

REMUNERATION REPORT

2025



KONGBERG
AUTOMOTIVE

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KEY DEVELOPMENTS IN REMUNERATION 2025

1 COMPANY SITUATION OVERVIEW IN 2025

An update on the company situation overview is provided by the President & Chief Executive Officer (CEO) in the CEO Letter (page 6), as well as in the BoD Letter (page 10) in the Annual Report 2025.

2 KEY DEVELOPMENTS IN BOD REMUNERATION 2025

Following Board of Directors elections during the Annual General Meeting (AGM) on May 23, 2025, a new Board member was elected, and four members were re-elected until the next AGM in 2026. However, the size of the Board was maintained at eight, consisting in total of five shareholder-elected and three employee-elected members. The remuneration for the Board of Directors for 2025 has been adjusted for the Chair and Deputy Chair roles: the annual compensation for the Chair of the Board was increased from NOK 550,000 to NOK 700,000 (27.3%). The annual compensation for the Deputy Chair of the Board was increased from NOK 550,000 to NOK 600,000 (9.1%). The remuneration for other Board members as well as remuneration for participation in the dedicated Audit and Compensation Committees remain unchanged compared to 2024. The AGM approved the remuneration to members of the Board and Board committees that is applicable for the period until the AGM in 2026 in accordance with the Nomination Committee recommendation. In 2025, all remuneration was paid in NOK to all members of BoD and was in line with the approved Guidelines for Compensation and Benefits for the Board.

3 KEY DEVELOPMENTS IN EXECUTIVE REMUNERATION 2025

In accordance with the resolution of the AGM on May 23, 2025, the remuneration of the Executive Management in 2025 was governed by and in line with the Guidelines for Compensation and Benefits (Guidelines on Salary and Other Remuneration for Executive Personnel) adopted in 2025.

During 2025, the company underwent a period of transition and leadership change. The composition of the Executive Leadership Team (ELT) changed substantially compared to 2024, with the exception of the EVP HR. Remuneration for the EVP HR remained unchanged in 2025. The remaining ELT members were newly appointed during the year, and their base salaries reflect market-aligned levels applicable at the time of hire.

Significant structural changes were implemented to both the Short-Term Incentive (STI) and Long-Term Incentive (LTI) framework for 2025. The STI plan was fully redesigned and is now exclusively linked to Return on Capital Employed (ROCE), based on two KPIs: (1) Improvement in ROCE percentage points compared to the previous financial year and (2) ROCE achieved in the current financial year. An overall trigger for payout was included in the design linked to Group Earnings Before Tax (EBT) being positive after deductions of STI plan payouts. The plan is capped at 100% of the individual STI target opportunity. ROCE is used as a KPI for both STI and LTI, reflecting not only profitability but also capital utilization. This approach aims to motivate Management based on criteria that are equally significant to shareholders.

The LTI framework was also adjusted in 2025 to support long-term alignment and strategic performance objectives. The new structure is completely linked to ROCE performance and is directly connected to the STI payout outcome, reinforcing a consistent performance metric across both short- and long-term remuneration components. The LTI is structured as a cash-based plan. Any earned LTI payout requires participants to use the net proceeds to purchase shares in the company. The acquired shares are subject to a mandatory lock-in period of two years. The design aims to strengthen alignment with shareholders and promote long-term value creation as well as requiring continued executive share ownership.

REMUNERATION OF BOARD OF DIRECTORS

4 REMUNERATION POLICY

The Chair and other Board members are compensated for their roles as Board members and for their participation in Board committees. This compensation is set by the Annual General Meeting, following a recommendation from the Nomination Committee. Employee-elected Board members receive different compensation to that of shareholder-elected Board members. No shareholder-elected Board member holds an employment position within the company. The remuneration was proposed by the Nomination Committee and approved by the Annual General Meeting on May 23, 2025. The Board members are not entitled to performance-related compensation and are not offered any stock options, shares, warrants, or participation in other incentive schemes. The Board members did not receive any compensation from the company other than the remuneration for the directorship and remuneration for Board Committee work as described below. The compensation is paid in arrears semi-annually. The exact compensation is calculated per meeting attended.

5 REMUNERATION COMPOSITION

The remuneration of the Board of Kongsberg Automotive ASA comprises a fixed base fee, plus a fixed fee for the members of the Board committees, and the reimbursement of expenses related to the Board activities. However, the employee-elected Board members receive a salary, pension, and other remuneration such as potential local incentives, car allowance, etc., if applicable for their roles and in accordance with the company terms of employment in that location.

Social security contributions

In 2025, Kongsberg Automotive ASA paid social security contributions imposed by authorities in Norway in relation to the Board members based in Norway.

Expenses

For the Board of Directors meetings in 2025, the company reimbursed any reasonable expenses relating to travel and accommodation for the Board members. The professional fees in connection with assistance on tax-related matters incurred by Board members based outside of Norway are reimbursed.

Directors' and officers' liability insurance and indemnification

In 2025, Kongsberg Automotive ASA upheld and paid the costs of customary directors' and officers' liability insurance also covering the Board. It is the policy of the company to indemnify Board members against additional claims subject to certain conditions. In 2025, there were no claims against any Board member.

6 BOARD AND COMMITTEE FEE LEVELS 2025

The compensation to the Board of Directors of Kongsberg Automotive ASA for 2025 was stipulated by resolution of the Annual General Meeting on May 23, 2025 as follows:

Remuneration of the Board of Directors as per the AGM resolution on May 23, 2025

NOK	JANUARY 1 TO MAY 23, 2025 (AGM 2025)	MAY 24 TO DECEMBER 31, 2025
Chair of the Board	550,000	700,000
Deputy Chair of the board	550,000	600,000
Board members	550,000	550,000
Board members elected by employees	155,000	155,000
Deputy members	9,000	9,000

The compensation to the members of the Board committees of Kongsberg Automotive ASA for 2025 was stipulated by resolution of the Annual General Meeting of May 23, 2025 as follows:

Remuneration of the Compensation Committee

NOK	JANUARY 1 TO MAY 23, 2025 (AGM 2025)	MAY 24 TO DECEMBER 31, 2025
Chair	70,000	70,000
Committee member	50,000	50,000

Remuneration of the Audit Committee

NOK	JANUARY 1 TO MAY 23, 2025 (AGM 2025)	MAY 24 TO DECEMBER 31, 2025
Chair	100,000	100,000
Committee member	75,000	75,000

7 BOARD REMUNERATION 2025

The table below includes the total remuneration of each Board member in 2025, including any remuneration for their membership of the different committees. The remuneration provided to each Board member is designed to facilitate the Board's commitment to enhancing shareholder value, strengthening governance frameworks, and formulating strategic plans and budgets, thereby advancing the company's long-term interests.

Remuneration to Board of Directors (in KEUR)

NAME	POSITION	UNTIL/FROM	COMPENSATION COMMITTEE	AUDIT COMMITTEE	BOD FEES	TOTAL 2025	TOTAL 2024
Olav Volldal	Chair		4.3	–	54.7	59.0	1.7
Bård Klungseth	Deputy Chair		6.0	–	49.5	55.5	1.7
Synnøve Gjønnes	Shareholder representative		–	7.7	46.9	54.6	1.8
Brian Kristoffersen	Shareholder representative		–	6.4	46.9	53.3	51.7
Ulla-Britt Fråjdin-Hellqvist	Shareholder representative	From 23.05.2025			28.4	28.4	NA
Siw Reidun Waerås Bjerke	Employee representative		2.6	–	13.2	15.8	13.3
Hilde-Yvonne Beggerud	Employee representative	From 01.06.2025	–	–	8.0	8.0	NA
Ørjan Langnes	Employee representative	From 01.06.2025	–	–	8.0	8.0	NA
Junyang Shao	Shareholder representative	Until 23.05.2025	–	3.4	18.5	21.9	55.9
Bjørn Ivan Ødegård	Employee representative	Until 31.05.2025	1.7	–	5.2	6.9	17.6
Knut Magne Alfsvåg	Employee representative	Until 31.05.2025	–	–	5.2	5.2	13.3
Peter Thostrup	Former Chair	Until 20.12.2024	–	–	–	–	58.0
Emese Weissenbacher	Former Shareholder representative	Until 30.05.2024	–	–	–	–	26.9
Christina Hallin	Former Shareholder representative	Until 20.12.2024	–	–	–	–	30.0
Erik Volden	Former Shareholder representative	Until 20.12.2024	–	–	–	–	50.1
Total – BoD		14.5	14.5	17.5	284.7	316.7	321.9

FX Rate used EUR/NOK 11,7172

8 SHAREHOLDINGS OF THE BOD

As of December 31, 2025, the Board members held shares in Kongsberg Automotive as follows:

Shares owned by Board of Directors as at 31.12.2025

NAME	POSITION	UNTIL/FROM	NO. OF SHARES BY END OF 2025	NO. OF SHARES BY END OF 2024
Olav Volldal	Chair		550,000	42,768
Bård Klungseth	Deputy Chair		173,000	77,000
Synnøve Gjønnnes	Shareholder representative		80,000	–
Brian Kristoffersen	Shareholder representative		12,601,486	12,601,486
Ulla-Britt Fräjdin-Hellqvist	Shareholder representative	From 23.05.2025	100,000	NA
Siw Reidun Waerås Bjerke	Employee representative		7,500	7,500
Hilde-Yvonne Beggerud	Employee representative	From 01.06.2025	–	NA
Ørjan Langnes	Employee representative	From 01.06.2025	–	NA
Junyang Shao	Shareholder representative	Until 23.05.2025	NA	–
Bjørn Ivan Ødegård	Employee representative	Until 31.05.2025	NA	1,972
Knut Magne Alfsvåg	Employee representative	Until 31.05.2025	NA	–
Total number of shares			13,511,986	12,730,726

REMUNERATION OF EXECUTIVE MANAGEMENT

The Board of Directors has established guidelines for the remuneration of the Executive Management. The remuneration of the management is reviewed annually by the Compensation Committee. The guidelines on salaries and remuneration are presented at the Annual General Meeting for an advisory vote every four years or in case of an update to the guidelines. The company's guidelines for 2025 were approved in the AGM 2025 and provide the framework for the remuneration of Executive Management for this year. The guidelines are available at [kongsbergautomotive.com](https://www.kongsbergautomotive.com), under the Corporate Governance section. Performance-related remuneration, such as short- and long-term incentive programs, is based on the company's financial results and is subject to absolute limits.

9 REMUNERATION COMPOSITION AND GOVERNANCE

The company's remuneration structure is intentionally performance-based and geared toward achieving defined targets, ensuring alignment between the interests of all stakeholders. The level of fixed remuneration is based on the business results and the individual performance of the executives while offering competitive yet responsible compensation that secures the company's position in the job market. This approach prioritizes accountability and moderation, ensuring competitiveness without leading the market in terms of compensation.

The company's variable pay structure incorporates performance-based short-term and long-term incentives, which increase in proportion to the level of responsibility. The emphasis on long-term remuneration continues to underpin the company's principles, with regular benchmarking against both general and automotive-industry standards. This safeguards that local compensation packages are tailored to reflect market dynamics and geographic conditions.

In addition to fixed and variable remuneration, benefits such as health insurance, company cars, or car allowances may be provided, where customary in specific locations. These benefits constitute a minor component of the total remuneration package. Policies for company cars and car allowances are adjusted to reflect local practices and conditions.

All members of the Executive Management participate in the same pension plans available to other employees within their respective legal entities. Exceptions apply to the CEO position, which is additionally covered by a legacy scheme alongside the standard pension plan, described as a "Top Hat" pension scheme. Other payments, such as social security contributions, are made in accordance with the legal requirements of the countries where executives are employed.

To oversee remuneration governance, the Compensation Committee is the mechanism responsible for reviewing and recommending approval to the BoD regarding the remuneration structure, levels, changes, and employment terms for the CEO and the Executive Management team as a whole. This includes oversight of global short- and long-term incentive plans, including their design, targets, and structure. Moreover, authority and responsibility at the different levels are as follows: the CEO's remuneration package, along with any adjustments, is proposed by the Chair, and reviewed by the Compensation Committee before final approval by the Board of Directors. The compensation and benefits to members of the Executive Management team are determined by the CEO after consultations with the Compensation Committee.

10 EXECUTIVE REMUNERATION IN 2025

Executive remuneration other than CEO (in KEUR)

NAME	POSITION	UNTIL/FROM	FIXED ELEMENTS			VARIABLE ELEMENTS				DEFERRED ELEMENT	TOTAL 2025	TOTAL 2024
			BASE SALARY ¹	PENSION	BENEFITS	STI ²	EXTRAORDINARY PAYMENTS ³	OTHER	SUBTOTAL	LTI ⁴		
Erik Magelssen	Chief Financial Officer	From 01.06.2025	136.8	6.6	0.5	–	–	–	143.9	–	143.9	NA
Thomas Danbolt	EVP Flow Control Systems	From 29.09.2025	54.5	2.8	0.2	–	–	–	57.6	–	57.6	NA
Kristian Rajkovic	General Counsel	From 01.07.2025	76.2	30.0	5.6	–	–	–	111.9	7.1	119.0	NA
Oscar Jaeger ⁵	EVP Human Resources		181.4	67.9	11.3	–	–	–	260.6	20.8	281.4	271.9
Christian Johansson ⁶	Former Chief Financial Officer	Until 30.05.2025	115.5	–	–	–	–	–	115.5	–	115.5	214.1
Christian Amsel	Former Chief Technology Officer	Until 31.03.2025	109.4	13.7	5.1	–	513.4	–	641.6	–	641.6	842.0
Robert Pigg	Former EVP Drive Control Systems	Until 18.06.2025	147.5	–	9.2	–	52.7	–	209.4	–	209.4	511.7
Eduardo Pamies	Former EVP Flow Control Systems	Until 23.05.2025	92.0	–	9.5	–	455.5	–	557.0	–	557.0	277.2
Jon Munthe	Former General Counsel	Until 30.11.2025	182.5	10.1	2.2	–	77.1	–	271.9	–	271.9	261.6
Dzeki Mackinovski	Former EVP Purchasing/ Special Advisor	Until 05.12.2025	201.8	112.0	10.5	–	54.6	–	378.9	–	378.9	390.8
David Redfearn	Former Chief Sales Officer/ Special Advisor	Until 31.12.2025	262.6	87.5	0.4	–	75.6	–	426.2	–	426.2	408.4
Henrik Ruud ⁷	Former member of Executive Leadership Team	Until 30.05.2025	73.3	4.4	0.6	–	–	–	78.3	19.9	98.1	248.9
Frank Heffter	Former Chief Financial Officer	Until 03.06.2024	–	–	–	–	–	–	–	–	–	471.6
Total – management other than CEO			1,633.5	335.2	55.2	0.0	1,228.9	0.0	3,252.8	47.7	3,300.5	3,898.2

1 - Holiday pay, as applicable, included in base salary.

2 - There have been no payouts under the current STI plan as the required performance levels were not reached.

3 - Extraordinary Payments specific for the FY 2025 that are not part of regular compensation but are linked to contractual termination payments.

4 - Reflects the LTI plan costs for 2025 under the IFRS II standards. For LTI 2025, the plan changed from a share-based plan to a cash-based plan. The required performance was not met, therefore no grant under LTI 2025.

5 - Base salary for Jaeger remained unchanged in 2025. The year-on-year variation is attributable to foreign exchange effects, changes in pension, and in holiday pay.

6 - Johansson served as interim CEO from 29.01.2025 to 30.03.2025. This information reflects the compensation for his role as CFO only. The compensation as interim CEO is reflected in the CEO overview.

7 - Ruud is still employed by the company as Head of Information Systems & Technology, however, the position is not part of the Executive Leadership Team any longer.

10 EXECUTIVE REMUNERATION IN 2025 (CONTINUED)**Executive remuneration other than CEO**

NAME	POSITION	UNTIL/FROM	FIXED PORTION FOR 2025	VARIABLE PORTION FOR 2025
Erik Magelssen	Chief Financial Officer	From 01.06.2025	100%	0%
Thomas Danbolt	EVP Flow Control Systems	From 29.09.2025	100%	0%
Kristian Rajkovic	General Counsel	From 01.07.2025	94%	6%
Oscar Jaeger	EVP Human Resources		93%	7%
Christian Johansson	Former Chief Financial Officer	Until 30.05.2025	100%	0%
Christian Amsel	Former Chief Technology Officer	Until 31.03.2025	20%	80%
Robert Pigg	Former EVP Drive Control Systems	Until 18.06.2025	75%	25%
Eduardo Pamies	Former EVP Flow Control Systems	Until 23.05.2025	18%	82%
Jon Munthe	Former General Counsel	Until 30.11.2025	72%	28%
Dzeki Mackinovski	Former EVP Purchasing/ Special Advisor	Until 05.12.2025	86%	14%
David Redfearn	Former Chief Sales Officer/ Special Advisor	Until 31.12.2025	82%	18%
Henrik Ruud	Former member of Executive Leadership Team	Until 30.05.2025	80%	20%
Frank Heffter	Former Chief Financial Officer	Until 03.06.2024	NA	NA

11 BREAKDOWN OF CEO REMUNERATION IN 2025

The company underwent a CEO transition during 2025. The former CEO served until 28 January 2025. From 29 January 2025 until 30 March 2025, the CFO assumed the role of Interim CEO while keeping his CFO role, effectively performing a dual role. The current CEO took office on 31 March 2025. As a result, the remuneration disclosure for 2025 reflects three separate CEO service periods. Compensation is presented in accordance with the actual period served in each capacity during the financial year, meaning this reflects actual time in office. Variable remuneration components are governed by the applicable plan rules and reflect eligibility during the respective service periods. An

extraordinary transition-related payment was granted in connection with the CEO change which has been accounted for under extraordinary payments. In relation to the former CEO, any payments related to notice periods, severance, or settlement of incentive arrangements are disclosed separately also under extraordinary payments below. Given that the CFO performed a dual role, he received temporary compensation reflecting the expanded responsibilities during the interim period. The total compensation for the dual role of CEO/CFO for the interim period is disclosed below.

Remuneration to CEO in 2025 (in KEUR)

NAME	POSITION	FIXED ELEMENTS			VARIABLE ELEMENTS			SUBTOTAL	DEFERRED ELEMENT	TOTAL 2025	TOTAL 2024	FIXED PORTION FOR 2025	VARIABLE PORTION FOR 2025
		BASE SALARY ¹	PENSION	BENEFITS	STI ²	EXTRAORDINARY PAYMENTS ³	OTHER		LTI ⁴				
Trond Fiskum	President & Chief Executive Officer, Interim EVP Drive Control Systems From 31.03.2025	417.5	25.6	10.9	0.0	64.0	0.0	518.0	0.0	518.0	NA	88%	12%
Christian Johansson	Interim Chief Executive Officer From 29.01.2025 until 30.03.2025	88.9	0.0	0.0	0.0	0.0	0.0	88.9	0.0	88.9	NA	100%	0%
Linda Nyquist-Evenrud	Former President & Chief Executive Officer Until 28.01.2025	38.7	0.9	1.8	0.0	660.3	0.0	701.7	0.0	701.7	641.3	6%	94%
Total – management other than CEO		545.1	26.5	12.7	0.0	724.3	0.0	1,308.7	0.0	1,308.7	641.3		

1 - Holiday pay, as applicable, included in base salary.

2 - There have been no payouts under the current STI plan as the required performance levels were not reached.

3 - Extraordinary Payments include ad-hoc payments specific for the FY 2025 that are not part of regular compensation and/or termination settlements.

4 - Reflects the LTI plan costs for 2025 under the IFRS II standards. For LTI 2025, the plan changed from a share-based plan to a cash-based plan. The required performance was not met, therefore no grant under LTI 2025.

12 SHORT-TERM INCENTIVE PLAN 2025 FOR MANAGEMENT

The company's Short-Term Incentive (STI) plan is a global performance-based program tailored to the Executive Management team, as well as senior and middle management, with a one-year operational cycle. This program is designed to motivate and reward eligible employees for their contributions to the company's financial and strategic objectives.

The plan is based on an objective, transparent, and measurable leading KPI: Return on Capital Employed ("ROCE"). Specifically, the plan focuses on two components: the annual improvement of Group ROCE from current financial year result to previous financial year result, and on the actual Group ROCE result achieved on that performance year. Each component has a contribution to the total payout of up to 80%; both components are evaluated separately and have different payout curves. For the annual improvement of Group ROCE the threshold level pays out 20%, the target level pays out 35%, and the maximum level pays out 80%. For the Group ROCE result achieved the threshold level pays out 10%, target level pays out 38%, and maximum level pays out 80%. Each component's contribution will be added up, therefore it is an additive system which is capped at 100%. The STI payout is also capped at the STI as a percentage of annual base salary per individual. The STI plan is approved annually by the Board. All eligible participants in the plan have the same Group KPI to reach for, regardless of function or business area. The trigger point for the variable pay is that Earnings Before Taxes ("EBT") must be positive after deducting the STI plan payouts.

The individual target STI ranges between 10% and 40% of gross annual base salary, depending on role and responsibilities. By December 31, 2025, 100 positions globally were eligible to participate in this plan. The payout is capped at 100% of their STI as a percentage of their base salary. For 2025, the trigger was not reached, and the Group ROCE threshold levels were not met. As a result, the STI plan payout for the year was set at zero, reflecting the plan's rigorous and performance-focused criteria.

Plan Design

METRIC	WEIGHTING
Threshold: GROUP EBT > 0 after deducting STI plan payouts	Trigger
Group ROCE Improvement from previous year	Up to 80%
Payout at Threshold	20%
Payout at Target	35%
Payout at Maximum	80%
Group ROCE level reached	Up to 80%
Payout at Threshold	10%
Payout at Target	38%
Payout at Maximum	80%
Total (capped to 100%)	100%

Performance

METRIC	PERFORMANCE 2025	PAYOUT 2025
Threshold: GROUP EBT > 0 after deductions on annual STI plan	< trigger	Not achieved
Group ROCE Improvement from previous year	< threshold	No payout
Group ROCE level reached	< threshold	No payout

Summary **No payout under the STI 2025 plan**

PAYOUT CURVE		
THRESHOLD	TARGET	CAP
30%	73%	100%

13 LONG-TERM INCENTIVE PLAN 2025 FOR MANAGEMENT

The company's long-term incentive (LTI) plan is a global performance-based program designed to connect the interests of Executive Management, senior leadership, and other eligible employees with the long-term success of the organization. Operating on a three-year cycle, the plan rewards sustained performance and strategic contributions that drive shareholder value and support the company's broader objectives. The LTI plan promotes alignment, retention, and accountability through a clear and measurable structure.

The 2025 LTI plan is a cash-based plan and consists of an LTI cash payout occurring one year after the LTI plan's targets are communicated to participants. The LTI cash payout is directly linked to the STI outcome, which is based on the ROCE level achieved. Therefore, the STI payout is the trigger and the basis for the calculation of the LTI cash payout. After LTI cash payout is made, participants are obliged to use the net amount to acquire KA shares and hold them for two years (lock-in period). The LTI cash payout is capped at the max LTI as a percentage of base salary. Participants hold actual shares, thereby aligning their interests with those of shareholders. The individual target LTI ranges between 10% and 60% of gross annual base salary, depending on role and responsibilities. By December 31, 2025, 42 positions globally were eligible to participate in this plan. The LTI plan is approved annually by the Board.

The LTI plan reflects the company's commitment to a transparent and balanced incentive structure, combining performance-based and time-based elements. This approach has the intention to promote alignment with strategic goals while promoting retention and sustainable value creation for shareholders.

The previous LTI plans from 2023 and 2024 involved Restricted Stock Units and Performance Share Units being granted to the participants. The PSU portion was connected to specific performance measures conditioning the vesting. The RSU portion of the plan is tied solely to continued employment with the company through the vesting period, fostering retention and stability. RSUs also vest fully after three years from the grant date, complementing the performance-driven PSUs by incentivizing long-term commitment to the company. As of 2025, the company has discontinued the granting of new share-based awards under these structures. However, legacy awards remain outstanding due to their three-year vesting horizon. Consequently, vesting of previously granted awards will continue in 2026 and 2027 in accordance with the original grant terms. Following the completion of these vesting cycles, the company will no longer have outstanding commitments under the former share-based plans.

In addition, stock options granted under the LTI 2021 program remain outstanding in accordance with their original terms and conditions. These options have a long-term exercise horizon and may be exercised until 2031. No new option grants have been made under this structure since its discontinuation, and the remaining options represent legacy awards only.

The company has integrated sustainability-related targets into its performance management process to reinforce its commitment to environmental and social responsibility. Specifically, for senior positions an ESG target is included as a strategic target for all senior employees from functions such as Finance, HR, Legal, and IS&T, who are linked to sustainability initiatives. The performance of this target is assessed against the planned progress and is connected to the annual salary review process.

13 LONG-TERM INCENTIVE PLAN 2025 FOR MANAGEMENT (CONTINUED)

NAME, POSITION	RESTRICTED SHARE UNITS						STOCK OPTIONS				
	GRANT YEAR ¹	OUTSTANDING 31.12.2024 ²	AWARDED	ADJUSTED ³	VESTED	FORFEITED	OUTSTANDING 31.12.2025	GRANT YEAR	OUTSTANDING 31.12.2024 ⁴	FORFEITED	OUTSTANDING 31.12.2025
Trond Fiskum President & CEO	NA	NA	–	–	–	–	–	NA	–	–	–
Erik Magelssen Chief Financial Officer	2025	NA	–	–	–	–	–	NA	–	–	–
Thomas Danbolt EVP Flow Control Systems	2025	NA	–	–	–	–	–	NA	–	–	–
Kristian Rajkovic⁵ General Counsel	2025	NA	–	–	–	–	–	–	–	–	–
	2024	92,695	–	–	–	–	92,695	–	–	–	–
	2023	50,710	–	–	–	–	50,710	–	–	–	–
	2022	45,348	–	(17,992)	27,356	–	–	–	–	–	–
	2021	–	–	–	–	–	–	2021	23,804	–	23,804
Oscar Jaeger EVP Human Resources	2025	NA	–	–	–	–	–	–	–	–	–
	2024	372,644	–	–	–	–	372,644	–	–	–	–
	2023	65,870	–	–	–	–	65,870	–	–	–	–
	2022	54,952	–	(21,802)	33,150	–	–	–	–	–	–
	2021	–	–	–	–	–	–	2021	28,565	–	28,565
Linda Nyquist-Evenrud Former President & CEO	2025	NA	–	–	–	–	–	–	–	–	–
	2024	1,283,192	–	–	–	–	1,283,192	–	–	–	–
	2023	405,860	–	–	–	–	405,860	–	–	–	–
	2022	212,756	–	–	–	–	212,756	–	–	–	–
	2021	–	–	–	–	–	–	2021	104,789	104,789	–

1 - LTI 2025 was a cash-based plan, not linked to equity grants - for this reason all 2025 grants are NA.

2 - LTI 2021 vested in June 2024. Therefore no outstanding Restricted Share Units as of 01.01.2025 coming from this plan.

3 - The awarded Restricted Share Units under the LTI 2022 plan were adjusted by a factor to be reduced given that the performance KPIs connected to the vesting was not reached completely. Therefore only a portion of the award have vested in June 2025.

4 - The last plan which contains options was granted in 2021. The strike price for LTI 2021 is NOK 3.02; award date was June 10, 2021, and vesting date was June 10, 2024. Participants have until expiration date which is on June 10, 2031 to exercise the options. The LTI 2021 plan had a specific performance hurdle to get the options portion of the plan to vest related to relative Total Shareholder Return (rTSR) compared to a peer group. The company's TSR was in between +/- 1 Standard deviation from the peer group mean, and as per Terms and Conditions this led to 75% of options vesting. The evaluation of the rTSR is done via an independent party from the company. After 2021 the company has not granted options any longer.

5 - Rajkovic was appointed General Counsel as of July 1st, 2025; however, this person has been an eligible participant in LTI plans due to former positions since 2022 and for this reason all awards have been included.

13 LONG-TERM INCENTIVE PLAN 2025 FOR MANAGEMENT (CONTINUED)

NAME OF DIRECTOR, POSITION	RESTRICTED SHARE UNITS						STOCK OPTIONS				
	GRANT YEAR ¹	OUTSTANDING 31.12.2024 ²	AWARDED	ADJUSTED ³	VESTED	FORFEITED	OUTSTANDING 31.12.2025	GRANT YEAR	OUTSTANDING 31.12.2024 ⁴	FORFEITED	OUTSTANDING 31.12.2025
Christian Johansson Former Chief Financial Officer	2025	NA	–	–	–	–	–	–	–	–	–
	2024	NA	–	–	–	–	–	–	–	–	–
	–	–	–	–	–	–	–	2021	NA	–	NA
Christian Amsel Former Chief Technology Officer	2025	NA	–	–	–	–	–	–	–	–	–
	2024	3,022,324	–	–	403,506	2,618,818	–	–	–	–	–
	2023	1,556,820	–	–	414,625	1,142,195	–	–	–	–	–
	2022	1,278,748	–	–	639,374	639,374	–	–	–	–	–
	2021	NA	–	–	–	–	–	2021	NA	–	NA
Robert Pigg Former EVP Drive Control Systems	2025	NA	–	–	–	–	–	–	–	–	–
	2024	1,161,351	–	–	–	1,161,351	–	–	–	–	–
	2023	415,110	–	–	–	415,110	–	–	–	–	–
	2022	341,015	–	–	–	341,015	–	–	–	–	–
	2021	–	–	–	–	–	–	2021	138,772	138,772	–
Eduardo Pamies Former EVP Flow Control Systems	2025	NA	–	–	–	–	–	–	–	–	–
	2024	410,540	–	–	–	410,540	–	–	–	–	–
	2023	155,600	–	–	–	155,600	–	–	–	–	–
	2022	129,942	–	–	–	129,942	–	–	–	–	–
	2021	–	–	–	–	–	–	2021	63,738	63,738	–

1 - LTI 2025 was a cash-based plan, not linked to equity grants - for this reason all 2025 grants are NA.

2 - LTI 2021 vested in June 2024. Therefore no outstanding Restricted Share Units as of 01.01.2025 coming from this plan.

3 - The awarded Restricted Share Units under the LTI 2022 plan were adjusted by a factor to be reduced given that the performance KPIs connected to the vesting was not reached completely. Therefore only a portion of the award have vested in June 2025.

4 - The last plan which contains options was granted in 2021. The strike price for LTI 2021 is NOK 3.02; award date was June 10, 2021, and vesting date was June 10, 2024. Participants have until expiration date which is on June 10, 2031 to exercise the options. The LTI 2021 plan had a specific performance hurdle to get the options portion of the plan to vest related to relative Total Shareholder Return (rTSR) compared to a peer group. The company's TSR was in between +/- 1 Standard deviation from the peer group mean, and as per Terms and Conditions this led to 75% of options vesting. The evaluation of the rTSR is done via an independent party from the company. After 2021 the company has not granted options any longer.

13 LONG-TERM INCENTIVE PLAN 2025 FOR MANAGEMENT (CONTINUED)

NAME OF DIRECTOR, POSITION	RESTRICTED SHARE UNITS						STOCK OPTIONS				
	GRANT YEAR ¹	OUTSTANDING 31.12.2024 ²	AWARDED	ADJUSTED ³	VESTED	FORFEITED	OUTSTANDING 31.12.2025	GRANT YEAR	OUTSTANDING 31.12.2024 ⁵	FORFEITED	OUTSTANDING 31.12.2025
Jon Munthe^{4,6} Former General Counsel	2025	NA	–	–	–	–	–	–	–	–	–
	2024	417,256	–	–	308,532	108,724	–	–	–	–	–
	2023	239,170	–	–	183,450	55,720	–	–	–	–	–
	2022	195,307	–	(77,488)	117,819	–	–	–	–	–	–
	2021	–	–	–	–	–	–	2021	93,393	46,697	46,697
Dzeki Mackinovski⁶ Former EVP Purchasing/ Special Advisor	2025	NA	–	–	–	–	–	–	–	–	–
	2024	465,552	–	–	86,061	379,491	–	–	–	–	–
	2023	252,210	–	–	80,604	171,606	–	–	–	–	–
	2022	224,691	–	(89,146)	135,545	–	–	–	–	–	–
	2021	–	–	–	–	–	–	2021	161,853	80,927	80,927
David Redfearn⁶ Former Chief Sales Officer/ Special Advisor	2025	NA	–	–	–	–	–	–	–	–	–
	2024	522,710	–	–	101,995	420,715	–	–	–	–	–
	2023	277,820	–	–	91,749	186,071	–	–	–	–	–
	2022	212,454	–	(84,291)	128,163	–	–	–	–	–	–
	2021	–	–	–	–	–	–	2021	104,738	52.369	52.369

1 - LTI 2025 was a cash-based plan, not linked to equity grants - for this reason all 2025 grants are NA.

2 - LTI 2021 vested in June 2024. Therefore no outstanding Restricted Share Units as of 01.01.2025 coming from this plan.

3 - The awarded Restricted Share Units under the LTI 2022 plan were adjusted by a factor to be reduced given that the performance KPIs connected to the vesting was not reached completely.

4 - Munthe has retired in 2025. For this reason all LTI awards were handled under the terms and conditions for retirement of a participant.

Therefore only a portion of the award have vested in June 2025.

5 - The last plan which contains options was granted in 2021. The strike price for LTI 2021 is NOK 3.02; award date was June 10, 2021, and vesting date was June 10, 2024. Participants have until expiration date which is on June 10, 2031 to exercise the options. The LTI 2021 plan had a specific performance hurdle to get the options portion of the plan to vest related to relative Total Shareholder Return (rTSR) compared to a peer group. The company's TSR was in between +/- 1 Standard deviation from the peer group mean, and as per Terms and Conditions this led to 75% of options vesting. The evaluation of the rTSR is done via an independent party from the company. After 2021 the company has not granted options any longer.

6 - As per the LTI 2021 plan's terms and conditions, 50% of instruments vest at termination, and their expiry date is reset to 3 months from termination date.

13 LONG-TERM INCENTIVE PLAN 2025 FOR MANAGEMENT (CONTINUED)

NAME OF DIRECTOR, POSITION	RESTRICTED SHARE UNITS						STOCK OPTIONS				
	GRANT YEAR ¹	OUTSTANDING 31.12.2024 ²	AWARDED	ADJUSTED ³	VESTED	FORFEITED	OUTSTANDING 31.12.2025	GRANT YEAR	OUTSTANDING 31.12.2024 ⁴	FORFEITED	OUTSTANDING 31.12.2025
Henrik Ruud Former member of Executive Leadership Team	2025	NA	–	–	–	–	–	–	–	–	–
	2024	336,134	–	–	–	–	336,134	–	–	–	–
	2023	81,040	–	–	–	–	81,040	–	–	–	–
	2022	73,672	–	(29,229)	44,443	–	–	–	–	–	–
	2021	–	–	–	–	–	–	2021	31,652	–	31,652
Frank Heffter Former Chief Financial Officer	2021	–	–	–	–	–	–	NA	–	–	NA

1 - LTI 2025 was a cash-based plan, not linked to equity grants - for this reason all 2025 grants are NA.

2 - LTI 2021 vested in June 2024. Therefore no outstanding Restricted Share Units as of 01.01.2025 coming from this plan.

3 - The awarded Restricted Share Units under the LTI 2022 plan were adjusted by a factor to be reduced given that the performance KPIs connected to the vesting was not reached completely. Therefore only a portion of the award have vested in June 2025.

4 - The last plan which contains options was granted in 2021. The strike price for LTI 2021 is NOK 3.02; award date was June 10, 2021, and vesting date was June 10, 2024. Participants have until expiration date which is on June 10, 2031 to exercise the options. The LTI 2021 plan had a specific performance hurdle to get the options portion of the plan to vest related to relative Total Shareholder Return (rTSR) compared to a peer group. The company's TSR was in between +/- 1 Standard deviation from the peer group mean, and as per Terms and Conditions this led to 75% of options vesting. The evaluation of the rTSR is done via an independent party from the company. After 2021 the company has not granted options any longer.

14 SHAREHOLDINGS OF EXECUTIVE MANAGEMENT

As at December 31, 2025, the Executive Management held shares in Kongsberg Automotive as follows:

Shares owned by management as at 31.12.25

NAME	POSITION	NO. OF SHARES BY END OF 2025	NO. OF SHARES BY END OF 2024
Trond Fiskum	President & CEO, Interim EVP Drive Control Systems	900,000	NA
Erik Magelssen	Chief Financial Officer	1,880	NA
Thomas Danbolt	EVP Flow Control Systems	–	NA
Kristian Rajkovic	General Counsel	36,356	NA
Oscar Jaeger	EVP Human Resources	60,220	27,070
Linda Nyquist-Evenrud	Former President & CEO	NA	975,912
Christian Johansson	Former Chief Financial Officer	NA	200,000
Christian Amsel	Former Chief Technology Officer	NA	60,000
Robert Pigg	Former EVP Drive Control Systems	NA	276,245
Eduardo Pamies	Former EVP Flow Control Systems	NA	135,999
Jon Munthe	Former General Counsel	NA	258,640
Dzeki Mackinovski	Former EVP Purchasing	NA	191,522
David Redfearn	Former Chief Sales Officer	NA	603,439
Henrik Ruud	Former member of Executive Leadership Team	NA	88,335
Total number of shares		998,456	2,817,162

15 RECONCILIATION AGAINST ANNUAL REPORT 2025

A reconciliation of total remuneration for Executive Management between this Remuneration Report and remuneration of management other than the CEO stated in Note 25 in the Annual Report 2025 is provided in the table below.

Remuneration and fees recognized in the Statement of Comprehensive Income

KEUR	2025	2024
Total remuneration of the Board of Directors	316.7	321.9
Gross base salary to the CEO ^{1,2}	545.1	518.0
CEO short-term incentive ³	0.0	0.0
CEO's long-term incentive costs ⁴	0.0	92.7
Pension costs to the CEO ¹	26.5	10.9
Other remuneration to the CEO ^{1,5}	76.7	19.7
Management salaries other than to the CEO ²	1,633.5	2,626.2
STI, LTI costs and other remuneration of management other than the CEO ^{3,4,5}	102.9	907.6
Pension costs of management other than the CEO	335.2	364.5
Termination payments to former CEO ⁶	660.3	0,0
Termination payments to former management members ⁷	1,228.9	NA
Total	4,925.8	4,861.5

1 - For 2025, the CEO related items reflect the items paid in total to the CEO role, added up from 3 position holders in the year: former CEO Linda Nyquist-Evenrud (until 28.01.2025), Interim CEO Christian Johansson (29.01.2025-30.03.2025), and current CEO Trond Fiskum (From 31.03.2025). The detailed split of all items can be found under section Breakdown of CEO remuneration in 2025.

2 - Holiday pay, as applicable, included in base salary.

3 - There have been no payouts under the current STI plan as the required performance levels were not reached.

4 - Long-term incentives plans – share based compensation. The amounts represent the expenses accounted for according to IFRS 2. For LTI 2025, the plan changed from a share-based plan to a cash-based plan. The required performance was not met, therefore no grant under LTI 2025.

5 - Includes regular benefits, and for CEO includes a one-time extraordinary payment specific for the FY 2025 that is not part of regular compensation.

6 - Termination payment and benefits paid out to former CEO Linda Nyquist-Evenrud until the last contractual day.

7 - Termination payments and benefits paid out to former executive leadership members.

Specification of remuneration to nomination committee

KEUR	2025	2024
Total	17.3	48.4

16 RECLAIMS OF VARIABLE REMUNERATION

Kongsberg Automotive has not implemented any formal regulations relating to repayment of compensation and benefits. Claims for repayment are subject to applicable law. In 2025, Kongsberg Automotive did not pursue any actions related to reclaiming or repayments of variable remuneration.

17 DEROGATIONS AND DEVIATIONS FROM THE GUIDELINES FOR SALARY AND REMUNERATION

The 2025 remuneration of executives did not deviate from the remuneration guidelines and was therefore in line with the Remuneration Guidelines for Salary and Remuneration.

18 INFORMATION ON SHAREHOLDER VOTE

The Guidelines for Salary and Remuneration for the Senior Executives in Kongsberg Automotive were approved by the Annual General Meeting of Kongsberg Automotive ASA on May 23, 2025 in accordance with the Norwegian Public Limited Liability Companies Act § 6-16a and the appurtenant Regulation for Guidelines and Reporting of Remuneration to Personnel in Executive Positions (FOR 2020-12-11 2730). In addition, during the meeting the Chair of the meeting referred to the proposal by the Board of Directors in the notice. In accordance with the proposal from the Board of Directors, the Annual General Meeting made the following resolution: The Annual General Meeting approved the guidelines for salary and other remuneration to senior executives (Item 12).

Furthermore, during the AGM held on May 23, 2025, the resolution was passed with the required majority, cf. Section 5-17 (1) of the Norwegian Public Limited Liability Companies Act related to the Remuneration Report 2024. See table for the information on vote for the Agenda Item 11: The Annual General Meeting endorses the report on salary and other remuneration to senior executives for 2024.

Approval of the Report on Salary and other Remuneration to Senior Executives

	FOR	AGAINST	VOTED	ABSTAINED	DID NOT VOTE	REPRESENT-ED SHARES
Shares	259,909,580	17,363,980	277,273,560	2,716,997		279,990,557
Votes cast in %	93.74%	6.26%				
Representation of SC in %	92.83%	6.20%	99.03%	0.97%	0.00%	
Votes cast of total SC in %	27.30%	1.90%	29.80%	0.30%	0.00%	
Total	259,909,580	17,363,980	277,273,560	2,716,997		279,990,557

19 COMPENSATION RECEIVED FROM OTHER GROUP COMPANIES

In 2025, no member of the Executive Management received any compensation from other group companies.

REMUNERATION AND COMPANY PERFORMANCE 2021-2025

20 EXECUTIVE REMUNERATION, EMPLOYEE REMUNERATION AND COMPANY PERFORMANCE

The company recognizes the critical importance of attracting and retaining highly capable executives who can consistently act in the best interests of shareholders and other stakeholders. Achieving this requires offering a competitive and well-structured compensation package that aligns with both market standards and stakeholder expectations. Executive remuneration is designed to balance the objectives of incentivizing strong individual and company performance while safeguarding the long-term sustainability of the business.

The company's short-term incentive (STI) and long-term incentive (LTI) plans are integral to this strategy, fostering alignment between financial performance, strategic goals, and shareholder value. The total target compensation structure is intentionally performance-driven, as an attempt to keep the interests of management and shareholders closely aligned. As executives take on greater responsibilities, the proportion of performance-based incentives in relation to annual base salary and total target compensation increases, reflecting the company's commitment to rewarding accountability and impact.

The STI plan provides top executives with direction to achieve clearly defined objectives that are reviewed and updated annually based on the company's evolving priorities. This dynamic approach ensures that the STI plan remains responsive to the company's specific needs each year, driving short-term results that contribute to broader strategic ambitions. In contrast, the LTI plan is designed to motivate senior management to deliver sustainable long-term value for shareholders, emphasizing the importance of strategic decision-making and sustained performance.

In crafting its remuneration framework, the company adheres to the principles of fairness, competitiveness, and transparency. A comprehensive approach is taken with the intention to ensure the structure is both market-aligned and reflective of the company's operational and strategic goals. The company also ensures compliance with corporate governance standards across its markets, emphasizing the consistency of executive rewards with sustainable business practices.

20 EXECUTIVE REMUNERATION, EMPLOYEE REMUNERATION AND COMPANY PERFORMANCE (CONTINUED)**Executive Remuneration 2021-2025¹ (in KEUR)**

NAME	POSITION	NOTE	2021 ²	2022 ²	2023 ²	2024	2025
Trond Fiskum	President & Chief Executive Officer, Interim EVP Drive Control Systems	Start date in position 31.03.2025	NA	NA	NA	NA	518.0
	% change						
Erik Magelssen	Chief Financial Officer	Start date in position 01.06.2025	NA	NA	NA	NA	143.9
	% change						
Thomas Danbolt	EVP Flow Control Systems	Start date in position 29.09.2025	NA	NA	NA	NA	57.6
	% change						
Kristian Rajkovic	General Counsel	Start date in position 01.07.2025	NA	NA	NA	NA	119.0
	% change						
Oscar Jaeger	EVP Human Resources	Start date in position 01.08.2023	NA	NA	137.4	271.9	281.4
	% change					98%	3.5%

1 - The Total Executive Remuneration includes the Long-term Incentive (LTI) grants costs for the year as per IFRS II standards. The figures can be impacted by the FX rates in different years.

2 - In 2021 and 2022 there were discretionary STI payouts. In 2023 the STI bonus paid out.

3 - Base salary for Jaeger remained unchanged in 2025. The year-on-year variation is attributable to foreign exchange effects and fluctuation on holiday pay and pension.

20 EXECUTIVE REMUNERATION, EMPLOYEE REMUNERATION AND COMPANY PERFORMANCE (CONTINUED)

Former Executives' Remuneration 2021-2025¹

NAME	POSITION	NOTE	2021 ²	2022 ²	2023 ²	2024	2025
Linda Nyquist-Evenrud	Former President & CEO	Start date in position as interim President & CEO from 25.07.2023; appointed President & CEO from 31.01.2024 until 28.01.2025	NA	NA	333.0	641.3	701.7
	% change					93%	9%
Christian Johansson	Former Chief Financial Officer	Start date in position 03.06.2024 until 30.05.2025	NA	NA	NA	214.1	204.4
	% change						-5%
Christian Amsel	Former Chief Technology Officer	Start date in position 01.08.2021 until 31.03.2025	324.5	852.0	953.8	842.0	641.6
	% change		NA	163%	12%	-12%	-24%
Robert Pigg	Former EVP Drive Control Systems	Start date 01.01.2024; held different positions; compensation 2020-21 include additional compensation for interim role as Co-CEO; until 18.06.2025	682.2	565.4	467.5	511.7	209.4
	% change		25%	-17%	-17%	9%	-59%
Eduardo Pamies	Former EVP Flow Control Systems	Start date in position 01.03.2024 until 23.05.2025	NA	NA	NA	277.2	557.0
	% change						101%
Jon Munthe	Former General Counsel	Start date in position: 01.03.2008 until 30.11.2025	254.3	276.5	294.4	261.6	271.9
	% change		15%	9%	6%	-11%	4%
Dzeki Mackinowski	Former EVP Purchasing/Special Advisor	Start date in position: 01.05.2019; role relocated to Sweden in mid 2021; until 05.12.2025	434.9	425.7	401.8	390.8	378.9
	% change		-7%	-2%	-6%	-3	-3%
David Redfearn	Former Chief Sales Officer/Special Advisor	Start date in position 01.07.2022 until 31.12.2025	334.4	362.3	404.6	408.4	426.2
	% change		13%	8%	12%	1%	4%
Henrik Ruud	Former member of Executive Leadership Team	Start date in position 01.01.2024 until 30.05.2025; still employed at the company as Head of IS&T	NA	NA	NA	248.9	98.1
	% change						-61%
Frank Heffter	Former Chief Financial Officer	Start date in position 01.07.2021 until 03.06.2024	240.8	539.8	637.9	471.6	NA
	% change		NA	124%	18%	-26%	

1 - The Total Executive Remuneration includes the Long-term Incentive (LTI) grants costs for the year as per IFRS II standards. The figures can be impacted by the FX rates in different years.

2 - In 2021 and 2022 there were discretionary STI payouts. In 2023 the STI bonus paid out.

20 EXECUTIVE REMUNERATION, EMPLOYEE REMUNERATION AND COMPANY PERFORMANCE (CONTINUED)**Former Executives' Remuneration 2021-2025¹**

NAME	POSITION	NOTE	2021²	2022²	2023²	2024	2025
Joerg Buchheim	Former President & CEO	Start date in position 01.05.2021 until 24.07.2023	1,196.1	2,112.1	3,377.6	NA	
	% change		NA	77%	60%		
Doug Tushar	Former SVP Information Systems & Technology	Start date in position 17.09.2019 until 28.02.2023	257.1	262.5	295.6	NA	
	% change		-4%	2%	13%		
Bob Riedford	Former President Powertrain & Chassis	Started date in position 28.11.2017; Role relocated to the USA in 2021; until 28.10.2022	394.8	267.5	NA		
	% change		-43%	-32%			
Marcus von Pock	Former EVP Human Resources	Start date in position 01.11.2017 until 31.05.2022	456.9	381.2	NA		
	% change		8%	-17%			
Virginia Grando	EVP Quality & HSE	Start date in position 02.11.2017 until 31.05.2022	323.6	128.6	NA		
	% change		-6%	-60%			

1 - The Total Executive Remuneration includes the Long-term Incentive (LTI) grants costs for the year as per IFRS II standards. The figures can be impacted by the FX rates in different years.

2 - In 2021 and 2022 there were discretionary STI payouts. In 2023 the STI bonus paid out.

20 EXECUTIVE REMUNERATION, EMPLOYEE REMUNERATION AND COMPANY PERFORMANCE (CONTINUED)**Employee Remuneration 2021-2025 (in KEUR)**

	2021	2022	2023	2024	2025
Average employee remuneration excl. executives	28.32	32.52	32.32	31.03	31.16
Average remuneration growth	14.0%	14.8%	-0.6%	-4.0%	0.4%

Company's Performance 2021-2025

	2021 ¹	2022 ¹	2023	2024	2025
Operating revenue in MEUR	831.4	905.6	884.9	788.2	712.8
% change	21.0%	8.9%	-2.3%	-10.9%	-9.6%
EBIT ² in MEUR	50.7	35.6	23.7	19.0	13.6
% change	216.9%	-29.8%	-33.4%	-19.8%	-27.3%
EBIT ² margin in %	6.1%	3.9%	2.7%	2.4%	1.9%
% change	165.2%	-36.1%	-30.8%	-11.1%	-19.6%
Net Income/Net Loss MEUR	28.5	20.8	(59.1)	(18.2)	0.2

1 - The figures for the years 2021 to 2022 have been restated following the guidelines of IFRS5 and exclude the numbers associated with the business classified as "discontinued operations" in Annual Report 2021 and Annual Report 2022.

2 - The company has stopped reporting Adjusted EBIT. Instead, EBIT is reported. The % change for EBIT and EBIT Margin from 2024 to 2025 is corresponding to the unadjusted EBIT values from 2024.

DECLARATION TO THE REMUNERATION REPORT 2025

Responsibility Statement

The Board of Directors' statement on the Remuneration Report

The Board of Directors has today considered and adopted the Remuneration Report of Kongsberg Automotive ASA for the financial year 2025. The Remuneration Report is prepared in accordance with section 6-16b of the Norwegian Public Limited Liability Companies Act. The Remuneration Report will be presented to the Annual General Meeting 2026 for an advisory vote.

Kongsberg, March 25, 2026

The President & CEO and the Board of Directors of Kongsberg Automotive ASA

Sign.

Olav Volldal

Chair

Sign.

Bård Klungseth

Deputy Chair

Sign.

Synnøve Gjønnnes

Director

Sign.

Ulla-Britt Fräjdin-Hellqvist

Director

Sign.

Brian Kristoffersen

Director

Sign.

Hilde-Yvonne Beggerud

Employee representative

Sign.

Ørjan Langnes

Employee representative

Sign.

Siw Reidun Wærås Bjerke

Employee representative

Sign.

Trond Fiskum

President & CEO

AUDITOR'S REPORT

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To the General Meeting of Kongsberg Automotive ASA

INDEPENDENT AUDITOR'S ASSURANCE REPORT ON REPORT ON SALARY AND OTHER REMUNERATION TO DIRECTORS

Opinion

We have performed an assurance engagement to obtain reasonable assurance that Kongsberg Automotive ASA's report on salary and other remuneration to directors (the remuneration report) for the financial year ended 31 December 2025 has been prepared in accordance with section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation.

In our opinion, the remuneration report has been prepared, in all material respects, in accordance with section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation.

Board of directors' responsibilities

The board of directors is responsible for the preparation of the remuneration report and that it contains the information required in section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation and for such internal control as the board of directors determines is necessary for the preparation of a remuneration report that is free from material misstatements, whether due to fraud or error.

Our independence and quality control

We are independent of the company as required by laws and regulations and the International Ethics Standards Board for Accountants' Code of International Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We apply the International Standard on Quality Management (ISQM) 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, and accordingly, maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Auditor's responsibilities

Our responsibility is to express an opinion on whether the remuneration report contains the information required in section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation and that the information in the remuneration report is free from material misstatements. We conducted our work in accordance with the International Standard for Assurance Engagements (ISAE) 3000 – "Assurance engagements other than audits or reviews of historical financial information".

We obtained an understanding of the remuneration policy approved by the general meeting. Our procedures included obtaining an understanding of the internal control relevant to the preparation of the remuneration report in order to design procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control. Further we performed procedures to ensure completeness and accuracy of the information provided in the remuneration report, including whether it contains the information required by the law and accompanying regulation. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Oslo, 25 March 2026
Deloitte AS

Lars Atle Lavnsnes
State Authorised Public Accountant
(This document is signed electronically)

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