

Corporate Governance Report 2025

PRINCIPLES OF CORPORATE GOVERNANCE

Corporate governance within the Inission Group is based on the Swedish Companies Act, the Annual Accounts Act, the EU Market Abuse Regulation (MAR), Nasdaq Stockholm's Rulebook for Issuers, the Swedish Corporate Governance Code (the "Code"), generally accepted practices on the stock market, the Articles of Association and internal governing documents.

The internal governing documents primarily include the Board of Directors' rules of procedure, instructions for the Chief Executive Officer and instructions for financial reporting. In addition, Inission has adopted a number of policy documents and manuals containing rules and recommendations that provide guidance for the Company's operations and its employees. Inission has also adopted several Group-wide policies, including a Code of Conduct, a Whistleblowing Policy and an Equality and Diversity Policy. Companies whose shares are admitted to trading on a regulated market shall apply the Swedish Corporate Governance Code. The Code is based on the principle of "comply or explain", meaning that companies applying the Code may deviate from individual rules provided that such deviations are reported and explained.

Inission has applied the Swedish Corporate Governance Code since the Company's shares were admitted to trading on Nasdaq Stockholm Main Market on 28 April 2025. During the period in which the Code has been applicable, the Company has not deviated from it. As the Company's shares were admitted to trading on a regulated market only during the financial year 2025, certain rules of the Code have been applicable only during part of the financial year.

Inission AB (publ) was listed on Nasdaq Stockholm Main Market on 28 April 2025. As the notice to the 2025 Annual General Meeting was published on 31 March 2025, i.e. before the listing change, the Annual General Meeting held on 8 May 2025 did not address guidelines for remuneration to senior executives in accordance with Chapter 8, Section 51 of the Swedish Companies Act. As the 2025 Annual General Meeting did not adopt any such guidelines, the Company's auditor cannot express an opinion on whether such guidelines have been followed during the financial year 2025. The Board of Directors intends to propose guidelines for remuneration to senior executives for resolution at the Annual General Meeting on 7 May 2026.

Against this background, the Company considers that the application of the Swedish Corporate Governance Code during the financial year 2025 has not resulted in any deviations from the Code. The Corporate Governance Report has been prepared in accordance with the Annual Accounts Act. The Company's auditor has reviewed the Corporate Governance Report in accordance with the Annual Accounts Act.

COMPLIANCE WITH THE STOCK EXCHANGE RULEBOOK AND GOOD PRACTICE ON THE STOCK MARKET

Inission AB has not been subject to any decision by the Nasdaq Stockholm Disciplinary Committee or any statement by the Swedish Securities Council.

GENERAL MEETING OF SHAREHOLDERS

The shareholders' influence in the Company is exercised at the General Meeting of Shareholders, which is the Company's highest decision-making body. According to Inission's Articles of Association, shareholders wishing to

participate in a General Meeting must, in addition to fulfilling the requirements for participation set out in the Swedish Companies Act, notify the Company no later than the date stated in the notice of the meeting.

The last date for notification may not be a Sunday, other public holiday, Saturday, Midsummer's Eve, Christmas Eve or New Year's Eve and may not occur earlier than the fifth weekday before the meeting. There are no restrictions on how many votes each shareholder may cast at the meeting. The Annual General Meeting is held annually within six months of the end of the financial year. According to the Code, the Chairman of the Board together with a quorum of the Board and the Chief Executive Officer shall attend the General Meeting. The chairman of the meeting shall be nominated by the Nomination Committee and elected by the meeting.

The tasks of the Annual General Meeting include electing the Company's Board of Directors and auditors, adopting the parent company's and the Group's balance sheets and income statements, resolving on the appropriation of the Company's profit or loss in accordance with the adopted balance sheet and resolving on discharge from liability for the Board members and the Chief Executive Officer. The meeting also decides on the remuneration to be paid to Board members and the Company's auditors.

An Extraordinary General Meeting may be convened by the Board of Directors when the Board considers that there are reasons to hold a meeting before the next Annual General Meeting. The Board shall also convene an Extraordinary General Meeting when an auditor or a shareholder holding more than ten percent of the shares in the Company

requests in writing that a meeting be held to address a specific matter.

Notice of a General Meeting shall be given by announcement in the Swedish Official Gazette and on the Company's website.

At the time of the notice, information that the notice has been issued shall be announced in Dagens Industri. The notice shall also be published through a press release in accordance with Nasdaq Stockholm's Rulebook for Issuers.

Notice of an Annual General Meeting and an Extraordinary General Meeting where amendments to the Articles of Association are to be addressed shall be issued no earlier than six weeks and no later than four weeks before the meeting. Notice of other Extraordinary General Meetings shall be issued no earlier than six weeks and no later than three weeks before the meeting.

The Articles of Association contain no provisions regarding special conditions for amendments to the Articles of Association. The Company publishes resolutions adopted at General Meetings in accordance with Nasdaq Stockholm's Rulebook for Issuers. The minutes of the meeting shall be made available on the Company's website no later than two weeks after the meeting.

ANNUAL GENERAL MEETING 2026

The Annual General Meeting will be held in Karlstad on Thursday, 7 May 2026 at 17:00.

AUTHORISATIONS

At the Annual General Meeting on 8 May 2025, it was resolved, in accordance with the Board's proposal, to authorise the Board of Directors to, on one or more occasions during the period until the Annual General Meeting 2026, resolve to increase the Company's share capital by a maximum of SEK 170,960 (corresponding to 4,100,000 shares) through the issue of shares and the issuance of warrants.

Based on the authorisation, the Board may resolve on issues of shares and warrants with deviation from the shareholders' preferential rights and/or with provisions for contribution in kind, set-off or other terms in accordance with the Swedish Companies Act.

The Board has utilised the authorisation to increase the share capital through the issue of 636,940 shares in July 2025, 223,413 shares in November 2025 and through the redemption of 20,680 shares from the 2022 warrant programme. In addition, a warrant programme was implemented in June 2025 in which a total of 43,500 warrants were subscribed for, of which 6,000 by the Board of Directors.

NOMINATION COMMITTEE

According to the Code, listed companies shall have a Nomination Committee whose task is to prepare and present proposals regarding the election of Board members, the Chairman of the Board, the chairman of the General Meeting and auditors. The Nomination Committee shall also propose remuneration for Board members and auditors.

The Nomination Committee shall consist of three members. When forming the Nomination Committee, the ownership structure of the Company, based on information from Euroclear Sweden AB on the last banking day in June and other reliable ownership information available to the Company at that time, shall determine which shareholders are the largest in terms of voting rights. The Chairman of the Board then contacts the three largest shareholders in terms of votes and invites each of them to appoint one member to the Nomination Committee.

The composition of the Nomination Committee was announced through a press release and on the Company's website on 17 October 2025 in accordance with the Swedish Corporate Governance Code. The composition of the Nomination Committee reflects the Company's ownership structure. When preparing

proposals for the Board of Directors, the Nomination Committee applies the Swedish Corporate Governance Code and takes the Company's diversity policy into account. The Nomination Committee strives for a Board composition characterised by an appropriate breadth in terms of competence, experience and background, as well as a balanced gender distribution. The Nomination Committee ahead of the Annual General Meeting 2026 consists of:

The Nomination Committee for the 2026 Annual General Meeting consists of:

- Fredrik Berghel, appointed by FBM Consulting AB (31.2% of the votes)
- Olle Hulteberg, appointed by IFF Konsult AB (31.2% of the votes)
- Lars Wingefors, appointed by Wingefors depå fyra AB (13.5% of the votes)

BOARD OF DIRECTORS

The Board of Directors is responsible for the Company's organisation and the management of the Company's affairs in accordance with the Swedish Companies Act. The Board determines the Company's overall strategy and objectives and ensures that the Company has an appropriate organisation and effective internal control.

The Chief Executive Officer manages the day-to-day operations in accordance with the guidelines and instructions established by the Board. The Board has decided to establish an Audit Committee and a Remuneration Committee. The Board committees are preparatory bodies and have no independent decision-making authority.

At the Annual General Meeting 2025, Olle Hulteberg, Margareta Alestig, Mia Bökmark, Hans Linnarson and Henrik Molenius were elected as Board members. Olle Hulteberg was elected Chairman of the Board and Margareta Alestig Deputy Chair. The Board consists of three men and two women.

DIVERSITY POLICY

The Board has adopted an equality and diversity policy which forms the basis for the Group's work to ensure equal rights and opportunities regardless of gender, transgender identity or expression, ethnicity, religion or other belief, sexual orientation, disability or age. The policy entails, among other things, that equality and diversity shall be taken into account in recruitment and that the Company strives for a balanced gender distribution in senior positions.

The Board considers that the policy is complied with. Follow-up takes place through employee surveys, employee performance reviews and salary surveys.

When composing the Board, the Nomination Committee considers competence, experience and background in order to achieve appropriate diversity. Further information on the Group's work with equality and diversity is available in the Sustainability Report, section S1 (Own workforce).

The Company considers that the composition of the Board meets the Code's requirements regarding independence.

Below is the Company's assessment of the independence of the Board members in relation to the Company and its executive management as well as major shareholders.

Board member	Independent in relation to the Company and its management	Independent in relation to the Company's largest shareholder in terms of votes
Margareta Alestig	Yes	Yes
Mia Bökmark	Yes	Yes
Olle Hulteberg (Chairman)	Yes	No
Hans Linnarson	Yes	Yes
Henrik Molenius	Yes	Yes

BOARD PROCEDURES

The Board of Directors follows written rules of procedure that are reviewed annually and adopted at the statutory Board meeting. During 2025, the Board held 13 minuted meetings. In addition, the Board has adopted resolutions per capsulam on several occasions when matters required prompt handling. The Board conducts an annual structured evaluation of its work. The results are reported to the Nomination Committee.

CHIEF EXECUTIVE OFFICER AND GROUP MANAGEMENT

The Chief Executive Officer is responsible for the day-to-day management of the Company's operations in accordance with the Swedish Companies Act and the guidelines and instructions established by the Board of Directors. The Chief Executive Officer shall ensure that the Board continuously receives relevant information regarding the Group's development, financial position and risks.

The Chief Executive Officer leads the Group management, which is responsible for the operational management of the Group's business. The Group management meets regularly to follow up operations, coordinate strategic and operational matters and ensure the implementation of the Board's decisions.

Remuneration to the Chief Executive Officer and other senior executives is presented in Note 8 of the annual report and in the Company's remuneration report.

AUDIT COMMITTEE

The Board has established an Audit Committee whose task is to prepare matters relating to financial reporting, internal control and risk management, and to monitor the audit.

The Audit Committee consists of Margareta Alestig (Chair) and Henrik Molenius. Both members have solid expertise

in accounting and financial reporting.

The Audit Committee also monitors the auditor's impartiality and independence and assists the Nomination Committee in preparing proposals for the election of auditors in accordance with applicable regulations. The Audit Committee held five minuted meetings in 2025.

REMUNERATION COMMITTEE

The Board has established a Remuneration Committee whose task is to prepare matters relating to remuneration and other terms of employment for the executive management and to evaluate programmes for variable remuneration for the executive management.

The Remuneration Committee consists of Olle Hulteberg (Chair) and Hans Linnarson. During 2025, the Remuneration Committee held two minuted meetings.

GUIDELINES FOR REMUNERATION TO SENIOR EXECUTIVES

Inission AB (publ) changed its listing

to Nasdaq Stockholm Main Market on 28 April 2025, which occurred after the notice to the Annual General Meeting had been published on 31 March 2025. Against this background, the Annual General Meeting 2025 did not have the opportunity to adopt guidelines for remuneration to senior executives in accordance with the Swedish Companies Act (Chapter 8, Section 51).

As the 2025 Annual General Meeting did not adopt such guidelines, the Company's auditor has not been able to express an opinion on whether the guidelines have been followed.

The Board therefore intends to propose guidelines for remuneration to senior executives for resolution at the Annual General Meeting on 7 May 2026.

During the financial year 2025, remuneration to the Chief Executive Officer and other senior executives was paid in accordance with the remuneration principles presented in the Directors' Report in the 2025 annual report. Information on remuneration to senior executives during the financial year is presented in Note 8 of the annual report and in the Company's remuneration report.

BOARD AND COMMITTEE MEETING ATTENDANCE			
Board member	The Board	Audit Committee	Remuneration Committee
Margareta Alestig	13/13	5/5	-
Mia Bökmark	13/13	-	-
Olle Hulteberg (Chairman)	13/13	-	2/2
Hans Linnarson	13/13	-	2/2
Henrik Molenius	13/13	5/5	-

AUDITORS

The auditors are elected by the Annual General Meeting. The auditors review the Company's annual report, consolidated financial statements and accounting records, as well as the administration of the Board of Directors and the Chief Executive Officer.

At the Annual General Meeting 2025, PwC was elected as the Company's auditor for the period until the end of the Annual General Meeting 2026. PwC has appointed the authorised public accountant Peter Kjörnsberg as auditor in charge. In addition, PwC has appointed Camilla Samuelsson as co-signing auditor.

The audit is conducted in accordance with International Standards on Auditing (ISA).

INTERNAL CONTROL

The purpose of internal control is to ensure efficient operations, reliable financial reporting and compliance with applicable laws and regulations. The Company's system for internal control and risk management regarding financial reporting is based on the COSO framework and includes the control environment, risk assessment, control activities, information and communication, and monitoring.

The Board of Directors has the overall responsibility for internal control.

The Company has not established a separate internal audit function. The Board annually evaluates the need for such a function and has concluded that the Company's current organisation and internal control processes are sufficient considering the size and complexity of the operations.

The Audit Committee continuously monitors the effectiveness of the Company's system for internal control and risk management relating to financial reporting.

RISK ASSESSMENTS

Inission continuously works with risk analysis, risk assessment and risk management. The risk assessment includes, among other things, customer dependency, production, supply chains, key personnel, economic conditions, material supply, warranty and claims risk, inventory obsolescence, competition, IT risks, supplier risks, credit exposure, financial risks and tax risks.

Identified risks are followed up through established control activities with designated responsible persons.

Corporate governance

Inission's Board of Directors consists of five members, all of whom are appointed until the end of the next Annual General Meeting, which will be held on 7 May 2026. On 8 May 2025, the Board approved its rules of procedure and the CEO instructions. The Board's rules of procedure specify, among other things, the matters to be addressed and the regulations for the conduct of Board meetings.

THE COMPANY'S BOARD OF DIRECTORS



Olle Hulteberg | Chairman of the Board, Chairman of the Compensation Committee and Member of the Nomination Committee

Has been a member of Inission's Board of Directors since 2008. Olle is also a board member of Enedo Oyj. Not independent in relation to the company's senior management and major shareholders. Master of Science in Engineering, Mechanical Engineering, Chalmers University of Technology. Born 1962. External assignments: Board member and owner of IFF Konsult AB, Chairman of the Board of Smartare Elektroniksystem, and board member of Lillänshamnens Fiskröckeri and Talent Plastics. Shareholding in Inission: 5,290,153 shares, of which 960,000 are Class A shares.



Margareta Alestig | Board Member, Vice Chairman, and Chairman of the Audit Committee

Has been a member of Inission's Board of Directors since 2021. Independent in relation to the company's senior management and major shareholders. Master of Science in Business and Economics, Örebro University. Born 1961. External assignments: Chairman of the Board of Erik Thun AB and Svenska Fribrevsbolaget Försäkring AB. Board member and Chair of the Audit Committee of Wallenius Wilhelmsen ASA, and Tängen Industrikapital AB. Board member of Brännehytte Lagarsystem AB and Tjörns Sparbank. Shareholding in Inission: 3,976 B shares.



Hans Linnarson | Board Member and Member of the Compensation Committee

Has been a member of Inission's Board of Directors since 2017. Independent in relation to the company's senior management and major shareholders. Electrical engineer, Bachelor of Science. Hans has held various positions as CEO in Swedish international industrial companies for more than 30 years, including CEO and Group President of Husqvarna AB. Born 1952. External assignments: Chairman of the Board of Nibe Industrier AB, HP Tronic AB, and NP Nilsson AB; board member of Zinkteknik AB, Nordiska Plast AB, and Eolusvind AB. Shareholding in Inission: 1,012 B shares.



Mia Bökmark | Board Member

Has been a member of Inission's Board of Directors since 2022. Independent in relation to the company's senior management and major shareholders. Master of Science in Engineering, KTH Royal Institute of Technology, and MBA, Gothenburg School of Business, Economics and Law. Born 1967. External assignments: Vice President of R&D and Product Management at Seco Tools AB, part of Sandvik AB; Chairman of Gunnars Båtturer och Charter AB. Shareholding in Inission: 1,205 B shares.



Henrik Molenius | Board Member and Member of the Audit Committee

Has been a member of Inission's Board of Directors since 2023. Independent in relation to the company's senior management and major shareholders. Master of Science in Business and Economics, Karlstad University, and holds a Global Executive MBA from Copenhagen Business School. Born 1965. External assignments: Runs two own companies and serves as a board member of, among others, J-O Johansson i Varberg AB, Ljungträ AB, Boda Såg i Dalarna AB, Booforsen Fastighets AB, Kontorsbolaget i Karlskoga AB, Strivo AB, and Sörmlands Sparbank AB. Shareholding in Inission: 3,000 B shares.

THE COMPANY'S GROUP MANAGEMENT



Fredrik Berghel | CEO (since 2021)

Master of Science in Mechanical Engineering, Chalmers University of Technology. Born 1967. External assignments: CEO and board member of FBM Consulting AB. Shareholding in Inission: 4,763,012 shares, of which 440,012 are A shares.



John Granlund | CFO & IR manager (since 2023)

Master of Economics with an Executive MBA from the Gothenburg School of Business, Economics and Law. Born in 1969. External assignments: None. Shareholding in Inission: 20,000 B-shares.



Charlotte Jansson | Chief Data Officer, CDO (since 2024)

Master of Science in Chemical Engineering, Uppsala University. Born in 1982. External assignments: Orderly People AB, RH Skogsservice AB. Shareholding in Inission: None.



Mathias Larsson | Business Area Manager, Inission EMS (since 2024)

Master of Science in Mechanical Engineering with a focus on production systems. Born in 1974. External assignments: None. Shareholding in Inission: 1,825 B-shares.



Kalle Huittinen | Business Area Manager, Enedo OEM (since 2023)

Degree in Industrial Engineering and Management with an M.Sc. from Tampere University of Technology. Born in 1971. External assignments: Chairman of the Board of Leino Cast Oy, board member of Leino Group Oy, Leino Invest Oy. Shareholding in Inission: 16,500 B-shares.



Petra Bachmann | HR- & Sustainability Manager (since 2024)

Degree in Personnel and Organizational Theory, Karlstad and Gothenburg Universities. Born in 1977. External assignments: Member of the Board of Representatives at Länsförsäkringar. Shareholding in Inission: 555 B-shares.