



Aker
Solutions

Remuneration Report 2025



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Remuneration Report

The purpose of Aker Solutions' executive remuneration approach is to encourage a strong and sustainable performance-based culture, which supports growth in shareholder value and the delivery according to the company's strategy. This report is made according to the requirements in section 6-16a and 6-16b of the Norwegian Public Limited Liability Companies Act and Aker Solutions' Executive Remuneration Policy approved by the Annual General Meeting April 28, 2025. The report describes how the policy has been applied during 2025. The report was approved by the Board of Directors on March 18, 2026 and is presented for advisory voting by the Annual General Meeting on April 16, 2026.

Introduction

In September 2025, Guro Rausand replaced Sturla Magnus as EVP for New Build. The Safeguarding function was discontinued as a separate function. Sturla Magnus became EVP of Special Projects, which was in effect until year-end 2025. Geir Glømmi joined the Executive Management Team heading up Fixed Facility Alliance Projects.

Aker Solutions has applied the remuneration policy throughout 2025 as approved by the Annual General Meeting. No deviations from the policy have been made by the Board of Directors. The company has not claimed back any paid remuneration to executives during the year. No executives received remuneration from other Group undertakings than their employment entity. No executives were paid severance pay or incurred loans throughout 2025.

Remuneration of the Board of Directors

The Board of Directors has eleven directors. Seven are elected by the shareholders and four by the employees. The directors are serving for two-year periods from 2024 to 2026 or 2025 to 2027. Fees to the Board of Directors are approved by the Annual General Meeting.

The Board held 12 meetings in 2025 with an average attendance rate of 92 percent. The Audit Committee held eight meetings in 2025, two of them were extraordinary meetings. As of December 31, 2025 the Audit Committee comprised of Birgit Aagaard-Svendsen (Chairperson), Lone Fønss Schrøder, Jan Arve Haugan and Hilde Karlsen. The Remuneration and Organizational Development Committee held five meetings in 2025. As of December 31, 2025, the committee comprised of Leif-Arne Langøy (Chairperson), Øyvind Eriksen and Elisabeth Tørstad.

As of December 31, 2025, the members of the Nomination Committee were Ingebret Hisdal (Chairperson), Svein O. Stoknes (member) and Charlotte Håkonsen (member). The Chairperson of the nomination committee receives a fee of NOK 57,000 and each member a fee of NOK 46,000.

The members of Aker Solutions' Board of Directors are remunerated for their role and contribution in the Board. The fees are reviewed each year and approved by the Annual General Meeting. The fees in the table below represent fees paid to the Board of Directors in 2025. The directors did not receive any other fees except for employee elected directors who have received salary as employees. No agreements exist which entitle the directors to any extraordinary compensation.

Amounts in NOK		Share ownership ¹		Potential share allocation in 2028 ⁸	Board fees	Audit committee fees	Remuneration committee fees	Travel fees ²
Name	Role	Number of shares held by 31.12.2025	Change during 2025					
Leif-Arne Langøy	Chairman	159,426	0	0	796,000	0	48,000	0
Øyvind Eriksen ^{3,4}	Deputy Chairman	0	0	0	610,000	0	43,000	0
Kjell Inge Røkke ⁵	Director	0	0	0	428,000	0	0	35,000
Birgit Aagaard-Svendsen	Director	90,000	0	0	428,000	253,000	0	0
Lone Fønss Schrøder	Director	0	0	0	428,000	148,000	0	280,000
Elisabeth Tørstad	Director	2,000	0	0	428,000	0	43,000	0
Jan Arve Haugan	Director	136,527	0	0	428,000	148,000	0	0
Hilde Karlsen ⁶	Director, employee elected	33,896	4,047	939	214,000	148,000	0	0
Line Småge Breidablikk ⁶	Director, employee elected	2,182	427	78	214,000	0	0	0
Arne Christian Rødby ⁶	Director, employee elected	3,258	1,168	313	214,000	0	0	0
Stian Pettersen Sagvold ^{6,9}	Director, employee elected	828	313	157	214,000	0	0	0
Sigurd Sævareid ^{6,7}	Director, employee elected	0	0	0	0	0	0	0
Total					4,402,000	697,000	134,000	315,000

1) The number of shares owned covers direct ownership of Aker Solutions ASA for individual and related parties

2) Additional fixed fee for directors residing outside the Nordic countries per board meeting with physical attendance

3) The fees allocated to Øyvind Eriksen were paid to Aker ASA

4) Øyvind Eriksen owned 219,614 shares in Aker ASA and 100,000 B-shares (0,2 percent) in TRG Holding AS per 31.12.2025 through his wholly owned company Erøy AS. Aker ASA, through a subsidiary owns 39% of Aker Solutions

5) Kjell Inge Røkke owns and controls TRG Holdings AS, which controls 68 percent of Aker ASA, which through a subsidiary owns 39% of Aker Solutions

6) The employee representatives have the same responsibilities as the other board directors and should therefore generally have the same compensation. However, based on an initiative from the employees, an agreement has been made with the employee representatives whereby the employee representatives receive a lower compensation

7) Became a board member in September 2025, replacing Stian Sagvold. As such, no board fees paid in 2025

8) Share allocation depends on fulfilment of criteria in Aker Solutions' share purchase program

9) Stian Pettersen Sagvold held 661 shares as of 1 September 2025, at the end of his term on the Board of Directors

The overview below shows the change of the Board members' remuneration during the last 5 years:

Board member	Change in fees from previous years				
	2025	2024	2023	2022	2021
Leif-Arne Langøy	7.79%	9.66%	5.50%	3.20%	0.00%
Øyvind Eriksen ¹	44.79%	5.13%	5.40%	2.80%	-33.00%
Kjell Inge Røkke ²	12.93%	5.13%	5.40%	2.80%	0.00%
Birgit Aagaard-Svendsen	4.45%	5.16%	5.10%	2.60%	0.00%
Lone Fønss Schrøder ³	7.40%	51.81%	5.00%	3.10%	0.00%
Elisabeth Tørstad	4.43%	5.13%	5.40%	n/a	n/a
Jan Arve Haugan	4.35%	5.14%	5.00%	3.10%	0.00%
Hilde Karlsen ⁴	4.32%	5.15%	4.80%	3.30%	44.00%
Line Småge Breidablikk	4.39%	5.13%	5.40%	2.80%	n/a
Stian Pettersen Sagvold	4.39%	n/a	n/a	n/a	n/a
Arne Christian Rødby	4.39%	n/a	n/a	n/a	n/a
Sigurd Sævareid ⁵	n/a	n/a	5.41%	n/a	n/a

1) A new fee level for the Deputy Chair was decided at the 2025 AGM, replacing the previous Director fee

2) Kjell Inge Røkke's increase is impacted by travel compensation for board members residing outside the Nordics

3) Lone Fønss Schrøder's increase is impacted by travel compensation for board members residing outside the Nordics

4) Hilde Karlsen joined the Audit Committee in 2020

5) Sigurd Sævareid was a board member in 2022/2023 and returned in September 2025. He received no fee payment in 2025

Remuneration of the Executive Management Team

Aker Solutions' executive remuneration schemes are set to align with ambitions, strategic priorities and purpose as defined in the Remuneration Policy. Executive remuneration consists of the following elements:

- Fixed remuneration
- Variable pay
- Benefits

The table below details the remuneration for the Executive Management Team in 2025. The figures represent expensed remuneration rather than what is paid in the period.

<i>Amounts in NOK</i>	Job title	Period	Fixed Remuneration	Variable Remuneration		Other benefits ⁴	Total Remuneration	Pension benefit earned/cost to company ⁵
				Annual Variable Pay	Long-Term Variable pay ³			
Kjetel Digre	President and Chief Executive Officer	Jan 1 - Dec 31	7,600,827	3,856,870	1,182,182	33,071	12,672,950	207,110
Idar Eikrem	Chief Financial Officer	Jan 1 - Dec 31	3,776,883	1,963,641	601,939	33,071	6,375,533	279,501
Kjetil Kristiansen	Executive Vice President, People & Transformation	Jan 1 - Dec 31	3,487,222	1,774,657	544,012	33,071	5,838,961	210,408
Pål Eikeseth	Executive Vice President, Life Cycle	Jan 1 - Dec 31	3,544,139	1,810,120	550,256	33,071	5,937,585	201,664
Guro Rausand ¹	Executive Vice President, Safeguarding & New Build	Jan 1 - Dec 31	3,174,463	1,814,400	458,035	33,071	5,479,969	212,908
Signy Elde Vefring	Executive Vice President, Strategy and Technology	Jan 1 - Dec 31	3,401,064	1,730,938	530,611	33,071	5,695,683	199,193
Henrik M. Inadomi	Executive Vice President, New Energies	Jan 1 - Dec 31	3,492,150	1,775,974	545,247	33,071	5,846,442	204,473
Jo Kjetil Krabbe	Executive Vice President, Power Solutions	Jan 1 - Dec 31	3,162,134	1,612,295	492,420	33,071	5,299,920	215,131
Sturla Magnus ¹	Executive Vice President, New Build & Special Projects	Jan 1 - Dec 31	3,865,980	1,959,340	605,254	40,571	6,471,145	210,941
Geir Glømme ²	Executive Vice President, Fixed Facility Alliance Projects	Sep 1 - Dec 31	1,150,973	590,663	189,012	7,260	1,937,907	71,307
Total			36,655,833	18,888,897	5,698,969	312,394	61,556,095	2,012,637

1) Guro Rausand replaced Sturla Magnus as EVP for New Build in September 2025 and the Safeguarding function was discontinued as a separate function. Sturla Magnus became head of Special Projects in September 2025

2) Figures reported relate to the time in the Executive Management Team

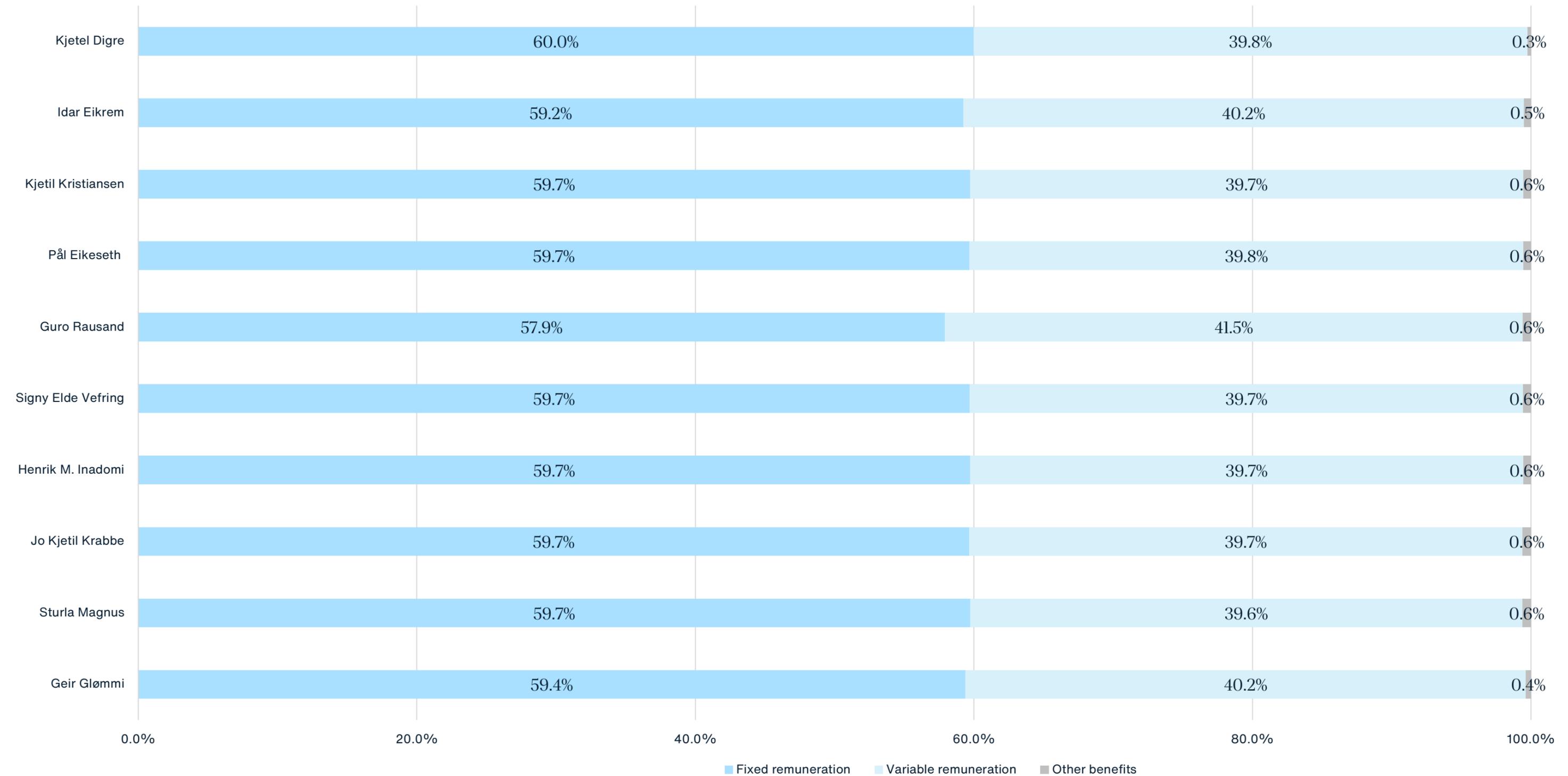
3) Long-Term Incentive amounts are according to financial accruals

4) Other benefits include membership in the standard employee benefit schemes, taxable health services and an additional executive group life and disability insurance. The value of matching shares from the 2021 share purchase program allocated in 2025 is not included as entitlement was included in the 2021 report

5) Pension benefits include the standard employee pension scheme, a pension compensation scheme (for transfer from benefit to contribution scheme), and a disability pension scheme

Pay Mix for the Executive Management Team

The diagram below shows the composition of the remuneration of members of the Executive Management Team by category, i.e. fixed remuneration, variable pay and other benefits.



Fixed Remuneration in 2025

Fixed remuneration for the Executive Management Team members consists of their base salary and a fixed allowance paid during the period they serve on the executive team. The Remuneration and Organizational Development Committee reviews fixed salaries for the executive directors annually, taking into account a number of relevant factors, including market data, the individual's performance, role and responsibilities.

Variable Pay

Annual Variable Pay

The Executive Management Team had an annual variable pay scheme during 2025 with a maximum potential of 60 percent of fixed remuneration. The annual variable pay is established to incentivize the executive directors to deliver on the annual strategic objectives.

The 2025 annual variable pay scheme is linked to the company's Performance Management system and the corporate Balanced Scorecard with common, corporate objectives approved by the Board of Directors. All EVPs, irrespective of their business segment or function, were measured on the same common commitments.

For each of the Company KPIs & strategic priorities, a threshold value and a target value are defined.

Balanced Scorecard			
Financial	70%	Threshold	Target
HSSE and Organization	10%		
Operational Business Objectives	20%		

The earning of variable pay for the objective increases gradually from the threshold to the target value. Performance below the threshold value will give no earning for the relevant objective. Performance at, or exceeding, the target value will give full earning for the objective. The performance objectives within the HSSE and Organization area have a total weighting of 10 percent, Finance objectives have a total weighting of 70 percent and the remaining business objectives have a total weighting of 20 percent.

The 2025 Company KPIs and strategic priorities are:

HSSE and organization

- SIF – Serious Incident Frequency
- Organizational Health Score
- Sick leave, 12m rolling %

Finance

- Net cash flow before financing, dividends and M&A, mNOK
- EBITDA margin excluding special items, % margin
- As sold margins
- Order backlog, bNOK

Operational Business Objectives

- Productivity on own yards
- Documented value realization from ADA
- Voice of Customer – #surveys answered
- Contribution margin forecast – as sold %
- Scope 1 emission reduction %
- Transitional, Electrification and Renewables revenue growth

The annual variable pay payments are calculated based on the actual performance on these KPIs and priorities. Minor discretionary adjustments have been made where the KPIs were not seen to reflect the performance due to unforeseen circumstances. Payments to the Executive Management Team have been endorsed by the Remuneration and Organizational Development Committee and approved by the Chairman of the Board as the CEO's superior. The executives' earnings from the annual scheme for 2025 had a total value of NOK 18.9 million (including vacation payment). The company had a performance of 75 percent of the targets for the performance objectives.

Long-term Incentive Scheme

The CEO and the executive team have a Long-term incentive scheme. This performance share-based scheme allows the team to earn company shares based on company performance against defined KPIs over a three-year period. In Q1 each year, the Executive Management Team receives a conditional award of shares equivalent to 10 percent of their gross fixed remuneration. The number of conditional shares is calculated based on the average share price during the first 20 trading days of January in the award year. Depending on KPI performance, the number of shares allocated to the participants in year four can range from 0% to 200% of the original conditional award.

The total, maximum value of the scheme is 20 percent of fixed remuneration per year – maximum 60 percent for the 3-year period. The long-term incentive criteria are designed to incentivize the executive directors to deliver on the long-term business objectives and to maximize alignment with shareholder value creation.

The following KPIs are defined for the 2025 LTI scheme:

- Shareholder value (50% weight)
- Incentives earned for Fixed Facilities Alliance (FFA) projects (25% weight)
- Lifecycle Frame Agreements (25% weight)

Shareholder value is measured as Aker Solutions' share price performance compared to the OBX TR-index at the Oslo Stock Exchange.

Incentives earned for FFA projects is defined as the percentage earned of the maximum incentives related to the schedule for stable production as defined in the AkerBP contracts for Hugin A (Q2/27), Valhall PWP (Q2/27), Hugin B (Q3/27) and Fenris (Q3/27). Any agreed changes to the defined dates will also apply for how this KPI is measured.

Lifecycle Frame Agreements is defined as securing the Equinor and AkerBP modification frame agreements. The assumption is that the agreements will have 5-year duration. Targets are defined as the combined value of agreements secured.

Performance assessment according to these criteria and any payment from the scheme will be made in 2028. Long-term Incentive amount reported in the table containing remuneration of the EMT in 2025 are according to financial accruals.

Benefits

Aker Solutions provides a limited number of benefits to the executive directors, including pension contribution, insurance schemes and participation in the company's share purchase scheme.

Pension

The executive directors participate in the company's defined contribution pension scheme on standard terms. No additional pension contributions are provided.

Insurance

The executive directors participate in the company's insurance schemes on standard terms. An additional disability insurance is provided for the period the individuals serve on the Executive Management Team.

Share purchase

Members of the Executive Management Team are eligible to participate in the company's share purchase scheme on standard terms.

The scheme allows for share purchase with a price reduction of 25 percent up to a maximum of NOK 7,500. There is no holding requirement, but the company will award one matching share per two shares purchased to participants who are still employed and have kept their purchased shares after a three-year period. Share award from the 2025 scheme will hence happen in 2029.

The below table shows the Executive Management Team's shareholding per December 31, 2025, and changes in the shareholding during the year, as well as potential allocation from the 2025 share purchase program that might be allocated in 2029 if program criteria are fulfilled. The table also lists the conditional share award in the 2025 LTI scheme.

Name	Shareholding per 31 Dec 25 ¹	Change in 2025 ^{2,6}	Potential share allocation in 2029 ³	Conditional shares awarded for 2025 LTI scheme ⁴
Kjetel Digre	223,219	56,692	8,205	22,757
Idar Eikrem	391,725	36,124	8,205	11,354
Kjetil Kristiansen	14,117	-19,083	0	10,472
Pål Eikeseth	7,866	1,292	0	10,592
Sturla Magnus	245,238	20,659	939	11,651
Signy Elde Vefring	2,414	0	0	10,214
Henrik M. Inadomi	366,226	23,929	5,744	10,496
Jo Kjetil Krabbe	26,130	0	0	9,479
Guro Rausand	6,221	0	0	8,817
Geir Glømme ⁵	20,822	999	939	3,638
Total	1,303,978	120,612	24,032	105,832

1) Includes holdings by related parties

2) Positive figures indicate purchase, negative figures sale. Net for the year

3) Share allocation depends on fulfilment of criteria in Aker Solutions' share purchase program

4) The number of conditional shares allocated as part of the LTI scheme described under variable pay

5) Geir Glømme received a pro-rated LTI allocation from the date he joined the Executive Management Team. Change in 2025 reflects the change in shareholdings from that date to 31 December 2025

6) Includes matching shares received from the 2021 share purchase scheme.

Executive Remuneration – Comparisons

Aker Solutions applies the same basic principles to the executive remuneration as we do for all our employees, benchmarking salaries against the relevant external market for the roles and assessing role complexity and individual performance.

The below table shows changes in remuneration for the executive directors during the last 5 years.

Job title	Change from 2024 to 2025		Change from 2023 to 2024		Change from 2022 to 2023		Change from 2021 to 2022		Change from 2020 to 2021	
	Fixed remuneration	Total remuneration								
President and Chief Executive Officer										
Kjetel Digre	4.40%	6.46%	5.60%	0.70%	5.50%	2.70%	3.50%	6.30%	1.30%	65.80%
Chief Financial Officer										
Idar Eikrem	4.39%	6.51%	5.70%	0.50%	6.90%	5.20%	3.50%	-2.00%	1.30%	68.80%
Executive Vice President, People & Transformation										
Kjetil Kristiansen	4.39%	6.47%	5.70%	1.00%	7.40%	4.30%	-8.70%	-5.50%	-6.90%	44.30%
Executive Vice President, Life Cycle										
Pål Eikeseth	5.27%	7.41%	7.00%	2.10%	11.90%	8.70%	n/a	n/a	n/a	n/a
Executive Vice President, Safeguarding & New Build										
Guro Rausand ¹	26.76%	26.55%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Executive Vice President, Strategy and Technology										
Signy Elde Vefring	4.39%	6.85%	9.70%	4.40%	15.90%	12.70%	3.50%	5.50%	n/a	n/a
Executive Vice President, New Energies										
Henrik M. Inadomi	4.23%	6.30%	5.30%	0.60%	7.00%	4.00%	3.50%	5.40%	n/a	n/a
Executive Vice President, Power Solutions										
Jo Kjetil Krabbe	4.78%	7.02%	7.60%	2.60%	n/a	n/a	n/a	n/a	n/a	n/a
Executive Vice President, New Build & Special Projects										
Sturla Magnus	3.59%	5.75%	5.80%	1.00%	11.50%	8.40%	3.50%	5.60%	1.30%	45.40%
Executive Vice President, Fixed Facility Alliance Projects										
Geir Glømme	n/a	n/a								

1) Guro Rausand joined Aker Solutions in June 2024. Increase in 2025 reflects the change in role

The table below gives information about development of remuneration to directors in roles that have been relatively consistent during the last 5 years.

Job title	Change in remuneration from previous year									
	2025		2024		2023		2022		2021	
	Fixed remuneration	Total remuneration	Fixed remuneration	Total remuneration	Fixed remuneration	Total remuneration	Fixed remuneration	Total remuneration	Fixed remuneration	Total remuneration
Chief Executive Officer										
Kjetel Digre	4.40%	6.46%	5.60%	0.70%	5.50%	2.70%	3.50%	6.30%	1.30%	65.80%
Chief Financial Officer										
Idar Eikrem	4.39%	6.51%	5.70%	0.50%	6.90%	5.20%	3.50%	-2.00%	1.30%	68.80%
New Energies/Renewables										
Henrik M. Inadomi	4.23%	6.30%	5.30%	0.60%	7.00%	4.00%	n/a	n/a	n/a	n/a
Stephen Bull	n/a	n/a	n/a	n/a	n/a	n/a	3.50%	-2.60%	n/a	n/a
New Build/Topsides and Facilities										
Sturla Magnus	3.59%	5.75%	5.80%	1.00%	11.50%	8.40%	3.50%	5.60%	1.30%	45.40%
Guro Rausand	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Life Cycle/Electrification, Maintenance and Modifications										
Pål Eikeseth	5.27%	7.41%	7.00%	2.10%	11.90%	8.70%	n/a	n/a	n/a	n/a
Linda Litlekalsøy Aase	n/a	n/a	n/a	n/a	n/a	n/a	0.00%	-41.90%	1.30%	51.40%
People and Transformation/ People and Organisation										
Kjetil Kristiansen	4.39%	6.47%	5.70%	1.00%	7.40%	4.30%	-8.70%	-5.50%	-6.90%	44.30%

The table below shows key figures related to financial performance, number of employees and average remuneration for employees in Aker Solutions for the last five years:

Key figures	2025	2024	2023	2022	2021
Total operating revenue and other income (NOK million)	63,202	53,201	36,262	41,417	29,473
EBIT ex special items (NOK million)	3,565	3,474	611	1,923	775
Number of employees (Norway) ¹	9,208	8,910	8,302	8,533	7,866
Change in average salary all employees ²	5.3%	5.7%	4.0%	6.0%	7.0%

1) 2023 employees excludes subsea business

2) All taxable remuneration paid and benefits provided during the year. Norwegian market only

Independent Auditor's Report



To the General Meeting of Aker Solutions ASA

Independent auditor's assurance report on report on salary and other remuneration to directors

Opinion

We have performed an assurance engagement to obtain reasonable assurance that Aker Solutions ASA report on salary and other remuneration to directors (the remuneration report) for the financial year ended 31 December 2025 has been prepared in accordance with section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation.

In our opinion, the remuneration report has been prepared, in all material respects, in accordance with section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation.

Board of directors' responsibilities

The board of directors is responsible for the preparation of the remuneration report and that it contains the information required in section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation and for such internal control as the board of directors determines is necessary for the preparation of a remuneration report that is free from material misstatements, whether due to fraud or error.

Our Independence and Quality Management

We are independent of the company as required by laws and regulations and the International Ethics Standards Board for Accountants' Code of International Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We apply the International Standard on Quality Management (ISQM) 1 «Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements», and accordingly, maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Auditor's responsibilities

Our responsibility is to express an opinion on whether the remuneration report contains the information required in section 6-16 b of the Norwegian Public Limited Liability Companies Act and the accompanying regulation and that the information in the remuneration report is free from material misstatements. We conducted our work in accordance with the International Standard for Assurance Engagements (ISAE) 3000 – «Assurance engagements other than audits or reviews of historical financial information».

We obtained an understanding of the remuneration policy approved by the general meeting. Our procedures included obtaining an understanding of the internal control relevant to the preparation of the remuneration report in order to design procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control. Further we performed procedures to ensure completeness and accuracy of the information provided in the remuneration report, including whether it contains the information required by the law and accompanying regulation. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Oslo, 18 March 2026
PricewaterhouseCoopers AS

Thomas Whyte Gaardsø
State Authorised Public Accountant

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