

## Appendix 1: Remuneration report 2024/25

### Remuneration report 2024/25

**Statutory remuneration report for the financial year 2024/25 pursuant to section 139 b of  
the Danish Companies Act**

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## 1 Introduction

Roblon's remuneration policy, as most recently approved by the annual general meeting on 25 January 2024, sets out general guidelines for remuneration of the Board of Directors and the Executive Management. The remuneration policy moreover supports the attraction and retention of strong management competencies, which are important to achieving Roblon's business strategy, long-term interests and sustainability.

The advisory vote on the remuneration report for 2023/24 at the annual general meeting in January 2025 reached a majority without comments and did not give rise to any changes.

## 2 Board of Directors

The members of the Board of Directors receive neither variable nor share-based remuneration but a fixed annual fee according to the recommendation of the Company's Governance, Nomination and Remuneration Committee and as approved at the annual general meeting. Members may be remunerated on an ad hoc basis for performing specific tasks. This was not the case in 2024/25, however.

At the annual general meeting to be held in January 2026, the Board of Directors will propose that the fee for 2025/26 be maintained at DKK 300,000 to the Chairman, DKK 150,000 to the Deputy Chairman and DKK 100,000 to other board members. Each of the chairmen of the committees established by the Board of Directors receive a separate fee of DKK 80,000 in addition to their board fee, and other committee members each receive an additional fee of DKK 40,000.

Total remuneration paid to the Board of Directors was DKK 1,210 for the financial year 2024/25, specified as follows:

Remuneration, Board of Directors		Board fees	Committee fees	2024/25	2023/24	2022/23
Name and position	DKK'000					
Mikael Staal Axelsen, Chairman and chairman of one committee and member of 2 committees	200	120	320	135	0	0
Ole Lønsmann Andersen, Deputy Chairman and chairman of one committee	150	80	230	230	230	230
Randi Toftlund Pedersen, board member and chairman of one committee	100	80	180	180	180	180
Mads Sckerl, board member and member of one committee (joined January 2025)	50	20	70	0	0	0
Anette Frost Hansen (employee representative)	100	0	100	100	100	100
Anita Skovgaard Pedersen (employee representative)	100	0	100	100	100	100
Jørgen Kjær Jacobsen, Chairman and member of 3 committees (resigned January 2025)	150	60	210	420	420	420
Resigned members	0	0	0	45	180	
<b>Total</b>	<b>850</b>	<b>360</b>	<b>1,210</b>	<b>1,210</b>	<b>1,210</b>	

The Board of Directors' remuneration is assessed to be in line with market standards and is determined in accordance with the remuneration policy.

## 3 Executive Management

The remuneration paid to members of the Executive Management consists of a fixed and a variable component. Members of the Executive Management do not receive share-based remuneration.

The Board of Directors seeks to ensure that both fixed remuneration and incentive pay components correlate with Roblon's growth strategy and long-term financial targets and sustainability.

The company will demand repayment in cases where such a repayment obligation may result from the general principles of Danish law. The matter is further discussed in Roblon's statutory corporate governance statement for the financial year 2024/25 in section 4.1.6 on page 21 and 22.

## **Fixed remuneration**

The fixed remuneration, pension and employee benefits are primarily intended to provide a reliable minimum salary for members of the Executive Management in order to be able to attract and retain people with the required competencies.

The ratio of the fixed remuneration component to total remuneration is linked to KPIs used to determine the payment of variable remuneration, which will not exceed an amount equal to 3-4 monthly salary payments for each member of the Executive Management.

## **Pensions**

Executive Management members are comprised by the Group's general pension and insurance scheme, and the employer-paid pension contribution for members of the Executive Management is 10%.

## **Employee benefits**

Other benefits such as company car, health insurance, newspaper subscriptions, free telephone and internet subscription may make up 6-9% of the total remuneration.

## **Variable remuneration**

A monthly salary bonus has been triggered for the management based on the realized result for the continuing business for 2024/25. Bonus amounts are awarded discretionarily.

In the financial year 2024/25, no incentive compensation was reclaimed.

The total remuneration paid to the Executive Management, including the value of employee benefits, was DKKt 6,939 for the financial year 2024/25, specified as follows:

Remuneration, Executive Management 2024/25, DKK'000						
Name and position	Fixed remuneration			Variable remunera- tion	Total remunera- tion	Variable share (%)
	Fixed re- muneration	Pensions	Employee benefits	Bonus		
<b>Kim Müller, CEO *</b>						
2024/25	2,752	275	183	252	3,462	7.3%
2023/24	2,232	200	157	0	2,589	0.0%
2022/23	1,703	136	134	0	1,973	0.0%
<b>Carsten Michno, Co- CEO/CFO **</b>						
2024/25	2,756	275	194	252	3,477	7.3%
2023/24	2,232	200	170	0	2,602	0.0%
2022/23	1,703	136	139	0	1,978	0.0%
<b>Total</b>						
2024/25	5,508	550	377	504	6,939	7.3%
2023/24	4,464	400	327	0	5,191	0.0%
2021/22	3,406	272	273	0	3,391	0.0%

\* Appointed CEO on 14 May 2024, previously CTO

\*\* Appointed Co-CEO/CFO on 14 May 2024, previously CFO

The Executive Management's remuneration is assessed to be in line with market standards. The remuneration is in accordance with the remuneration policy and is considered to have contributed to Roblon's long-term performance, as the KPIs that were pursued support the Company's long-term strategy.

## 4 Comparison of remuneration and the Company's results during the latest 5 years

DKK '000	2024/25	2024/25	2023/24	2022/23	2021/22	2020/21
		vs 2023/24	vs 2022/23	vs 2021/22	vs 2020/21	vs 2019/20
<b>Renumeration of Board members</b>						
Mikael Staal Axelsen	320	140	N/A	0	0	0
Ole Lønsmann Andersen	230	0	0	0	0	0
Randi Toftlund Pedersen	180	0	0	0	0	0
Mads Sckerl	70	N/A	0	0	0	0
Anette Frost Hansen	100	0	0	N/A	0	0
Anita Skovgaard Pedersen	100	0	0	N/A	0	0
Jørgen Kjær Jacobsen	210	-0	0	0	0	0
Peter Sloth Vagner Karlsen	0	N/A	0	0	0	0
Nita Svendsen	0	0	0	N/A	0	0
Flemming Nielsen	0	0	0	N/A	0	0
<b>Renumeration of Executive Management members</b>						
Kim Müller *	3,462	873	616	-55	186	12
Carsten Michno **	3,477	875	624	-41	192	-9
Lars Østergaard ***	0	NA	26	-92	311	36
<b>Parent company results ****</b>						
Revenue	183,742	-2,466	-15,260	639	74,330	-36,863
Profit/loss before tax	-50,635	-39,747	-46,809	30,474	27,784	-26,161
<b>Group results ****</b>						
Revenue	236,892	-8,548	425	-135,844	130,976	-4,762
Profit/loss before tax	27,525	307	2,666	25,905	27,963	-65,162
<b>Average renumeration of employees on an FTE basis</b>						
Parent company employees	721	24	50	66	7	24
Group employees	398	-4	22	-40	-73	23

\* Appointed CEO on 14 May 2024, previously CTO

\*\* Appointed Co-CEO/CFO on 14 May 2024, previously CFO

\*\*\* Resigned on 13 May 2024

\*\*\*\* Amount relating to continuing operations. No adjustment has been made to revenue and profit for the years 2019/20 – 2021/22 for discontinued operations.

## 5 Statement by Management

The Board of Directors has today considered and adopted the remuneration report of Roblon A/S for the financial year 1 November 2024 - 31 October 2025. The remuneration report was prepared in accordance with section 139 b of the Danish Companies Act.

We believe that the remuneration report is in accordance with the remuneration policy latest adopted at the annual general meeting in January 2024, and the total remuneration disclosed in the report, which overall is in line with market standards, is assessed to have contributed to the Company's long-term results.

The remuneration report for 2024/25 is proposed for an indicative vote at the general meeting in January 2026.

Frederikshavn, 18 December 2025

### Board of Directors

Mikael Staal Axelsen  
Chairman

Ole Lønsmann Andersen  
Deputy Chairman

Randi Toftlund Pedersen

Mads Sckerl

Anita Skovgaard Pedersen  
Employee representative

Anette Frost Hansen  
Employee representative