to earned variable remuneration attributable to the financial year and performance in 2025

<sup>2</sup> Base salary has been fully reported as fixed remuneration. Since a part of the variable remuneration is pensionable, pension expenses are not included in the calculation.

<sup>3</sup> Measured performance constitutes the total performance of the different performance criteria in relation to the maximum agreed outcome.

<sup>4</sup> Outcome of remuneration refers to remuneration paid in 2025 in relation to the base salary.

<sup>5</sup> Group adjusted EBITA level set in the cut-off criteria must be reached for any STI bonus payout.

In addition, in 2025 CEO had an additional short term variable salary component based on the Group adjusted EBITA 2025 development compared to previous year. The measured performance in relation to the maximum outcome was 100% and the corresponding remuneration will be paid in 2026.

## Long-Term Variable Remuneration

### *Long-Term Incentive Programmes*

Pursuant to the Remuneration Guidelines, senior executives can be offered share-related or share price-related remuneration. Long-term incentive programmes shall be intended to improve the senior executives' commitment to the Company's development, and they shall be implemented on market-based terms. Share-related or share price-related incentive programmes shall be resolved upon by the general meeting and are therefore not covered by the Remuneration Guidelines.

### *Long-Term Incentive Program 2022 ("LTIP 2022")*

The purpose of introducing LTIP 2022 for senior executives and other key individuals was to encourage a personal long-term ownership in the Company, and in order to increase and strengthen the potential for recruiting, retaining and motivating such senior executives and key individuals.

Participation in the LTIP 2022 assumed that the participant acquired and locked Eltel Shares into LTIP 2022 ("Savings Shares"). For each acquired Savings Share, the participant shall be entitled to, after a certain vesting period (defined below), provided continued employment and depending on the fulfilment of certain performance requirements during the financial years 2022 – 2025, receive allotment of Eltel Shares ("Performance Shares") and exercise options issued by the company ("Performance Options"). The term of LTIP 2022 is approximately three years. The participant shall not pay any consideration for the allotted Performance Shares and Performance Options.

The performance requirements are linked to the Company's Compound Annual Growth Rate of Revenue ("CAGR of Revenue"), Average Earnings Margin Before Interest, Taxes and Amortization ("Average EBITA Margin") and Total Shareholder Return ("TSR").

The participant shall have the right to exercise the Performance Options commencing on the day after the end of the vesting period and during two weeks thereafter ("Exercise Period"). The exercise price when the participant exercises the Performance Option shall correspond to 120 percent of the volume-weighted average price according to Nasdaq Stockholm's official price list for the Eltel Share during the first ten trading days that directly follows the Annual General Meeting 2022 (the "Purchase Price").

LTIP 2022 cover three categories of participants:

Category	Maximum number of Savings Shares per person	Maximum number of Performance Shares per Savings share	Maximum number of Performance Options per Savings share
A) CEO, maximum 1 person	22,000	8.0x	8.0x
B) Group Management Team, maximum 7 persons	7,000	8.0x	8.0x
C) Other key individuals, maximum 4 persons	5,500	8.0x	8.0x

LTIP 2022 was concluded during the second quarter of 2025. The period up to this point constituted the qualification period (vesting period). The performance requirement linked to annual total shareholder return (TSR) was not met. In accordance with the terms of LTIP 2022, no allotment of Performance Shares or Performance Options has taken place.

### *Long-Term Incentive Program 2023 ("LTIP 2023")*

The purpose of introducing LTIP 2023 for senior executives and other key individuals was to encourage a personal long-term ownership in the Company, and in order to increase and strengthen the potential for recruiting, retaining and motivating such senior executives and key individuals.

Participation in the LTIP 2023 assumed that the participant acquired and locked Eltel Shares into LTIP 2023 (“Savings Shares”). For each acquired Savings Share, the participant shall be entitled to, after a certain vesting period (defined below), provided continued employment and depending on the fulfilment of certain performance requirements during the financial years 2023-2025, receive allotment of Eltel Shares (“Performance Shares”) and exercise options issued by the company (“Performance Options”). The term of LTIP 2023 is approximately three years.

The performance requirements are linked to the Company’s Compound Annual Growth Rate of Revenue (“CAGR of Revenue”), Average Earnings Margin Before Interest, Taxes and Amortization (“Average EBITA Margin”) and Total Shareholder Return (“TSR”).

The participant shall have the right to exercise the Performance Options commencing on the day after the end of the vesting period and during two weeks thereafter (“Exercise Period”). The exercise price when the participant exercises the Performance Option shall correspond to 120 percent of the volume-weighted average price according to Nasdaq Stockholm’s official price list for the Eltel Share during the first ten trading days that directly follows the Annual General Meeting 2023 (the “Purchase Price”).

LTIP 2023 cover three categories of participants:

Category	Maximum number of Savings Shares per person	Maximum number of Performance Shares per Savings share	Maximum number of Performance Options per Savings share
A) CEO, maximum 1 person	22,200	8.0x	8.0x
B) Group Management Team, maximum 8 persons	7,000	8.0x	8.0x
C) Other key individuals, maximum 4 persons	5,500	8.0x	8.0x

Allotment of Performance Shares and Performance Options within LTIP 2023 will be made during a limited period of time following the latter of the date of (i) the presentation of the first quarterly report for the first quarter of 2026, and (ii) the first record date for dividends decided by the Annual General Meeting 2026. The period up to this date is referred to as the qualification period (vesting period). The participant shall not pay any consideration for the allotted Performance Shares and Performance Options.

#### *Long-Term Incentive Program 2024 (“LTIP 2024”)*

The purpose of introducing LTIP 2024 for senior executives and other key individuals was to encourage a personal long-term ownership in the Company, and in order to increase and strengthen the potential for recruiting, retaining and motivating such senior executives and key individuals.

Participation in the LTIP 2024 assumed that the participant acquired and locked Eltel Shares into LTIP 2024 (“Savings Shares”). For each acquired Savings Share, the participant shall be entitled to, after a certain vesting period (defined below), provided continued employment and depending on the fulfilment of certain performance requirements during the financial years 2024-2026, receive allotment of Eltel Shares (“Performance Shares”) and, if applicable, exercise options issued by the company (“Performance Options”). The term of LTIP 2024 is three years.

The performance requirements are linked to the Company’s Compound Annual Growth Rate of Revenue (“CAGR of Revenue”), Average Adjusted Operative Earnings Margin Before Interest, Taxes and Amortization (“Average Adjusted Operative EBITA Margin”) and Total Shareholder Return (“TSR”).

The participant shall, if applicable, have the right to exercise the Performance Options commencing on the day after the end of the vesting period and during two weeks thereafter (“Exercise Period”). The exercise price when the participant exercises the Performance Option shall correspond to 120 percent of the volume-weighted average price according to Nasdaq Stockholm’s official price list for the Eltel Share during the first ten trading days that directly follows May 14, 2024 (the “Purchase Price”).

LTIP 2024 cover four categories of participants:

Category	Maximum number of Savings Shares per person	Maximum number of Performance Shares per Savings share	Maximum number of Performance Options per Savings share
A) CEO, maximum 1 person	42,000	8.0x	8.0x
B) Group Management Team, maximum 8 persons	17,000	8.0x	8.0x
C) Key employees, maximum 4 persons	11,500	8.0x	8.0x
D) Other participants, maximum 9 persons	11,000	8.0x	8.0x

Over-allocation may occur. However, such allocation may at most result in that the maximum number of Savings Shares per participant within a certain category is exceeded by fifty (50) percent.

Allotment of Performance Shares and Performance Options within LTIP 2024 will be made during a limited period of time following the latter of the date of (i) the presentation of the first quarterly report for the first quarter of 2027, and (ii) the first record date for dividends decided by the Annual General Meeting 2027. The period up to this date is referred to as the qualification period (vesting period). The participant shall not pay any consideration for the allotted Performance Shares and, if applicable, Performance Options.

#### *Long-Term Incentive Program 2025 ("LTIP 2025")*

The purpose of introducing LTIP 2025 for senior executives and other key individuals is to encourage a personal long-term ownership in the Company, and in order to increase and strengthen the potential for recruiting, retaining and motivating such senior executives and key individuals.

In difference to the previous long term incentive programs, LTIP 2025 does not require the Participants to invest in savings shares with their own funds. The Participants are entitled to, after a certain vesting period, provided continued employment with Eltel, and dependent on the fulfilment of certain performance requirements during the financial years 2025 – 2027, receive allotment of Eltel Shares ("Performance Shares") and, if applicable, exercise options issued by the company ("Performance Options"). Participants who are entitled to receive Performance Options may elect not to receive the Performance Options and instead acquire Call Options at market value with their own funds. The term of LTIP 2025 is three years.

The performance requirements are linked to the company's Compounded Annual Growth Rate of Revenue ("CAGR of Revenue"), Average Annual Adjusted Operative Earnings Margin Before Interest, Taxes and Amortization ("Average Annual Adjusted Operative EBITA Margin") and Annual Total Shareholder Return ("TSR").

The participant has, where applicable, the right to exercise the Performance Options or the Call Options during the following periods: (i) during two weeks following the presentation of the quarterly report for the first quarter 2028, (ii) from and including August 18, 2028, up to and including August 31, 2028, and (iii) from and including the day after the presentation of the quarterly report for the third quarter of 2028 up to and including November 17, 2028 (the "Exercise Periods").

The exercise price when the participant exercises the Performance Options and the Call Options shall correspond to 120 percent of the volume-weighted average price according to Nasdaq Stockholm's official price list for the Eltel Share during the first ten trading days that directly follows after May 13, 2025 (the "Purchase Price").

LTIP 2025 covers four categories of participants:

Category	Maximum number of Performance Shares per participant	Maximum number of Performance Options per participant	Maximum number of Call Options per participant
A) CEO, maximum 1 person	340,000	340,000	340,000
B) Group Management Team, maximum 8 persons	135,000	135,000	135,000
C) Key employees, maximum 4 persons	95,000	95,000	95,000
D) Other participants, maximum 9 persons	85,000	-	-

Allotment of Performance Shares and Performance Options within LTIP 2025 will be made during a limited period of time following the latter of the date of (i) the presentation of the first quarterly report for the first quarter of 2028, and (ii) the first record date for dividends decided by the Annual General Meeting 2028. The participant shall not pay any consideration for the allotted Performance Shares and, if applicable, Performance Options.

**Table 3 – Remuneration of the CEO in shares/options**

Name (Position)	Specification of plan	Number of shares/ options invested	Number of shares/options available within the program		Value of shares/options (kEUR) <sup>6</sup>		Number of shares/options unvested 2025 <sup>7</sup>		Number of shares/options vested 2025		Value of shares/optio ns vested 2025	
			Perfor- mance shares	Perfor- mance options	Perfor- mance shares	Perfor- mance options	Performance shares	Perfor- mance options	Perfor- mance shares	Perfor- mance options	Perfor- mance shares	Perfor- mance options
Håkan Dahlström, CEO	LTIP 2022	22,000	176,000	176,000	133	133	0	0	0	0	0	0
Håkan Dahlström, CEO	LTIP 2023	22,000	176,000	176,000	118	118	176,000	176,000	-	-	-	-
Håkan Dahlström, CEO	LTIP 2024	63,000	504,000	504,000	353	353	504,000	504,000	-	-	-	-
Håkan Dahlström, CEO	LTIP 2025	340,000 <sup>8</sup>	340,000	340,000 <sup>8</sup>	233	0 <sup>8</sup>	340,000	340,000 <sup>8</sup>	-	-	-	-
	<b>TOTAL</b>	<b>447,000</b>	<b>1,196,000</b>	<b>1,196,000</b>	<b>837</b>	<b>604</b>	<b>1,020,000</b>	<b>1,020,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### Application of the Remuneration Guidelines and the performance criteria

After evaluating the Remuneration Guidelines and the performance criteria, as well as their application, it can be concluded that the Remuneration Guidelines have been applied correctly and have fulfilled their purpose. The current remuneration structure and remuneration levels for the CEO and executive management are reasonable.

#### Information on shareholders' voting

At the Annual General Meeting 2025, the remuneration report regarding the financial year 2024 was submitted for approval. The meeting resolved to approve the remuneration report regarding the financial year 2024. No opinions from the shareholders were expressed when the general meeting addressed the remuneration report regarding the financial year 2024.

<sup>6</sup> The value of the Eltel share rights/option rights is based on the value of the Eltel shares at the commencement of the respective programs EUR 0.7556, LTIP 2022, EUR 0.6698, LTIP 2023 EUR 0.7010, LTIP 2024 and EUR 0.7672, LTIP 2025.

<sup>7</sup> Please note that this is the maximum potential remuneration in case of full allotment under the programs and the amount is subject to the performance criteria being met.

<sup>8</sup> Call options (instead of performance options). The Call Options were acquired for own funds at market value, why the value is stated as 0 EUR. Call Options were only offered as an alternative to the Performance Options in LTIP 2025, not in any other long term incentive programs.

**Table 4 – Change of remuneration and Company performance over the last five reported financial years (kEUR)**

Annual change		2021 vs 2020	2022 vs 2021	2023 vs 2022	2024 vs 2023	2025 vs 2024	FY 2025 <sup>9</sup>
<i>Directors' remuneration<sup>10</sup></i>							
CEO		-201 (-15.4%)	+35 (3.2%) <sup>11</sup>	-38 (-3.3%)	-70 (-7.1%)	+240 (26.3%)	1,153
<i>Company's performance</i>							
Adjusted EBITA, mEUR		+3.4 (29.7%)	-16.7 (-112.7%)	+3.6 (189.6%)	+8.8 (519.3%)	+10.3 (98.1%)	20.7
<i>Average remuneration on a full-time equivalent basis of employees<sup>12</sup></i>							
Eltel group employees in Sweden <sup>13</sup>		+0.3 (0.6%)	-0.9 (-1.7%)	+0.3 (0.5%)	+0.6 (1.1 %)	+1.9 (3.4%)	57.4

<sup>9</sup> Actual outcome in 2025.

<sup>10</sup> The change in total remuneration refers to the annual change in the sum of all remuneration components as they are reported in Table 1.

<sup>11</sup> Casimir Lindholm left the position on July 31, 2022. Håkan Dahlström took up the position as CEO on August 1, 2022.

<sup>12</sup> The change in average total remuneration refers to the annual change in the sum of all remuneration components as they are reported in Table 1.

<sup>13</sup> Total remuneration for all other employees in Eltel AB and Eltel Networks Infranet AB, located in Sweden, except for the CEO and for employees in Eltel Networks TE AB (since the latter Company is fully dedicated to operations outside Sweden), divided by the number of full-time equivalents each year. The selection for other employees has been broadened, due to the fact that the majority of the employees in the parent Company (Eltel AB) are senior executives. Remuneration to employees in Sweden is paid out in local currency (SEK). The average yearly rate has been used as exchange rates for each year; 1 EUR for 2025 equals SEK 11.066.