

# Remuneration Policy

## 1. General Principles

This Remuneration Policy of Embla Medical hf. (“Embla Medical” or “Company”) sets out the principles of remuneration to the members of the Board of Directors (the “Board”), the President and CEO and other members of the Executive Management (“Executive Management”) in a clear and transparent way. This Policy has been prepared in accordance with Article 79a. of the Icelandic Companies Act No. 2/1995 and the Danish Recommendations on Corporate Governance implemented by Nasdaq Copenhagen.

The overall objectives of the Remuneration Policy are to:

- Align long-term interest between the Board, the Executive Management, and Embla Medical’s shareholders.
- Attract, retain, and engage qualified members of the Board and the Executive Management to drive Embla Medical’s strategy in a sustainable way.

The Remuneration Policy offers a fixed base fee to members of the Board and a combination of a fixed and a variable remuneration to members of the Executive Management, which is deemed to support the policy objectives.

## 2. Remuneration of the Board

<p><b>Composition</b></p>	<p>The remuneration to members of the Board is comprised of a fixed base fee. The Chair and the Vice Chair receive a multiple of the fixed base fee.</p> <p>Board members are not entitled to any short-term incentives, such as bonuses, or long-term incentives, such as share options, performance share units, restrictive share units or other incentive programs.</p>
<p><b>Purpose and alignment with strategy, long-term interests and sustainability</b></p>	<p>The purpose is to attract, retain, and engage qualified members of the Board to drive Embla Medical’s strategy in a sustainable way.</p> <p>The Board remuneration is based on a fixed base fee linked to the role and responsibility of the relevant Board member. The remuneration structure seeks to promote the Board’s focus on strategy, supervision, organization and governance of the Company. The Board members are not entitled to a variable remuneration to ensure that the Company’s long-term interests are taken into consideration.</p>
<p><b>Benchmark</b></p>	<p>The Board remuneration is evaluated against relevant benchmarks, primarily international companies similar to Embla Medical in size and complexity.</p>

<p><b>Fees and benefits</b></p>	<p><b>Fixed base fee:</b></p> <ul style="list-style-type: none"> <li>• Board members receive an annual fixed base fee.</li> <li>• The Chair receives three times the fixed base fee.</li> <li>• The Vice Chair receives two times the fixed base fee.</li> </ul> <p><b>Board committee fee:</b></p> <ul style="list-style-type: none"> <li>• Audit Committee members receive an annual Audit Committee fee.</li> <li>• The Chair receives two times the Audit Committee fee.</li> <li>• No separate fee is paid to members of the Nomination Committee and the Remuneration Committee.</li> </ul> <p><b>Fee for ad hoc tasks</b> If the Board assigns a special ad-hoc task to a Board member, the Board Member may receive a separate fee based on recommendation by the Remuneration Committee, which is subject to approval by the Annual General Meeting.</p> <p><b>Expenses</b> The Board members' travel expenses and similar expenses incurred in relation to their participation in Board meetings are reimbursed by the Company.</p> <p><b>Directors and officers' liability insurance</b> The Company has a customary directors and officers liability insurance, which covers the Board members.</p>
<p><b>Term</b></p>	<p>Board members are elected at the Annual General Meeting for a term of one year. No special termination provisions apply to the Board members, and they are not entitled to any compensation when they resign from the Board.</p>
<p><b>Remuneration</b></p>	<p>The remuneration of the Board of Directors is approved by the shareholders at the Annual General Meeting each year.</p>

### 3. Remuneration of the Executive Management

<p><b>Composition</b></p>	<p>The remuneration of the Executive Management is comprised of a fixed salary, bonuses for short-term performance, performance share units for long-term performance, pension contribution and other benefits, such as car, phone, internet connection etc.</p>
<p><b>Purpose and alignment with strategy, long-term interests and sustainability</b></p>	<p>The purpose is to attract, retain, and engage qualified members of the Executive Management to drive Embla Medical's strategy in a sustainable way.</p> <p>The combination of a fixed and variable remuneration aims to achieve a balance for the Executive Management to engage in reasonable and calculated risk-taking for the short-term while creating long-term value and growth for the shareholders and other stakeholders.</p> <p>The fixed salary is provided at a competitive level to support that executive decision-making strikes the appropriate balance between risk and reward as well as short- and long-term perspective.</p> <p>The variable remuneration is designed to promote high performance in line with the Company's strategy. The variable remuneration is based on performance metrics which are aligned with Embla Medical's long-term strategy and sustainability.</p>

<p><b>Purpose and alignment with strategy, long-term interests and sustainability</b></p>	<p>The short-term incentive is designed to incentivize executives to achieve short-term performance targets and to ensure high level performance, both for individual members of the Executive Management and collectively.</p> <p>The long-term incentive is designed to promote delivery on Embla Medical’s long-term strategy and maximizing long-term value creation for shareholders and other stakeholders.</p>
<p><b>Benchmark</b></p>	<p>The remuneration of the Executive Management is evaluated against relevant benchmarks, primarily international companies similar to Embla Medical in size and complexity.</p>
<p><b>Fixed salary</b></p>	<p>The determination of the fixed salary for each member of the Executive Management takes account of the executive’s responsibilities, local trends, performance and other relevant factors.</p>
<p><b>Variable Remuneration</b></p>	
<p><b>Short-Term Incentives (STI)</b></p>	<p>Short-term incentives are one-year bonuses paid out in cash and are linked to the level of achievement of predefined metrics for each member of the Executive Management.</p> <p>Performance metrics for short-term incentives shall reflect the specific business goals for the year which contribute to Embla Medical’s long-term strategy and sustainability. The metrics include a combination of financial and non-financial targets where special attention shall be given to the Company’s overall results, actual growth, long-term profitability and value creation for shareholders. Financial metrics weigh at least 75%.</p> <p>The performance metrics and targets are set at the beginning of the year and include the determination of threshold and the level of performance to be achieved for maximum payout.</p> <p>The performance assessment takes place at the beginning of the year following the performance year. The assessment is based on the results achieved, as published in the financial reports submitted to the stock market, and relevant external and internal reports.</p> <p>Additional cash bonus may be paid out to an executive in extraordinary circumstances, but total short-term incentives may never exceed 67% of the executive’s annual fixed salary.</p>
<p><b>Long-Term Incentives (LTI)</b></p>	<p>Long-term incentives are in the form of yearly granted performance share units (PSUs) and are linked to the level of achievement of predefined metrics for the Executive Management.</p> <p>The vesting period of the PSUs is three years. At vesting, the PSUs are converted into Embla Medical shares on a 1:1 ratio.</p> <p>Performance metrics for long-term incentives shall be closely aligned with Embla Medical’s long-term strategy and sustainability. The metrics include a combination of financial, business and non-financial targets. Financial metrics weigh at least 75%.</p> <p>The performance metrics and targets are set at the beginning of the year and include the determination of threshold and the level of performance to be achieved for maximum grant.</p>

<p><b>Long-Term Incentives (LTI)</b></p>	<p>The performance assessment takes place at the beginning of the year following the performance year. The assessment is based on the results achieved, as published in the financial reports submitted to the stock market, and relevant external and internal reports.</p> <p>The PSUs are granted in the first quarter following each performance year. The value of the PSUs for the President and CEO cannot be less than 30% and not more than 90% of his/her annual fixed salary. The value of the PSUs for other executives cannot be less than 20% and not more than 60% of their respective annual fixed salary.</p> <p>The share price used to calculate the number of PSUs granted is the volume-weighted average share price on Nasdaq Copenhagen the first five trading days following the date of publication of Embla Medical's consolidated financial statement for the performance year.</p> <p>During the three-year vesting period, the market value of the granted PSUs will change, depending on the development of Embla Medical's share price.</p> <p>It is a vesting condition that the relevant executive is still employed with the company at the end of the three-year vesting period, subject to certain good leaver provisions.</p> <p>The intention with the long-term incentives is for the Executive Management to obtain ownership of Embla Medical shares to align their interest with the shareholders. Therefore, executives will be required to hold their Embla Medical shares, net of taxes (if applicable), for 2 years following vesting.</p>			
<p><b>Other provisions on STI and LTI</b></p>	<p>For the long-term interests and sustainability of Embla Medical, the Board may in exceptional circumstances, based on a recommendation from the Remuneration Committee, waive or adjust performance metrics if they have become obsolete or not appropriate due to events which could not be taken into account at the beginning of the year, such as strategy changes, unforeseen external factors etc.</p>			
<p><b>Size and relativity of the components</b></p>	<p>Remuneration Component</p>	<p>Relative size at minimum performance</p>	<p>Relative size at on-target performance</p>	<p>Relative size at maximum performance</p>
	<p>Fixed salary</p>	<p>77-83%</p>	<p>52-61%</p>	<p>39-52%</p>
	<p>Short-term incentive</p>	<p>0%</p>	<p>15-26%</p>	<p>17-32%</p>
	<p>Long-term incentive</p>	<p>17-23%</p>	<p>21-31%</p>	<p>26-35%</p>
	<p>Total</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>
<p><b>Clawback and other provisions</b></p>				
<p><b>Clawback</b></p>	<p>The Company has the option to reclaim, in whole or in part, any earned, paid or vested variable remuneration payments that have been based on false, misleading, insufficient or incorrect data, or if the recipient acted in bad faith in respect of other matters, which resulted in too high variable remuneration or variable remuneration which would otherwise not have been paid. The option to claw back is valid for up to 12 months after payout or vesting of the variable remuneration.</p>			

<b>Other benefits</b>	The members of the Executive Management also receive benefits that are not paid out in cash, such as company car, phone, internet connection etc. in line with local practice.
<b>Term</b>	Executive employment agreements are entered into for an indefinite period with a mutual right of termination.
<b>Termination of employment and severance pay</b>	<p>No special retirement agreements shall be made. Mutual termination clauses in employment agreements apply and shall not exceed 24 months.</p> <p>Pension contributions are paid in accordance with applicable laws and employment agreements. No pension liabilities shall be undertaken, unless required by law.</p>
<b>Recruitment arrangements</b>	<p>In accordance with Embla Medical's priority to attract and retain exceptional executives long-term, external candidates may be offered compensation as a part of sign-on arrangement during recruitment. The compensation may be in the form of cash payment, shares or a share incentive. Embla Medical will seek to minimize the use of sign-on arrangements.</p> <p>If a sign-on agreement is deemed necessary to attract exceptional executives, the terms for such an agreement will be determined on a case-by-case basis.</p>
<b>Directors and officers' liability insurance and indemnification</b>	<p>The Company has customary directors and officers liability insurance, which also covers the members of the Executive Management. If the insurance coverage is insufficient, the Company will in certain cases indemnify, to the fullest extent permitted by law and the Company's Articles of Association, additional claims that an executive may personally incur, provided that such claims are not caused by gross negligence or willful misconduct by the executive.</p> <p>The Board is authorized to determine to whom and in which cases indemnification shall be granted. The Board is also authorized to decide on the detailed terms of the indemnification.</p>

## 4. Governance

### The Decision-Making Process and the Role of the Remuneration Committee

The Board has established a Remuneration Committee, which is composed of the Chair of the Board and the Chair of the Audit Committee. According to the Remuneration Committee's terms of reference, its main objective is to prepare recommendations to the Board in relation to the Remuneration Policy and remuneration for the Board, the President and CEO and other members of the Executive Management.

### Remuneration Policy

The Remuneration Committee reviews annually the Remuneration Policy and submits proposed amendments to the Remuneration Policy, if any, to the Board. The Board reviews the proposed amendments and approves the Remuneration Policy, with or without amendments. The Board then submits the Remuneration Policy to the Annual General Meeting for final approval, with or without amendments. The Remuneration Policy must be approved by the Annual General Meeting each year.

## **Board Remuneration**

The Remuneration Committee reviews annually the Board Remuneration for the preceding year and submits proposals on the Board Remuneration for the following year to the Board. The Board reviews and approves the proposal, with or without amendments. The Board then submits the proposed Board Remuneration for the following year to the Annual General Meeting for final approval, with or without amendments.

## **Implementation**

The Remuneration Committee ensures that the Executive Management's actual remuneration complies with the Remuneration Policy and the evaluation of the respective individual's performance metrics. The Remuneration Committee also assists with the preparation and submits a proposal to the Board on the annual Remuneration Report. Furthermore, the Remuneration Committee provides recommendations to the Board on an ad-hoc basis on matters related to the Remuneration Policy.

## **Conflicts of Interest**

The following measures have been taken to manage possible conflicts of interest in deciding on, reviewing and implementing the Remuneration Policy and the Board Remuneration:

- The President and CEO and other members of the Executive Management have no decision-making power in relation to the Remuneration Policy or the Board Remuneration.
- The Remuneration Policy and the Board Remuneration are submitted to the Annual General Meeting for consideration and final approval, with or without amendments.
- The members of the Remuneration Committee do not receive a separate fee for their work on the Remuneration Committee.
- According to the Remuneration Committee's terms of reference, it shall ensure that the actual remuneration to the President and CEO and other members of the Executive Management complies with the Remuneration Policy and the evaluation of the respective executive's performance.
- The execution of the Remuneration Policy for the preceding year is published in a Remuneration Report reviewed by the Remuneration Committee and approved by the Board.
- The Board is obliged to explain any deviation from the Remuneration Policy on the following Annual General Meeting and in the respective Remuneration Report.

## **5. Considerations**

### **Shareholder Considerations**

The interest of the shareholders has been taken into consideration by aligning the interest of the Board and the Executive Management with the Company's long-term performance and value creation for the shareholders.

At the Annual General Meeting in March 2025, the Remuneration Policy was approved by ~90% of the share capital represented at the meeting. The shareholders did not provide any comments on the Remuneration Policy at the Annual General Meeting and therefore no reflections or amendments have been made because of shareholder input.

### **Employee Considerations**

The remuneration of the Executive Management consists of fixed salary, a pension contribution, a short-term cash-based incentive, a long-term share-based incentive and other benefits. Apart from (i) the long-term incentive program, which is offered to the Executive Management, their direct reports at VP level (with exceptions) and key specialist in strategic positions, and (ii) directors and officers liability insurance and indemnification, which may be offered to the Executive Management and certain employees that serve as directors and officers in the Company's subsidiaries, these components are in principle applicable to all employees with deviations due to roles, local practices and requirements. In reviewing the fixed salary of executives, the Remuneration Committee considers the overall level of salary increases being awarded to employees in the executive's local market in the relevant year. Pension contribution is aligned with local practices both for executives and other employees. The framework for target setting in the STI for executives is similar to the framework applicable to other employee groups, however, certain employee groups have other terms due to the nature of their role,

collective agreements etc. The targets in the LTI for executives are linked to financial and non-financial metrics link to the long-term strategy. Other employment terms are to a large extent based on local practices and requirements and are the same for executives and other employees.

## 6. Effect, Deviations and Approval

### Effect

This Remuneration Policy is applicable to remuneration in relation to the calendar year 2025 and later as well as to agreements on remuneration entered into, extended or changed following its adoption at the Annual General Meeting on 12 March 2025.

### Deviations

To achieve the overall objective of this Remuneration Policy, the Board may in exceptional circumstances, based on recommendations from the Remuneration Committee, decide to deviate from the Remuneration Policy if parts of it no longer drive business performance, the achievement of the Company's strategy or the Executive Management's motivation and retention. In such cases, the Board is obliged to explain the reason for the deviation at the following Annual General Meeting and include a description of the deviation in the Remuneration Report presented at the Annual General Meeting.

### Approval

This Remuneration Policy was approved by the Board on 2 February 2026 and proposed by the Board for adoption at the Annual General Meeting on 10 March 2026.

The Remuneration Policy is available on [www.emblamedical.com](http://www.emblamedical.com)

## 7. Appendix: Amendments

No material changes have been made to the previous Remuneration Policy as approved at the Annual General Meeting in 2025. Relevant dates have been updated.