



Remuneration Report 2025/26 for Lagercrantz Group AB (publ)

Introduction

This Remuneration Report provides information on how the guidelines for remuneration to senior executives, adopted at the Annual General Meeting in August 2025, have been applied during 2025/26. The report also contains information about remuneration to Lagercrantz's President and Executive Vice President. The report has been prepared in accordance with Chapter 8, Sections 53 a-b of the Swedish Companies Act (2005:551) and the Rules on remuneration to senior executives and on incentive programmes issued by the Swedish Corporate Governance Board.

Further information about remuneration to senior executives in accordance with Chapter 5, Sections 40-44 of the Swedish Annual Accounts Act is provided in Note 5 in the company's Annual Report for 2025/26.

Information regarding the Remuneration Committee's work during 2025/26 is available in the Corporate Governance Report in the Annual Report for 2025/26.

Directors' fees are not covered by this report. Such fees are determined annually by the Annual General Meeting and disclosures regarding this are provided in Note 5 in the Annual Report for 2025/26.

Development during 2025/26

For information regarding Lagercrantz's development during 2025/26, refer to the comments by the President and the Report of the Board of Directors in the Annual Report for 2025/26.

The company's remuneration guidelines

The guidelines for remuneration, adopted by the Annual General Meeting 2025, are provided in Note 5 (pages 66-68) in the Annual Report for 2025/26. During the 2025/26 financial year, the company has essentially complied with the applicable guidelines and no departures 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 the remuneration. The Auditor's opinion as to whether the company has followed the guidelines is provided on Lagercrantz's website: <https://www.lagercrantz.com/en/general-meetings>.

Apart from the remuneration that is covered by the guidelines for remuneration, Lagercrantz's annual general meetings have resolved to implement long-term incentive programmes.



Share-based incentive programme

Lagercrantz at the end of the 2025/26 financial year had four outstanding call option programmes (2023/27, 2024/28 and 2025/29) for Group Management and other management staff in the Group. The current number of outstanding options and other significant terms and conditions are communicated in the Annual Report, Note 7 (page 68) and in every quarterly report from the company.

The incentive programmes mean that the participants are given the opportunity to acquire call options on Lagercrantz repurchased B shares at a market price. The employees have paid a market-related option premium for call options on B shares. The programme includes a subsidy which means that the employee receives the corresponding amount as the paid option premium in the form of cash remuneration, i.e. salary. Payment of the subsidy occurs two years after the issue resolution provided that the option holder at this time is still employed in the Group and holds call options. This subsidy with related social security expenses is allocated as a personnel cost over the vesting period. Lagercrantz has no obligation to repurchase the options when an employee terminates his/her employment. The holder can redeem the options regardless of continued employment in the Group.

Change in remuneration and the company's results during the last five financial years

All reporting regarding remuneration to the President and CEO and other senior executives in Lagercrantz is reported in the Annual Report for 2025/26 in Note 5.

23 July 2026

The Board of Directors

Note 3 continued

External net revenue by product category 2024/25

	Electrify	Control	TecSec	Niche Products	International	Total
Proprietary products	1,775	790	1,667	2,031	1,045	7,308
Trading	97	355	106	70	513	1,141
Niche Production	394	33	0	33	0	461
System integration	1	1	255	0	0	257
Other Net revenue	18	16	143	35	10	222
	2,285	1,196	2,171	2,169	1,568	9,389

External net revenue by market 2024/25

	Electrify	Control	TecSec	Niche Products	International	Total
Power & Electricity distribution	1,016	126	51	252	116	1,561
Infrastructure	562	123	431	422	190	1,728
Transportation	11	46	54	1	0	112
Building & Construction – Industry	11	12	356	157	18	554
Building & Construction – Commercial	5	45	499	217	39	805
Building & Construction – Private	123	30	104	0	334	591
Electronics	91	33	166	559	596	1,445
Service	29	94	337	66	25	551
Security	6	251	26	294	7	584
Telecommunication	271	13	10	0	15	309
IT	18	89	0	0	44	152
Pulp & paper industry	15	13	0	79	9	117
Medical	7	27	58	0	109	200
Other	120	294	79	120	66	680
	2,285	1,196	2,171	2,169	1,568	9,389

Note 4 Operating costs allocated by type of cost

	2025/26	2024/25
Group		
Cost of goods sold	4,594	4,213
Compensation-related personnel costs	2,637	2,254
Depreciation and amortisation	590	528
Other operating expenses	1,213	1,068
Total operating expenses	9,034	8,063

Note 5 Employees, personnel costs and fees to the Board of Directors

Average number of employees

	2025/26	of whom men	2024/25	of whom men
Parent Company				
Sweden	21	67%	19	68%
Other Group companies				
Sweden	1,371	77%	1,273	77%
Denmark	751	74%	591	74%
Norway	126	81%	124	79%
Finland	334	64%	313	66%
USA	72	85%	75	85%
Netherlands	112	82%	45	78%
Germany	64	77%	46	72%
Poland	69	82%	75	80%
UK	636	84%	391	86%
Other countries	40	67%	26	458%
Total in Group companies	3,574	77%	2,960	77%
Group total	3,595	77%	2,979	77%

Salaries, other remuneration and social security expenses

	2025/26		2024/25	
	Salaries and remuneration	Social security expenses	Salaries and remuneration	Social security expenses
Parent Company	81	36	57	28
(of which pension expense)		(14) ¹⁾		(10) ¹⁾
Other Group companies	1,989	531	1,692	460
(of which pension expense)		(185)		(156)
Group total	2,070	567	1,749	488
(of which pension expense)		(200) ²⁾		(166) ²⁾

¹⁾ SEK 4 (4) of the parent company's pension expense refers to the group Board of Directors and President. This group also includes executive vice presidents. There are no outstanding pension obligations.

²⁾ MSEK 27 (25) of the Group's pension expense refers to the group Board of Directors, President and executive vice presidents and presidents of Group companies. The Group's outstanding pension obligations to this group amount to MSEK 0 (0).

Salaries and other remuneration distributed by country and among Board members etc. and other employees

	2025/26		2024/25	
	Board of Directors and President	Other employees	Board of Directors and President	Other employees
Sweden				
Parent Company	29	52	25	32
(of which, bonus etc.)	(5)	(10)	(4)	(1)
Other Group companies in Sweden	64	667	61	624
(of which, bonus etc.)	(5)	(13)	(4)	(12)
Sweden total	93	719	86	656
	(11)	(23)	(8)	(13)
Outside Sweden				
Denmark	39	479	34	427
(of which, bonus etc.)	(3)	(5)	(3)	(7)
Norway	13	88	15	76
(of which, bonus etc.)	(1)	(4)	(5)	(7)
Finland	17	144	17	129
(of which, bonus etc.)	(2)	(6)	(2)	(5)
Germany	7	38	6	31
(of which, bonus etc.)	(0)	(1)	(1)	(1)
USA	3	60	5	61
(of which, bonus etc.)	(0)	(3)	(0)	(4)
Netherlands	4	69	2	26
(of which, bonus etc.)	(0)	(0)	(0)	(0)
Poland	1	25	1	25
(of which, bonus etc.)	(–)	(1)	(–)	(1)
UK	29	230	21	124
(of which, bonus etc.)	(2)	(7)	(1)	(4)
Other countries	1	12	0	7
(of which, bonus etc.)	(–)	(0)	(–)	(0)
Group companies outside Sweden total	113	1 145	100	906
(of which, bonus etc.)	(10)	(27)	(12)	(29)
Group total	206	1 864	187	1 562
(of which, bonus etc.)	(21)	(50)	(20)	(42)

The group Board of Directors and Presidents includes directors, presidents and executive vice presidents.

Gender distribution in company managements

	31 Mar 2026 Proportion women	31 Mar 2025 Proportion women
Parent Company		
Board of Directors	50%	50%
Other senior executives	0%	0%
Group total		
Board of Directors	8%	8%
Other senior executives	2%	3%

Principles of remuneration for the Board of Directors and senior executives

Fees are paid to the Chairman of the Board and to Board members according to the resolution of the Annual General Meeting (AGM). The President & CEO does not receive directors' fees. The guidelines for remuneration to senior executives that applied during the 2025/26 financial year were adopted at the 2025 AGM. Remuneration to the President & CEO and other senior executives consists of fixed basic salary, variable remuneration, other benefits and pension. In addition, the general meeting of shareholders, for example, can resolve on incentive programmes and share-based payment, see Note 7. Other senior executives refers to the persons who constituted Group Management during the year. Group Management at the end of the financial year consisted of three persons including the President & CEO. All members of Group Management are employed in Sweden. The remuneration should be market-related and competitive, and should be commensurate with responsibility and authority. The fixed basic salary shall be reviewed annually, paid as a cash salary and constitute a main component of the remuneration. Pension benefits and other benefits to the President & CEO and other senior executives are taken into account in the determination of fixed and variable remuneration. The Board of Directors may, in individual cases, decide to depart from the guidelines, in whole or in part, if there are special reasons for this and a departure is necessary to meet the company's long-term interests.

Variable remuneration

Variable remuneration shall be linked to predetermined and measurable targets that may be financial or non-financial and individual performance. The variable remuneration should normally include pension expense on variable remuneration and may correspond to a maximum of 40% of the fixed basic salary. In addition to this, a further bonus of 20% of the variable remuneration received may be paid to be used for acquisition of shares in Lagercrantz Group AB.

Pensions

The retirement age for the President & CEO is 63 years. The retirement age for other senior executives is 65 years. Pension is paid equivalent to the ITP plan, which is a defined contribution plan.

Termination benefits

The period of notice for the President & CEO is 12 months when termination is initiated by the company and 6 months when termination is initiated by the President & CEO. In the case of termination initiated by the company, the President & CEO is entitled to termination benefits equivalent to one year's salary in addition to salary during period of notice. No termination benefits are payable in the case of termination initiated by the President & CEO. The period of notice for the other members of the Group Management is 6 – 12 months when termination is initiated by the company and up to 6 months when termination is initiated by the employee. In the case of termination initiated by the company, members of Group Management are entitled to termination benefits equivalent to up to one year's salary, in addition to salary during the period of notice. No termination benefits are payable in the event of termination at the member's own request. The termination benefits are usually set off against other income.

Preparation and decision-making process

Information is provided in the Corporate Governance Report for 2025/2026. The remuneration guidelines were adopted by the 2025 AGM. The Board has not proposed any changes to the guidelines ahead of the 2026 AGM.

Remuneration Board members (incl. fee Remuneration Committee)

SEK '000	2025/26	2024/25
Fredrik Börjesson, Chairman of the Board	1,565	1,305
Anna Almlöf, Board member	575	500
Anders Claeson, Board member	575	500
Anna Marsell, Board member	575	500
Malin Nordsjö, Board member	690	605
Total	3,980	3,410

Remuneration and other benefits to senior executives 2025/2026

SEK '000	Basic salary	Bonus*	Other remuneration	Other benefits	Pension expense	Total
President & CEO	8,830	2,340	1,319	135	2,655	15,279
Executive Vice President / Head of Acquisitions	4,800	1,260	784	118	1,268	8,230
Other senior executives (1 person)	2,815	763	810	120	795	5,303
Total	16,445	4,363	2,913	373	4,718	28,811

* Bonus is based 80% on earnings targets and 20% on return on equity target (P/WC). During the year, the outcome was 86% (91%). Also includes organic growth bonus up to 10% of other bonus.

Remuneration and other benefits to senior executives 2024/2025

SEK '000	Basic salary	Bonus*	Other remuneration	Other benefits	Pension expense	Total
President & CEO	7,972	2,052	715	137	2,412	13,288
Executive Vice President / Head of Acquisitions	4,288	880	671	127	1,260	7,226
Other senior executives (1 person)	2,595	684	625	122	775	4,801
Total	14,855	3,616	2,011	386	4,447	25,315

* Bonus is based 80% on earnings targets and 20% on return on equity target (P/WC). During the year, the outcome was 91% (81%). Also includes organic growth bonus up to 10% of other bonus.

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Note 5 continued

Change in remuneration and the company's results during the past five financial years

	2025/26 vs 2024/25	2024/25 vs 2023/24	2023/24 vs 2022/23	2022/23 vs 2021/22	2021/22 vs 2020/21
Remuneration to President & CEO¹⁾					
Annual change in total remuneration (%)	15%	13%	4%	3%	13%
The company's earnings trend					
Annual change in Net profit for the year after taxes (%), Group	18%	16%	16%	33%	47%
Remuneration to employees²⁾					
Annual change in total remuneration (%), Sweden	7%	10%	18%	-6%	3%

¹⁾ The remuneration refers to the sum of all compensation components that are reported in the table below.

²⁾ Calculated on average number of employees based on full-time equivalents in Group companies in Sweden. The number of employees in the Parent Company, excluding Group Management, is considered to be too small to constitute a relevant basis for comparison.

Total remuneration to the President & CEO during 2025/26

SEK '000 / Proportion of total remuneration	Basic salary	One-year variable remuneration	Multi-year variable remuneration	Benefits ¹⁾	Occupational pension ²⁾	Total remuneration
President & CEO	8,830	2,340	1,319	135	2,655	15,279
Executive Vice President	4,800	1,260	784	118	1,268	8,230

¹⁾ Mainly refers to car and fuel.

²⁾ Pension is only payable on the basic salary.

In addition to the President & CEO, senior executives refers to the Management team consisting of: Executive Vice President / Head of Acquisitions 1 person, the Group's CFO 1 person. Remuneration to this group, a total of 3 persons in 2025/26, was covered by the resolution of the 2025 AGM regarding principles of remuneration for senior executives. The Remuneration Committee has verified compliance with the AGM's resolution. Among other things, the Remuneration Committee has verified conformity with market conditions by making a comparison with the remuneration in other similar listed companies.

Note 6 Fees to auditors

Audit fees and reimbursements

	Group		Parent Company	
	2025/26	2024/25	2025/26	2024/25
Deloitte				
Audit assignment	9	8	2	2
Tax advisory assignments	–	–	–	–
Other assignments	–	–	–	–
Other auditors				
Audit assignment	9	7	–	–
Tax advisory assignments	1	–	–	–
Other assignments	2	2	–	–
	21	17	2	2

Audit assignment refers to the review of the annual accounts and the administration by the Board of Directors and the President, other tasks the company's auditors are obliged to perform, and advice or other assistance prompted by observations in the course of such review.

Note 7 Incentive programme

The 2025 AGM resolved on an incentive programme for managers and senior executives in the Lagercrantz Group. This programme consists of call options on Lagercrantz Group repurchased shares, where each call option gives the holder a right to acquire one repurchased share of Class B. The programme has two redemption periods that expire after 3 years and 3.5 years, respectively, and where redemption can take place during these two periods; (i) during a two week period from the day after the company publishes its Interim Report for the period 1 April 2028 – 30 September 2028, (ii) after the company has published its Year-end Report for the period 1 April 2028 – 31 March 2029 (probably the period 17 May – 30 May 2029). In all programmes, the share is acquired at a redemption price determined as a percentage mark-up of an average share price after the AGM in accordance with the quoted prices paid. The programmes cover senior executives and managers with a direct possibility of affecting the Group's results. Board members have not been entitled to acquire call options, with the exception of the company's President & CEO. In order to be allocated call options, the employee must have concluded a special pre-emption agreement with the company. Pre-emption shall occur at the market value at the time of termination of employment, an offer from a third party for all shares in the company and in cases when the call options are to be transferred to a third party. In all other respects the call options are freely transferable.

The options premium in the programme has been calculated by the independent firm People & Corporate Performance AB using the generally accepted valuation method, the Black & Scholes model. The assumptions in the calculations have been that the redemption price was set at 125% of the calculated average of the highest and lowest prices paid during the measurement period, the volatility has been based on statistical information based on historical data, the risk-free interest rate has been based on the interest rate for government bonds, the term and redemption period according to the terms and conditions of the programmes and dividends according to the analyst estimates available in conjunction with the Group's dividend policy.

The allocation resolved by the 2021 AGM for 2021 comprised 80 persons and a total of 800,000 call options, and the programme was fully subscribed. Allocations varied between 1,000 – 67,000 options per person. The measurement period to determine the average share price, which was SEK 116.42, was 30 August – 10 September 2021. The redemption price for the call options, which was resolved to be 125 percent of the average price, was set at SEK 145.50 (now remeasured to SEK 148.60). The market value of the call options was set at SEK 10.80 per option by an independent valuation institution. Options programme 2021/25 extends to 30 May 2025.

The allocation resolved by the 2022 AGM for 2022 comprised 80 persons and a total of 800,000 call options, and the programme was fully subscribed. Allocations varied between 1,000 – 65,000 options per person. The measurement period to determine the average share price, which was SEK 100.10, was 6 September – 16 September 2022. The redemption price for the call options, which was resolved to be 125% of the average price, was set at SEK 127.7. The market value of the call options was set at SEK 11.00 per option by an independent valuation institution. Options programme 2022/26 extends to 29 May 2026.

The allocation resolved by the 2023 AGM for 2023 comprised 84 persons and a total of 800,000 call options, and the programme was fully subscribed. Allocations varied between 1,000 – 65,000 options per person. The measurement period to determine the average share price, which was SEK 114.46, was 5 September – 15 September 2023. The redemption price for the call options, which was resolved to be 125% of the average price, was set at SEK 143.10. The market value of the call options was set at SEK 13.30 per option by an independent valuation institution. Options programme 2023/27 extends to 28 May 2027.

The allocation resolved by the 2024 AGM for 2024 comprised 79 persons and a total of 800,000 call options, and the programme was fully subscribed. Allocations varied between 1,000 – 55,000 options per person. The measurement period to determine the average share price, which was SEK 187.10, was 3 September – 13 September 2024. The redemption price for the call options, which was resolved to be 125% of the average price, was set at SEK 233.90. The market value of the call options was set at SEK 22.65 per option by an independent valuation institution. Options programme 2024/28 extends to 28 May 2028.

The allocation resolved by the 2025 AGM for 2025 comprised 91 persons and a total of 800,000 call options, and the programme was fully subscribed. Allocations varied between 1,000 – 60,000 options per person. The measurement period to determine the average share price, which was SEK 221.32, was 27 August – 9 September 2025. The redemption price for the call options, which was resolved to be 125% of the average price, was set at SEK 276.60. The market value of the call options was set at SEK 27.45 per option by an independent valuation institution. Options programme 2025/29 extends to 30 May 2029.

In addition to this, redemption of options relating to the 2020 and 2021 programmes meant an increase in equity of MSEK 10, in connection with parent company's sale of repurchased Class B shares to the option holders and repurchased options according to the pre-emption principle of MSEK 0.

Option programme	31 Mar 2026		31 Mar 2025	
	SEK/option	Number	SEK/option	Number
2021/25	–	–	148.60	203,597
2022/26	131.10	396,500	127.70	754,000
2023/27	143.60	760,000	143.10	763,000
2024/28	233.90	796,000	233.90	796,000
2025/29	276.60	792,000		
Total number of options		2,744,500		2,516,597

		President & CEO	
		Subscribed	Number remaining
Holding on 31 Mar 2026			
2021/25		67,000	–
2022/26		65,000	65,000
2023/27		64,000	64,000
2024/28		55,000	55,000
2025/29		60,000	60,000
Total number of options		311,000	244,000