

## Dynavox Group Remuneration Report 2025

This report describes how the guidelines for remuneration to Dynavox Group’s senior executives, as adopted at the most recent Annual General Meeting in May 2025, have been applied. The report also provides information regarding remuneration to the Chief Executive Officer as well as a summary of the company’s outstanding share-related and share price-related incentive programs.

Further information regarding remuneration to senior executives is provided in Note 7 on pages 123-125 of the Annual Report for 2025. Information regarding the work of the Remuneration Committee is provided in the Corporate Governance Report on page 42 of the 2025 Annual Report.

Fees to the Board of Directors are resolved annually by the Annual General Meeting and are not included in this report. Information regarding fees to the Board of Directors is presented in Note 7 of the Annual Report.

## Developments during 2025

The Chief Executive Officer summarizes the company’s overall performance in his statement on pages 6–8 of the 2025 Annual Report.

The 2025 Annual General Meeting resolved to approve the Board of Directors’ remuneration report for 2024. No comments were raised by shareholders regarding the remuneration report for 2024.

## The company’s remuneration guidelines – purpose and application during 2025

A condition for the successful implementation of Dynavox Group’s business strategy and for safeguarding the company’s long-term interests, including its sustainability, is the company’s ability to recruit and retain qualified employees. To achieve this, the company must be able to offer competitive remuneration. Dynavox Group’s remuneration guidelines make it possible for the company to offer senior executives, including the Chief Executive Officer, a competitive total remuneration package. The guidelines are presented on pages 42–43 of the 2025 Annual Report. No deviations have been made from the decision-making process set out in the guidelines for

determining remuneration. The auditor’s statement on the company’s compliance with the guidelines is available at [www.dynavoxgroup.com](http://www.dynavoxgroup.com). No remuneration has been reclaimed. In addition to the remuneration covered by the remuneration guidelines, the company’s General Meetings have resolved to implement long-term share-based incentive programs.

## Total remuneration to the Chief Executive Officer

Fredrik Ruben, CEO (SEK)		2025
Fixed remuneration	Base salary	3,585,147
	One-year remuneration*	1,310,280
Variable remuneration	Multi-year remuneration**	4,896,947
	Pension costs***	911,301
<b>Total remuneration</b>		<b>10,703,675</b>
Share of variable remuneration		60%

\*The bonus reported above refers to targets set for the 2025 financial year. Note 7 in the Annual Report also presents amounts related to bonuses for 2024.

\*\*Multi-year variable remuneration refers to the value of share-based remuneration earned during the year.

\*\*\*Pension costs are defined contribution and have been fully recognized as base salary.

The one-year variable remuneration for the Chief Executive Officer is based on revenue growth, adjusted operating profit and a number of operational targets. The Chief Executive Officer’s maximum performance bonus amounts to 100 percent of the base salary.

The multi-year variable remuneration consists of share-based remuneration, as described below.

Share plan for Fredrik Ruben, CEO								
Plan name	Performance period	Grant date	Vesting date	End of lock-up period	Stock units at beginning of year	Granted	Vested	Subject to performance conditions
LTI 2021*	2021-2025	July 1, 2021	May 31, 2025	May 31, 2025	80,764		80,764	80,764**
	2022-2024	June 1, 2022	May 31, 2024	May 31, 2024	32,362		32,362	32,362***
LTI 2022	2022-2025	June 1, 2022	May 31, 2025	May 31, 2025	32,362		32,362	32,362***
	2022-2026	June 1, 2022	May 31, 2026	May 31, 2026	32,362		0	32,362***
	2023-2024	May 31, 2023	May 31, 2024	May 31, 2024	27,750		27,750	27,250****
LTI 2023	2023-2025	May 31, 2023	May 31, 2025	May 31, 2025	27,250		27,250	27,250****
	2023-2026	May 31, 2023	May 31, 2026	May 31, 2026	27,250		0	27,250****
	2023-2027	May 31, 2023	May 31, 2027	May 31, 2027	27,250		0	27,250****
	2024-2025	April 30, 2024	April 30, 2025	April 30, 2025	14,087		14,087	14,087*****
LTI 2024	2024-2026	April 30, 2024	April 30, 2026	April 30, 2026	14,087		0	14,087*****
	2024-2027	April 30, 2024	April 30, 2027	April 30, 2027	14,087		0	14,087*****
	2024-2028	April 30, 2024	April 30, 2028	April 30, 2028	14,087		0	14,087*****
	2025-2026	April 30, 2025	April 30, 2026	April 30, 2026	0	12,403	0	12,403*****
LTI 2025	2025-2027	April 30, 2025	April 30, 2027	April 30, 2027	0	12,403	0	12,403*****
	2025-2028	April 30, 2025	April 30, 2028	April 30, 2028	0	12,403	0	12,403*****
	2025-2029	April 30, 2025	April 30, 2029	April 30, 2029	0	12,403	0	12,403*****

\* LTI 2021 is an incentive program that was originally established within the Tobii Group. At an Extraordinary General Meeting in Dynavox Group it was resolved that LTI 2021 shall be established on terms corresponding to the previous programs within the Tobii Group. LTI 2021 ran out during 2025.

\*\* Receipt of performance shares occurred on May 31, 2025, provided that the Chief Executive Officer remained employed within the Dynavox Group on that date, that the business performance condition based on the average growth in earnings for Dynavox Group (measured as earnings before interest, taxes, depreciation and amortization (EBITDA), less capitalized development costs) was met, and that the volume-weighted average share price during the three months preceding the vesting date exceeded SEK 26.74.

\*\*\* Receipt of performance shares shall occur on May 31, 2024, 2025 and 2026, provided that the Chief Executive Officer remains employed within the Dynavox Group on each of those dates and that the share price at the vesting date has increased by an average of 5 percent per year and exceeds SEK 26.07, SEK 27.38 and SEK 28.75, respectively.

\*\*\*\* Receipt of performance shares shall occur on May 31, 2024, 2025, 2026 and 2027, provided that the Chief Executive Officer remains employed within the Dynavox Group on each of those dates and that the annual growth in operating profit (EBIT) amounts to at least 10 percent per year, calculated using financial year 2022 as the base year up to and including 2026.

\*\*\*\*\* Receipt of performance shares shall occur on April 30, 2025, 2026, 2027 and 2028, provided that the Chief Executive Officer remains employed within the Dynavox Group on each of those dates. Vesting is linear between 10% and 40% EBIT CAGR, using financial year 2023 as the base year.

\*\*\*\*\* Receipt of performance shares shall occur on April 30, 2026, 2027, 2028 and 2029, provided that the Chief Executive Officer remains employed on each of those dates. Vesting is linear between 10% and 40% EBIT CAGR, using financial year 2024 as the base year.

\*\*\*\*\* The market value at the grant date for LTI 2025 was SEK 5,596,233.60.

## Share-based remuneration

In addition to remuneration covered by the guidelines, Dynavox Group has four outstanding long-term incentive programs based on performance-based stock units. LTI 2021 was originally adopted by Tobii AB's Annual General Meeting held in 2021 and, following a resolution by the Extraordinary General Meeting of Dynavox Group in November 2021, was replaced by a new incentive program in Dynavox Group ("LTI 2021") on corresponding to the previous programs, but adjusted to reflect the separation between Tobii AB and Dynavox Group.

The stock units in Dynavox Group's outstanding long-term incentive program LTI 2022 are valued using a Monte Carlo simulation. The value of the stock units does not change over the vesting period of the long-term incentive programs. The stock units in Dynavox Group's outstanding long-term incentive programs (from 2022 onwards, i.e. LTI 2023, LTI 2024 and LTI 2025) are valued in accordance with IFRS 2 based on the share price at the grant date, as the performance targets are linked to so-called "Non-Market" criteria. The value of these stock units remains unchanged during the vesting period of the long-term incentive program.

LTI 2022 consists of stock units, where one stock unit entitles the participant to receive one performance share free of charge, provided that certain conditions are met. Receipt of performance shares shall occur on May 31, 2026, provided that the Chief Executive Officer remains employed within the Dynavox Group on that date and that the total shareholder return in the form of share price appreciation and reinvestment of any dividends on Dynavox Group's common share during the period from the start of LTI 2022 through the relevant vesting date has increased by an average of 5 percent per year. As of December 31, 2025, the stock units within LTI 2022 are valued at SEK 15.53 and SEK 15.96 for the respective vesting periods.

LTI 2023 consists of stock units, where one stock unit entitles the participant to receive one performance share free of charge, provided that certain conditions are met. Receipt of performance shares shall occur on May 31, 2026, and May 31, 2027, provided that the Chief Executive Officer remains employed within the Dynavox Group on each of those dates and that the annual growth in operating profit (EBIT) is at least 10 percent per year, calculated using financial year 2022 as the base year

through 2026. As of December 31, 2025, the stock units within LTI 2023 are valued at SEK 25.45 for the respective vesting periods.

LTI 2024 consists of stock units, where one stock unit entitles the participant to receive one performance share free of charge, provided that certain conditions are met. Receipt of performance shares shall occur on April 30, 2026, April 30, 2027, and April 30, 2028, provided that the Chief Executive Officer remains employed within the Dynavox Group- on each of those dates, with linear vesting between 10 percent and 40 percent operating profit CAGR (EBIT CAGR), calculated using financial year 2023 as the base year. As of December 31, 2025, the stock units within LTI 2024 are valued at SEK 55.00 for the respective vesting periods.

LTI 2025 consists of stock units under which one stock unit entitles the participant to receive one performance share free of charge, provided that the established conditions are met. Receipt of performance shares shall occur on April 30, 2026, April 30, 2027, April 30, 2028, and April 30, 2029, provided that the Chief Executive Officer remains employed within the Dynavox Group on each of those dates. Vesting is linear between 10% and 40% operating profit CAGR (EBIT CAGR), using financial year 2024 as the base year. As of December 31, 2025, the stock units under LTI 2025 in each vesting period were valued at SEK 111.80.

## Application of performance criteria

Performance during the financial year, Fredrik Ruben, CEO SEK	
Target achievement	76 %
Target bonus of annual base salary	50 %
Annual base salary	SEK 3,585,147
Total bonus*	1,310,280
<i>*The bonus reported above refers to targets set for the 2025 financial year. Note 7 of the Annual Report also presents amounts relating to bonuses for 2024</i>	

Changes in remuneration and the company's performance

Comparison SEK	2021*	2022	2023	2024	2025
Total remuneration to the CEO	4,974,277	5,408,292	8,335,515	9,771,085	11,147,768
Group operating profit	SEK 60 m	SEK 82 m	SEK 155 m	SEK 229 m	SEK 254 m
Average remuneration based on the number of full-time equivalent employees** in the Parent Company	796,470	665,563	710,983	747,280	752,520

\*The CEO's remuneration in 2021 includes remuneration paid prior to the separation between Tobii AB and Dynavox Group

\*\*Excluding the CEO, Board of Directors and Group Management