



Arribatec .

Remuneration report
2025 .



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1. Remuneration Report .

Arribatec's management remuneration approach aims to offer competitive terms to attract and retain the competencies needed. This report is made according to the requirements in section 6-16a and 6-16b of the Norwegian Public Limited Liability Companies Act and Arribatec Executive Remuneration Policy approved by the GM on 29 June 2021, which was valid for a four-year period, expiring in June 2025. All remuneration decisions taken in the period following expiry remained well within the boundaries established by the 2021 policy. New guidelines will be adopted at the Annual General Meeting on 27 May 2026, with retroactive effect from the 2025 AGM, and will apply for a period of four years. The report describes how the remuneration policy has been applied during 2025. The report was approved by the Board of Directors on 28 April 2026 and is presented for advisory voting for the first time by the annual general meeting on 27 May 2026. Arribatec's Group Management effort to further develop the Group is done in the best interests of customers, employees and shareholders. The Group has a clear ambition that Arribatec's remuneration scheme ensures that the Arribatec Group Management team acts in accordance with the long-term interests of the customers and owners.

1.1. Introduction

Arribatec Group ASA has been through a major structural change during the last years. Following the reverse takeover on 4 September 2020, and the acquisition of ten companies, Arribatec grew significantly in 2021: increased the workforce, doubled the number of offices, broadened the service and product portfolio and grown the customer bases. Consequently, significant changes have been made both in the composition of the board as well as in the Group Management team of the company. The Group Management team of the company was enlarged in 2021. Arribatec has applied the remuneration policy throughout 2025 as approved by the General Meeting.

The remuneration report is presented in NOK as the Group Executive Management is paid in NOK.

1.1.1. Remuneration of the Board of Directors

The Board of Directors has five directors, all are elected by the shareholders. Fees to the Board of Directors are approved by the Annual General Meeting. The Board held 11 meetings in 2025. The Company has had a nomination committee and an Audit Committee. The Audit Committee held 4 meetings in 2025. The members of Arribatec Board of Directors are solely remunerated for their role and contribution to the board and its committees. The fixed fees are independent of the company's results and are reviewed each year and approved by the Annual General Meeting. The fees in the table below represent what has been paid during the years. The fees are to be approved at

the Annual General Meeting to be held on 27 May 2026. The board members did not receive any other fees. No agreements exist which entitle the directors to any extraordinary compensation.

1.1.2. Remuneration of the Group Management team

Fixed remuneration for the Group management team members consists of their base salary. The purpose of Arribatec's management remuneration approach is to offer fair and competitive terms to attract and retain qualified leaders. The Group management team do not have a bonus scheme. Arribatec provides no other special benefits to the members of Group Management. The Group Management team participates in the company's defined contribution pension scheme, share option program and insurance schemes on standard terms. The Executive Officer (CEO), Ole Jakob Kjølvik has three months notice period and is entitled to a severance pay for additional three months in case of termination by the company.

1.2. Total Remuneration – Board of Directors

Table 1 presents the yearly fees set in the Annual General Meeting for the Board of Directors and the defined committee members.

Table 1 - Yearly Fee

Chair of the board	290 000
Member of the board	240 000
Chair of the Audit Committee	40 000
Member of the audit committee	35 000
Chair of nomination committee	35 000
Member of nomination committee	20 000

Table 2 – Remuneration to Board of Directors

Name	Period	Role in Board / committees			Fees			Total
		Board of Directors	Audit Committee	Nomination Committee	Board fees	Audit committee fees	Nomination Committee fee	
Håkon Reistad Fure ¹	Jan-Dec 2025	Chair	Chair		289 998	40 000		329 998
	Dec 2024	Chair	Chair		24 167	3 333	0	27 500
Martin Nes	Jan-Nov 2024	Chair	Chair		252 083	36 667	0	288 750
	Jan-Dec 2023	Chair	Chair		264 583	37 917	0	302 500
	Jan-Dec 2022	Chair	Chair		279 168	20 417	0	299 585
	Jan-Dec 2021	Chair	Chair		266 667	0	0	266 667
	Feb-Dec 2020	Chair			0	0	0	0
Henrik Christensen	Jan-Dec 2025	✓			240 000			240 000
	Dec 2024	✓			20 000	0	0	20 000
Øystein S. Spetalen	Jan-Nov 2024	✓			207 500	0	0	207 500
	Jan-Dec 2023	✓			214 583	0	0	214 583
	Jan-Dec 2022	✓			216 667	0	0	216 667
	Jan-Dec 2021	✓			200 000	0	0	200 000
	Feb-Dec 2020	✓			0	0	0	0

Name	Period	Role in Board / committees			Fees			Total
		Board of Directors	Audit Committee	Nomination Committee	Board fees	Audit committee fees	Nomination Committee fee	
Kristin Hellebust	Jan-Dec 2025	✓	✓		247 504	35 000		282 504
	Jan-Dec 2024	✓	✓		226 250	35 000	0	261 250
	Jan-Dec 2023	✓	✓		214 583	32 917	0	247 500
	Jan-Dec 2022	✓			216 667	17 500	0	234 167
	Jan-Dec 2021	✓			150 000	0	0	150 000
	Feb-Dec 2020	✓			0	0	0	0
Linn Katrine Høie	Jan-Dec 2025	✓			246 250			246 250
	Jan-Dec 2024	✓			227 500	0	0	227 500
	Jan-Dec 2023	✓			214 583	0	0	214 583
	May-Dec 2022	✓			116 667	0	0	116 667
Terje Mjøs	Jan-Dec 2025	✓	✓		305 004	35 000		340 004
	Jan-Dec 2024 ²	✓	✓		168 750	35 000	0	203 750
	May-Dec 2023	✓	✓		131 250	20 418	0	151 668
Henrik Lie-Nielsen	Jan-May 2023	✓	✓		83 333	12 500	0	95 833
	Jan-Dec 2022	✓	✓		216 667	17 500	0	234 167
	Jan-Dec 2021	✓			150 000	0	0	150 000
	Feb-Dec 2020	✓			0	0	0	0
Yvonne Litsheim Sandvold	Jan-Dec 2022	✓			100 000	0	0	100 000
	Jan-Dec 2021	✓			200 000	0	0	200 000
	Feb-Dec 2020	✓			0	0	0	0

Name	Period	Role in Board / committees			Fees			Total
		Board of Directors	Audit Committee	Nomination Committee	Board fees	Audit committee fees	Nomination Committee fee	
Espen Lundaas	Jan-Dec 2025			Chair	0	0	35 000	35 000
	Jan-May 2023	✓		Chair	0	0	35 000	35 000
	Jan-Dec 2022	✓		Chair	0	0	20 000	20 000
	Jan-Dec 2021	✓		Chair	0	0	40 000	40 000
	Feb-Dec 2020	✓		Chair	0	0	0	0
Øystein Tvenge	Jan-Dec 2025			✓	0	0	20 000	20 000
	Jan-Dec 2024 ³			✓	0	0	50 000	50 000
	Jan-Dec 2023			✓	0	0	0	0
	Jan-Dec 2022			✓	0	0	0	0
	Jan-Dec 2021			✓	0	0	0	0
Total	2025				1 328 756	110 000	55 000	1 493 756
Total	2024				1 126 250	110 000	85 000	1 321 250
Total	2023				1 122 915	103 752	20 000	1 246 667
Total	2022				1 145 836	55 417	40 000	1 241 253
Total	2021				966 667	0	0	966 667
Total	2020				0	0	0	0

¹ Company One AS, which is controlled by Håkon Reistad Fure, has a consultancy agreement with Arribatec Group ASA. In 2025 and 2024, NOK 1,900,000 and NOK 625,000 was invoiced respectively. In addition an option agreement amounting to NOK 3,348,000 was outstanding at 31.12.2025. Reistad Fure was elected chairman of Arribatec Group ASA in December 2024, where a board fee of NOK 354,165 has been paid in 2025 for the period 2024/2025.

² Received NOK 57.5k less than he should in 2024, this is compensated in 2025.

³ Compensation for 2021-2024 paid 2024.

1.3. Total Remuneration – Group Management team

Arribatec's Group Management remuneration schemes are set to align with the company's ambitions, strategic priorities and purpose as defined in the Remuneration Policy.

Group Management remuneration consists of the following two elements: Fixed Remuneration and Benefits. Table 3 below details the remuneration for the Group management team in 2025.

Table 3 – Remuneration to Group Management Team

Job Title	Name	Period	Fixed Remuneration				Total Remuneration	Proportion of fixed remuneration
			Base Salary	Other Benefits ¹	Variable pay	Pension cost ²		
CEO	Geir Johansen ³	Jan-Feb 2025	5 600 237	867	0	109 000	5 710 104	100%
		Jan-Dec 2024	4 000 000	5 799	0	104 184	4 109 983	100%
		Jan-Dec 2023	4 000 000	16 951	0	99 641	4 116 592	100%
		Jan-Dec 2022	2 700 000	10 728	0	89 683	2 800 411	100%
	Ole Jakob Kjølvik ⁴	March-Dec 2025	1 602 256	17 554	664 075	109 000	2 392 885	72%
	Per Ronny Stav	Jan-Dec 2021	3 235 266	13 356	0	89 375	3 338 097	100%
Jan-Dec 2020		3 200 000	7 866	1 583 336	26 616	4 817 818	67%	
COO	Ole Jakob Kjølvik ⁵	Jan-Aug 2024	1 071 665	9 634	0	69 456	1 150 755	100%
		Jan-Dec 2023	1 558 500	16 807	136 869	99 641	1 811 817	92%
		Jan-Dec 2022	1 500 000	16 262	0	89 683	1 605 945	100%
	Jhonny Sharma ⁶	Jan-Dec 2021	2 439 220	10 535	0	89 275	2 539 130	100%
		Jan-Dec 2020	1 800 000	4 500	0	30 848	1 835 348	100%
	CFO	Magnus Hofshagen	Sep-Dec 2025	633 979	3 869	0	44 000	681 848
Bente Brocks		Jan-March 2025	787 604	434	0	109 000	897 038	100%
		Jan-Dec 2024	1 783 822	6 485	0	104 184	1 894 490	100%
		Jan-Dec 2023	1 761 779	13 896	0	99 641	1 875 315	100%
		Jan-Dec 2022	1 679 736	11 250	0	89 683	1 780 669	100%
Geir Johansen ⁷		Mar-Dec 2021	2 243 060	8 613	0	89 375	2 341 048	100%

Fixed Remuneration

Job Title	Name	Period	Base Salary	Other Benefits ¹	Variable pay	Pension cost ²	Total Remuneration	Proportion of fixed remuneration
CTO	Erik Sundet ⁸	Jan-Dec 2025	1 468 770	13 669	0	103000	1 585 439	100%
		Jan-Dec 2024	1 251 742	24 399	0	87 622	1 363 763	100%
		Jan-Dec 2023	1 230 909	55 979	0	86 164	1 373 052	100%
		Jan-Dec 2022	992 807	21 467	48 300	69 496	1 132 070	96%
CPOO	Solfrid Buø	Jan 2025	1 097 407	4 735	0	77 000	1 179 142	100%
		Jan-Dec 2024	1 500 000	5 799	0	104 184	1 609 983	100%
		Jan-Dec 2023	1 500 000	23 947	0	99 641	1 623 588	100%
		Nov-Dec 2022	217 308	2 667	0	15 212	235 186	100%
	Grete Thomassen	Jan-Apr 2022	400 000	3 796	0	28 000	431 796	100%
		May-Dec 2021	846 147	12 242	0	84 000	942 389	100%
	Else Thoresen	Jan-Mar 2021	437 805	2 862	0	22 300	462 967	100%
Strategic Director	Ole Jakob Kjølvik	Dec 2021	125 000	949	0	0	125 949	100%
CCO	Pål Stueflotten	Jan-March 2025	883 728	2 193	0	58 000	943 921	100%
		Jan-Dec 2024	1 200 000	49 431	433 435	104 184	1 787 049	76%
		Jan-Dec 2023	1 457 500	84 324	512 560	99 641	2 154 024	76%
		May-Dec 2022	800 000	74 325	0	56 000	930 325	100%
	Espen Karlsrud	Jan-Apr 2022	500 000	3 796	0	35 000	538 796	100%
		Oct-Dec 2021	300 000	2 847	0	0	302 847	100%
EVP Business Services	Tom Vandezande ⁹	March-Dec 2025	2 755 294	13 322	-	205 523	2 974 139	100%
EVP EA & BPM	Iselin Sema Nordal	October-Dec 2025	347 916	1 455	14 583	24 354	388 308	96%

Fixed Remuneration

Job Title	Name	Period	Base Salary	Other Benefits ¹	Variable pay	Pension cost ²	Total Remuneration	Proportion of fixed remuneration
Total		2025	15 177 191	58 098	678 658	838 877	16 752 824	96%
Total		2024	10 807 229	101 547	433 435	573 812	11 916 023	96%
Total		2023	11 508 687	211 905	649 429	584 368	12 954 389	95%
Total		2022	8 789 850	144 292	48 300	472 757	9 455 199	99%
Total		2021	9 656 598	51 404	0	384 425	10 052 427	100%
Total		2020	5 000 000	12 366	1 583 336	57 464	6 653 166	76%

¹ Other benefits include phone and broadband allowances, travel allowances and insurances in the standard employee benefit scheme.

² Pension benefits include the standard employee pension scheme and a disability pension scheme.

³ The CEO, Geir Johansen, resigned from his position in February 2025. Total compensation in connection with the resignation amounted to NOK 5.7 million, of which NOK 1.7 million related to ordinary salary and NOK 4.0 million related to severance pay corresponding to 12 months' salary. The severance payment was paid in full at the date of resignation. No further obligations related to the resignation existed as at 31 December 2025.

⁴ Ole Jakob Kjølvik was interim CEO from February 2025 to December 2025. Prior to this he was EVP for EA&BPM. The salary included in this report shows his total salary for 2025.

⁵ Ole Jakob Kjølvik held the position as COO until August 2024, then became EVP for BA EA&BPM for the last months. The salary included in this report is for the COO part.

⁶ Salary in 2021 includes a 150.000 NOK board fee for an Arribatec company.

⁷ Geir Johansen was appointed as CEO in January 2022 (former CFO from March – December 2021), he earlier served on the board of Arribatec Solutions. As board member Geir Johansen received no compensation.

⁸ Erik Sundet works 50% as Chief Technical Officer (CTO) and is member of the Group Management team. The salary stated is equivalent to 100% of his salary in 2023, 2024 and 2025.

⁹ Salary figures have been converted from EUR to NOK using the 2025 average exchange rate.

1.4. Share based remuneration model

During 2023, a long-term incentive plan (LTI) in the form of a share-based remuneration program was launched within Arribatec. 1/3 of the programme has been vested during 2024, but no shares acquired through the programme. The shares currently held by certain members of management were acquired at market conditions. In 2025, the plan was expanded through new grants through a new management incentive program (MIP), increasing the total number of outstanding options.

1.4.1. Long-term incentive plan

Granted and unvested share options in the reporting period.

	Plan	Award date	Vesting period	Strike price (NOK)	Awarded start of period	Granted	Terminated	Adjusted	Vested	Awarded end of period
Geir Johansen, CEO	LTI 2023	01.11.2023	01.11.2024-01.11.2028	50	66 667	0		(60 000)	6 667	0
	LTI 2023	01.11.2023	01.11.2025-01.11.2028	52.5	66 667	0	(66 667)		0	0
	LTI 2023	01.11.2023	01.11.2026-01.11.2028	55	66 667	0	(66 667)		0	0
Ole Jakob Kjølvik, CEO	LTI 2023	01.11.2023	01.11.2024-01.11.2028	50	50 000	0		(45 000)	5 000	0
	LTI 2023	01.11.2023	01.11.2025-01.11.2028	52.5	50 000	0		(45 000)	5 000	0
	LTI 2023	01.11.2023	01.11.2026-01.11.2028	55	50 000	0		(45 000)	0	5 000
	MIP 2025	07.11.2025	01.10.2026-01.01.2027	9.5	333 333	0			0	333 333
	MIP 2025	07.11.2025	01.10.2027-01.01.2028	10.5	333 333	0			0	333 333
	MIP 2025	07.11.2025	01.10.2028-01.01.2029	11.5	333 334	0			0	333 334
Magnus Hofshagen, CFO	MIP 2025	07.11.2025	01.10.2026-01.01.2027	9.5	166 666	0			0	166 666
	MIP 2025	07.11.2025	01.10.2027-01.01.2028	10.5	166 666	0			0	166 666
	MIP 2025	07.11.2025	01.10.2028-01.01.2029	11.5	166 668	0			0	166 668
Bente Brocks, CFO (interim)	LTI 2023	01.11.2023	01.11.2024-01.11.2028	50	60 000	0		(54 000)	6 000	0
	LTI 2023	01.11.2023	01.11.2025-01.11.2028	52.5	60 000	0	60 000		0	0
	LTI 2023	01.11.2023	01.11.2026-01.11.2028	55	60 000	0	60 000		0	0
Pål Stueflotten, CCO	LTI 2023	01.11.2023	01.11.2024-01.11.2028	50	50 000	0		(45 000)	5 000	0
	LTI 2023	01.11.2023	01.11.2025-01.11.2028	52.5	50 000	0	(50 000)	(45 000)	0	0
	LTI 2023	01.11.2023	01.11.2026-01.11.2028	55	50 000	0	(50 000)	(45 000)	0	0

	Plan	Award date	Vesting period	Strike price (NOK)	Awarded start of period	Granted	Terminated	Adjusted	Vested	Awarded end of period
Erik Sundet, CTO	LTI 2023	01.11.2023	01.11.2024-01.11.2028	50	50 000	0		(45 000)	5 000	0
	LTI 2023	01.11.2023	01.11.2025-01.11.2028	52.5	50 000	0		(45 000)	5 000	0
	LTI 2023	01.11.2023	01.11.2026-01.11.2028	55	50 000	0		(45 000)	0	5 000
	MIP 2025	07.11.2025	01.10.2026-01.01.2027	9.5	166 666	0			0	166 666
	MIP 2025	07.11.2025	01.10.2027-01.01.2028	10.5	166 666	0			0	166 666
	MIP 2025	07.11.2025	01.10.2028-01.01.2029	11.5	166 668	0			0	166 668
Solfrid Buø, CPOO	LTI 2023	01.11.2023	01.11.2024-01.11.2028	50	50 000	0		(45 000)	5 000	0
	LTI 2023	01.11.2023	01.11.2025-01.11.2028	52.5	50 000	0	(50 000)	(45 000)	0	0
	LTI 2023	01.11.2023	01.11.2026-01.11.2028	55	50 000	0	(50 000)	(45 000)	0	0
Tom Vandezande	LTI 2023	01.11.2023	01.11.2024-01.11.2028	50	50 000	0		(45 000)	5 000	0
	LTI 2023	01.11.2023	01.11.2025-01.11.2028	52.5	50 000	0		(45 000)	5 000	0
	LTI 2023	01.11.2023	01.11.2026-01.11.2028	55	50 000	0		(45 000)	0	5 000
	MIP 2025	07.11.2025	01.10.2026-01.01.2027	9.5	250 000	0			0	250 000
	MIP 2025	07.11.2025	01.10.2027-01.01.2028	10.5	250 000	0			0	250 000
	MIP 2025	07.11.2025	01.10.2028-01.01.2029	11.5	250 000	0			0	250 000
Iselin Sema Nordal	LTI 2023	01.11.2023	01.11.2024-01.11.2028	50	46 250	0		(41 625)	4 625	0
	LTI 2023	01.11.2023	01.11.2025-01.11.2028	52.5	46 250	0		(41 625)	4 625	0
	LTI 2023	01.11.2023	01.11.2026-01.11.2028	55	46 250	0		(41 625)	0	4 625
	MIP 2025	07.11.2025	01.10.2026-01.01.2027	9.5	166 668	0			0	166 668
	MIP 2025	07.11.2025	01.10.2027-01.01.2028	10.5	166 668	0			0	166 668
	MIP 2025	07.11.2025	01.10.2028-01.01.2029	11.5	166 668	0			0	166 668

Fair value per instrument at end of period was 2.49 (weighted average parameters at grant of instrument).

As stated in IFRS 2, Appendix B, the Black-Scholes-Merton Option Pricing Model may be used to estimate the fair value of the employee share options and is therefore used to estimate the fair value of Arribatec's employee share options granted in 2023 and 2025.

2. Executive Remuneration – Comparison .

Arribatec ASA has been through a major structural change during the last years. The company was founded in 2015, and since the reverse take-over in 2020 the company has been listed at the Oslo Exchange. Implying that the company has grown from a one-founder company to a listed company in six years.

All Group Management positions were created in 2021. The table below gives information about the development of remuneration to these executives in their role during the last five years, as well as concerning the financial performance of the company and the development of the average salary in the Group.

Table 4 – Change in remuneration from previous years

	2019	2020	2021	2022	2023	2024	2025
Remuneration							
CEO - Geir Johansen	0%	0%	n/a	5%	47%	0%	39%
CEO - Ole Jakob Kjølsvik	0	0	n/a	6%	13%	(5%)	108%
CFO - Bente Brocks			n/a	n/a	5%	1%	(55%)
CPOO - Solfrid Buø			n/a	n/a	n/a	(1%)	(27%)
CCO - Pål Stueflotten			n/a	n/a	n/a	(17%)	(47%)
CTO - Erik Sundet			n/a	n/a	21%	(1%)	16%
Key figures in NOK thousand							
Turnover	113 660	154 024	413 938	504 968	572 981	574 733	578 784
Result after tax	3 189	(55 620)	(48 858)	(83 393)	(23 053)	(82 713)	54 023
Employees							
Average FTE	82	121	331	364	332	327	259
Change in average salary	(8%)	(16%) ¹	(3%) ²	11% ³	16% ⁴	6%	4%

¹The decrease is partly due to the fact that Innit was acquired. Innits employees had a lower average base salary than the average salary for other employee groups, due to the nature of the business.

²The decrease is partly due to the international acquisitions with 77 employees, who had a lower average base salary than the average salary.

³The increase is due to restructuring/decrease of FTEs in low cost countries and hire of senior consultants in high cost countries.

⁴The increase is due to restructuring/decrease of FTEs in low cost countries and hire of senior consultants in high cost countries.

Oslo, 28 April 2026

Håkon Reistad Fure
Chairman of the board



Arribatec is a global supplier of digital business solutions that help our customers achieve competitive advantage through innovative use of IT.

+47 40 00 33 55
info@arribatec.com

Arribatec Group ASA
Lørenfarete 1C,
N-0585 Oslo