

Enea AB Remuneration Report 2025

Introduction

This report describes how the guidelines for remuneration to senior executives of Enea AB (“Enea”), adopted by the Annual General Meeting 2025, were applied during 2025. The report also provides information on remuneration to the Chief Executive Officer. The report has been prepared in accordance with the Swedish Companies Act and the Swedish Corporate Governance Board’s Rules on remuneration to senior executives and incentive programs.

Further information on remuneration to senior executives is available in Note 4 (Employees and personnel costs) on pages 60–63 of the Annual Report for 2025. Information on the work of the Remuneration Committee during 2025 is set out in the Corporate Governance Report on pages 40–45 of the Annual Report for 2025.

Remuneration to the Board of Directors is not covered by this report. Such remuneration is resolved annually by the Annual General Meeting and is disclosed in Note 4 on page 63 of the Annual Report for 2025.

Development during 2025

The Chief Executive Officer summarizes Enea’s overall performance in his statement on pages 6–7 of the Annual Report for 2025.

Enea’s Remuneration Guidelines: Scope, Purpose and Deviations

A prerequisite for the successful implementation of Enea’s business strategy and the safeguarding of its long-term interests, including its sustainability, is that Enea is able to attract, motivate and retain high-performing employees and leaders. This requires that Enea can offer a competitive compensation package. Enea’s remuneration guidelines enable the company to offer senior executives a competitive total remuneration.

According to the guidelines, remuneration to senior executives shall be market-based and may consist of the following components: base salary, variable remuneration and pension. The variable remuneration shall be linked to financial or non-financial criteria. These may consist of individually tailored quantitative or qualitative targets. The criteria shall be designed to promote Enea’s business strategy, long-term interests and sustainability, and thereby contribute to Enea’s long-term value creation, for example by having a clear link to the business strategy or by promoting the executive’s long-term development.

The guidelines are set out on pages 60–62 of the Annual Report for 2025. During 2025, Enea has complied with the applicable remuneration guidelines adopted by the Annual General Meeting. No deviations from the guidelines have been made, and no deviations have been made from the decision-

making process that, according to the guidelines, shall be applied to determine remuneration. The auditor's statement regarding Enea's compliance with the guidelines is available at www.enea.se/investors/corporate-governance. No remuneration has been reclaimed. In addition to the remuneration covered by the guidelines, Enea's Annual General Meetings may resolve to implement long-term share-based incentive programs.

Enea was led until 31 March 2025 by Anders Lidbeck as acting CEO. Remuneration to Anders Lidbeck was paid in the form of a fixed consultancy fee via his own company. On 1 April 2025, Teemu Salmi assumed the position as permanent CEO.

Table 1.a – Total remuneration of the acting Chief Executive Officer in 2025 (kSEK)

Name (position)	Consultancy fee	Fixed/Variable
Anders Lidbeck (acting CEO)	2 600	100%/0%

Table 1.b – Total remuneration of the Chief Executive Officer in 2025 (kSEK)

Name (position)	Fixed compensation		Variable compensation		Pension ^{2/}	Total	Fixed/Variable
	Base salary ^{1/}	Benefits	One year	Multi-year			
Teemu Salmi (CEO)	3 277	4	1 010	0	486	4 778	79%/21%

^{1/} including holiday pay.

Application of Performance Criteria

The performance criteria for the Chief Executive Officer's variable remuneration have been selected to support the execution of Enea's strategy and to encourage behavior that is in Enea's long-term interest. In determining the performance criteria, the strategic objectives as well as the short- and long-term business priorities for 2025 have been taken into account.

Table 2 – The Chief Executive Officer’s performance during the financial year: variable remuneration

Namn (position)	Replacement component	Relative weighting	Measured performance	Compensation outcome
Teemu Salmi (outcome 9 months)	EBITDA Group	50%	291 013 SEK	610 564 SEK
	Revenue Group	25%	888 991 SEK	298 258 SEK
	Individual objectives ¹	25%	116%	438 480 SEK

¹/Specific customer and product sales objectives.

Comparative information regarding changes in remuneration and Enea’s performance

Table 3 – Changes in remuneration and Enea’s performance over the past five financial years (kSEK)

	2025	2024	2023	2022	2021
Compensation CEO 9 months	4 778		3 339		
			6 months		
Compensation acting CEO 1/	2 004	5 395	2 340		
Total Compensation CEO	6 782	5 395	5 679	7 264	5 725
	+1 387 (+25,7%)	-284 (-5,0%)	-1 585 (-21,8%)	+1 539 (+26,9%)	+577 (+11,2%)
Group operating profit	113 628	122 364	-499 470	118 103	215 963
	-8736 (-7%)	+621 834 (N/A)	-617 573(-522%)	-97 860(-45,3%)	+27 360(+14,5%)
Compensation per average FTE 2/	522	490	473	559	477
	+32(+6,1%)	+17 (+3,6%)	-86 (-15,4%)	+82 (+17,2%)	+9 (+1,9%)

¹/ The consulting fee to the acting CEO is converted to comparable remuneration to an employed CEO

²/ Remuneration per average FTE (Full-time equivalent), based on the average remuneration of the number of employees in the parent company (excluding members of the Group Executive Management).

Solna, March 2026

Enea AB (publ)

Board of Directors