THE BOARD OF DIRECTORS’ REMUNERATION REPORT FOR 2025

INTRODUCTION

This remuneration report provides an outline of CTT Systems AB (publ)’s (“**CTT**”) guidelines for remuneration to senior executives (the “**remuneration guidelines**”), which were adopted by the Annual General Meeting 2022 to be applied until further notice but no longer than until the Annual General Meeting 2026 and which have been applied during 2025. The report also provides details on the remuneration to CTT’s CEO for 2025. Since no remuneration in addition to ordinary board fees has been paid to the members of the board of directors, no such information is presented in the report.

CTT has no outstanding share and share price related incentive programs.

OVERVIEW OF THE APPLICATION OF THE REMUNERATION GUIDELINES DURING 2025

For a summary and description of CTT’s business and financial performance during 2025, which forms the basis for the outcome of the remuneration presented in this report, please refer to the annual report for 2025. Further information on the remuneration guidelines, can be found on pages 83 – 84 in the annual report for 2025.

The remuneration committee, which in CTT consists of the entire board of directors, monitors and evaluates programs for variable remuneration to the CEO, both ongoing and those that have been completed during the year, and the actual and expected outcome of such has been reported to the board of directors and discussed at meetings with the board of directors.

Based on the remuneration committee’s evaluation of the CEO’s remuneration, the board of directors has determined that the current remuneration structure and remuneration level are appropriate, reflect market practice and are competitive and suitable for achieving CTT’s targets. Both the remuneration committee and the auditor have, after evaluation, concluded that CTT has complied with current remuneration guidelines and no derogations or deviations from the remuneration guidelines or from the decision-making process, that according to the remuneration guidelines must be applied to determine remuneration, have been made during 2025.

According to CTT’s remuneration guidelines, remuneration to senior executives shall be adapted to market conditions and consist of a fixed cash salary, variable remuneration, pension and in some cases other benefits.

Total remuneration to the CEO

The table below sets out the total remuneration (TSEK) to CTT's CEO during 2025.

Name, position (during the start/end of the period)	(TSEK)	1 Fixed remuneration		2	3	4	5	6
	Financial year	Fixed cash salary	Other benefits	Variable cash remuneration - One-year	Allocation to profit-sharing foundation	Pension expenses	Total remuneration	Proportion of fixed remuneration[1)]
Henrik Höjer (CEO)	2025	2,517	86	631	42	752	4,029	79 %

1) Excluding pensions.

Application of performance criteria

The basic element of CTT's business strategy is to consolidate the position of the aircraft manufacturers as the leading supplier. To maintain this position requires that product quality, delivery and reliability meet the high standards of the aircraft manufacturers. The fact that airlines perceive the products to have high utility, high performance and good operational reliability also contributes to consolidating this position. A successful implementation of the company´s business strategy and the preservation of the company's long-term interests, including its sustainability, requires that the company is able to offer a total remuneration that is in line with the market and competitive and that is able to attract, motivate and retain qualified expertise for CTT.

The outcome for variable remuneration to senior executives (CEO excluded) is determined by the CEO. For the CEO, the variable remuneration is linked to various targets (qualitative, quantitative, general and/or individual) decided by the board of directors. The targets shall be designed to promote the company's business strategy, long-term interests, including its sustainability. The annual variable remuneration is maximised at six months' salary per year for the CEO and two months' salary for other senior executives. For 2025, the CEO has decided that the variable remuneration of individual senior executives is 1.56 months' salary for those who worked full-time during the year. The targets for the CEO for 2025 were focused on performance within OEM, strategic sales, aftermarket & innovation and sustainability & organisational development. During the year, the CEO and two senior executives were also part of a variable performance-based remuneration program (for the period 2021-2025). The targets in this program are quantifiable and relate to sales and OEM programs. No remuneration linked to the program was paid during 2025. All payments of variable remuneration to senior executives and the CEO are conditional on the full amount being invested in CTT shares which must be held for at least three years.

Outcome of performance criteria

Name, position	1 Description of the criteria linked to the remuneration component	2 Relative weighting of the performance criteria	3	
			a) Achieved performance	b) Actual outcome of variable compensation (TSEK)
Henrik Höjer (CEO)	OEM	20 %	10 %	105
	Strategic sales	50 %	20 %	210
	Aftermarket & Innovation	25 %	25 %	263
	Sustainability & Organisational development	5 %	5 %	53

COMPARATIVE INFORMATION ON THE CHANGE OF REMUNERATION AND CTT'S PERFORMANCE

Change of remuneration and performance over the last five financial years (RFY) (TSEK)

Annual change	2021 vs 2020	2022 vs 2021	2023 vs 2022	2024 vs 2023	2025 vs 2024	Outcome 2025 (2024)
	Remuneration					
CEO	+77 (+2 %)	+1,185 (+37 %)	-311 (-7 %)	+72 (+2 %)	-99 (-2 %)	4,029 (4,128)
	The company's performance					
Profit before tax	-21,706 (-55 %)	+65,971 (+369 %)	+36,561 (+44 %)	- 12,788 (-11 %)	-58,689 (-55 %)	48,929 (107,618)
	Average remuneration on a full time equivalent basis for employees[1)]					
Average number of employees in the company	-17	-4 (-5 %)	+3 (+4 %)	+5 (+7 %)	+2 (+3 %)	82 (80)
Average remuneration per employee	+51 (+10 %)	+103 (+18 %)	+34 (+5 %)	-50 (-7 %)	-13 (-2 %)	677 (690)

1) Total remuneration (including base salary, variable remuneration, benefits, pensions and allocation to the profit-sharing foundation) to all employees other than the CEO divided by the average number of employees, excluding the CEO.

ADDITIONAL INFORMATION IS AVAILABLE IN THE 2025 ANNUAL REPORT OR AT CTT'S WEBSITE

CTT's remuneration guidelines, which were adopted at the Annual General Meeting 2022, are available on CTT's website, www.ctt.se. At the company's website there is also a statement by the auditor on whether the company has complied with the adopted guidelines.

Further information on CTT's remuneration during 2025 that is not covered by this report is available in the annual report for 2025. The information can be found at:

Page 83	The remuneration committee's work during 2025.
Note 5 on page 95 – 96	Such information required by Chapter 5, Sections 40-44 of the Swedish Annual Accounts Act (1995:1554), including detailed information regarding remuneration to other senior executives covered by the remuneration guidelines adopted at the Annual General Meeting 2022.
Note 5 on page 95 – 96	Remuneration to the board of directors.

Stockholm in March 2026

CTT Systems AB (publ)

The Board of Directors