

Annual General Meeting of Saab AB 1 April 2026

Agenda item 15

THE BOARD'S PROPOSAL ON A LONG-TERM INCENTIVE PROGRAM 2027 AND ACQUISITION AND TRANSFER OF OWN SHARES

Background and reasons for the proposal

The Shareholders' Meeting of Saab AB ("Saab" or the "Company") has, for a number of years, resolved on Long-term Incentive Programs consisting of three parts, a Share Matching Plan, a Performance Share Plan and a Special Projects Incentive.

As set out in item 14 above, the main purposes of the proposed changes of the Revised LTI 2026 and this long-term incentive program for employees ("LTI 2027") are to further amplify the ability to attract, retain and motivate senior leaders in a competitive market and offer them market aligned and competitive remuneration, and thereby remain committed to creating increased shareholder value. The aim is also to continue to encourage the build-up of equity holdings to align the interests of the participants with those of Saab's shareholders, which is further enhanced by the Board of Directors' amendments to the current policy on holding of shares in Saab by Senior Executives¹, and to further strengthen Saab's focus on profitable growth.

Moreover, Saab's current order backlog includes certain special projects and the execution of these projects remains very important. In addition, developing and investing in future capabilities, including digitalization, within Saab's core areas have become an area of increased priority in line with Saab's strategy. Meeting the aforesaid requires both that Saab can retain the best competencies and their loyalty, and that the Company's management and other key employees continue to deliver results and perform at a very high level. In light of this, the Board of Directors proposes to the Annual General Meeting the below LTI 2027. In accordance with the proposal to the previous Annual General Meeting and the Revised LTI 2026, this proposal also consists of three parts: Share Matching Plan 2027; Performance Share Plan 2027; and Special Projects Incentive 2027. LTI 2027 is proposed to comprise a maximum of 1,626,000 shares of series B in Saab and to have corresponding terms and conditions as the Revised LTI 2026, except for a minor change of the CO₂ reduction-target².

LTI 2027 enables present and future employees to become shareholders in Saab. The purpose of LTI 2027 is to stimulate employees to continued long-term commitment and continued good performance as well as to increase the Saab Group's attractiveness as an employer. In view of this, LTI 2027 is considered to have a positive effect on Saab's future development, and thus be of advantage to both the shareholders and the employees in the Saab Group.

¹ The amended Shareholding Policy for Saab Senior Executives is available on the Company's website www.saab.com.

² Test flights with Gripen and GlobalEye are now included in special flight operations.

It is the intention of the Board of Directors to propose long-term incentive programs also to future Annual General Meetings.

Costs, dilution and effects on key figures

The total effect on the income statement is estimated to approximately MSEK 1,373 unevenly distributed over the years 2027–2031. These costs should be compared with the Saab Group's total remuneration costs in 2025, including social security costs, amounting to approximately MSEK 23,400.

The calculations are based on assumptions that all available shares in LTI 2027 will be utilized and a share price of SEK 627³. These costs are dependent on the future development of the Company's share price. At a higher share price, a lower number of available shares in LTI 2027 will be utilized.

Effects on the income statement and the cash flow

Compensation costs, corresponding to the value of shares transferred to employees, is estimated to approximately MSEK 1,020. The compensation costs are distributed over the years 2027–2031.

Social security costs, as a result of transfer of shares to employees at an assumed share price at SEK 627, are estimated to amount to approximately MSEK 353. The social security costs are distributed over the years 2027–2031.

The expenditure for acquiring own shares affecting the cash flow is estimated to a maximum of MSEK 1,020 at an assumed share price of SEK 627 and a maximum of 1,626,000 shares.

Dilution and effects on key figures

The Company has approximately 543 million issued shares. As per 31 December 2025, the Company held 4,440,000 own shares of series B. In order to implement LTI 2027, a total of 1,626,000 shares of series B are required, corresponding to approximately 0.30 percent of the total number of issued shares.

As calculated as per 31 December 2025, the number of shares to be transferred to employees within the scope of all ongoing long-term incentive programs amounts to approximately 4,286,000 shares (excluding the Revised LTI 2026), corresponding to approximately 0.79 percent of the total number of issued shares. The Revised LTI 2026 comprises 1,466,000 shares, corresponding to approximately 0.27 percent of the total number of issued shares, and are not included in the above calculation.

All 1,626,000 shares of series B required for LTI 2027 may be transferred to employees free of consideration and could cause a dilutive effect of approximately 0.30 percent on earnings per share.

Hedge

As the main alternative, the Board of Directors proposes that the Annual General Meeting resolves to authorize the Board of Directors to resolve on acquisitions of own shares of series B on Nasdaq Stockholm, which subsequently may be transferred to the participants in

³ SEK 627 corresponds to the share price on 12 February 2026.

Saab's long-term Share Matching Plan, Performance Share Plan and Special Projects Incentive. Furthermore, the Board of Directors proposes that the Shareholders' Meeting resolves on transfer of own shares of series B, free of consideration, to the participants of LTI 2027. The detailed terms and conditions for the Board of Directors' main alternative are presented below.

In the event that the required majority under item 15 b) below is not reached, the Board of Directors proposes that Saab should be able to enter into an equity swap agreement with a third party, in accordance with item 15 c) below.

Preparation of the proposals

The LTI 2027 has been prepared by the Remuneration Committee and in consultation with the Board of Directors. The proposals have been adopted by the Board of Directors.

The Board of Directors' proposals

The Board of Directors' proposals for the resolutions below entail that the Annual General Meeting resolves a) to implement LTI 2027, b) to authorize the Board of Directors to resolve on acquisitions of own shares on Nasdaq Stockholm and that acquired shares may be transferred, free of consideration, to the participants in LTI 2027, or, in the event that the required majority under b) is not reached, c) that Saab shall be entitled to enter into an equity swap agreement with a third party.

15 a) Implementation of LTI 2027

LTI 2027 comprises three parts: Share Matching Plan 2027, Performance Share Plan 2027 and Special Projects Incentive 2027.

Share Matching Plan 2027

The Board of Directors proposes that the Annual General Meeting resolves on a long-term Share Matching Plan 2027 comprising a maximum of 1,064,000 shares of series B in Saab, according to the principal guidelines below.

1. Except for the CEO and members of the Group Management, all permanent employees within the Saab Group, including employees who are covered by the Performance Share Plan 2027 and/or the Special Projects Incentive 2027, will be offered to participate in the Share Matching Plan 2027, unless the circumstances mentioned in item 3 below are at hand.
2. Employees who participate in the Share Matching Plan 2027 can during a twelve-month period save up to a maximum of 5 percent of the cash base salary for the purchase of shares of series B on Nasdaq Stockholm. If the purchased shares are retained by the employee for three years from the date of investment and employment within the Saab Group has not been terminated during the entire three-year period, the employee will be allocated by the Saab Group the corresponding number of shares of series B free of consideration. The Board of Directors may grant limited exemptions from the requirement of employment during the full three-year period.
3. Participation in the Share Matching Plan 2027 presupposes that such participation is legally possible as well as possible with reasonable administrative cost and financial efforts according to the assessment of the Company. The Board of Directors shall be

entitled to implement an alternative incentive solution for employees in such countries where participation in the Share Matching Plan 2027 is not advisable. Such alternative incentive solution shall, as far as practically possible, correspond to the terms for the Share Matching Plan 2027.

Performance Share Plan 2027

The Board of Directors proposes that the Annual General Meeting resolves on a long-term Performance Share Plan 2027 for a number of key employees, comprising a maximum of 381,000 shares of series B in Saab. The principal guidelines of the proposal are set out below.

1. Up to 400 key employees, including the CEO, with the exception of what is mentioned in item 6 below, will be offered to participate in the Performance Share Plan 2027.
2. Subject to the conditions set out below, participants in the Performance Share Plan 2027 will be entitled to allotment of performance shares, free of consideration, as set out below.

Group 1 Under the Performance Share Plan 2027, the CEO may be entitled to allotment of performance shares corresponding to up to 50 percent of the annual cash base salary⁴.

Group 2 Under the Performance Share Plan 2027, members of the Group Management (currently 12) may be entitled to allotment of performance shares corresponding to up to 40 percent of their respective annual cash base salaries.

Group 3 Under the Performance Share Plan 2027, up to 387 Senior Managers, employees in Management Teams, certain specialists and Project Managers may be entitled to allotment of performance shares corresponding to up to 30 percent of their respective annual cash base salaries.

The volume-weighted average price for the Saab share during the ten trading days immediately following the day for the announcement of the year-end report for 2026 will be used to determine the maximum number of performance shares that may be allotted to each participant under the Performance Share Plan 2027 and which corresponds to the relevant percentage of each participant's annual cash base salary as set out above.

3. The conditions for allotment of performance shares are based on the achievement of five independent targets: organic sales growth⁵, EBIT margin⁶, operational cash flow⁷, annual average CO₂ reduction⁸ and increase of the percentage of female employees in the Saab Group⁹. The relative apportionment between the targets is:

- up to 20 to 40 percent of the maximum allotment will be attributable to organic sales growth during the financial year 2027;

⁴ Any reference to annual cash base salary in Performance Share Plan 2027 and Special Projects Incentive 2027 refers to the respective participant's annual cash base salary as of 1 January 2027.

⁵ Adjusted for acquisitions, divestments and foreign exchange fluctuation.

⁶ Adjusted for acquisitions and divestments, and non-recurring items.

⁷ Adjusted for acquisitions and divestments, and non-recurring items.

⁸ Adjusted for acquisitions and divestments, and any other extraordinary or non-recurring items.

⁹ Adjusted for acquisitions and divestments, regulatory changes and other extraordinary events.

- up to 20 to 40 percent of the maximum allotment will be attributable to EBIT margin during the financial year 2027;
- up to 20 to 40 percent of the maximum allotment will be attributable to operational cash flow during the financial year 2027;
- 5 percent of the maximum allotment is attributable to the annual average CO₂ reduction during the financial years 2027-2029; and
- 5 percent of the maximum allotment is attributable to the increase of the percentage of female employees in the Saab Group by the end of the financial year 2029.

Prior to the start of the performance period, the Board of Directors will decide on the exact relative apportionment between the financial targets within the ranges set out above (i.e. the maximum allotment for each of the financial targets). The aggregate maximum allotment for the three financial targets combined will be up to 90 percent, and 10 percent is attributable to the two sustainability targets.

Financial targets

The three financial targets (i.e. organic sales growth, EBIT margin and operational cash flow) will be established by the Board of Directors with a minimum level and a maximum level for each target. Minimum and maximum levels for each financial target are not provided due to stock market and competition reasons.

Sustainability targets

The sustainability target for annual average CO₂ reduction refers to the annual average aggregate greenhouse gas reduction within the following areas: district heating and district cooling, steam, electricity, stationary combustion, company cars, accidental emissions of refrigerants, corporate flight services and special flight operations as well as other Scope 1 & 2 emissions during the financial years 2027-2029. The maximum level for the sustainability target for annual average CO₂ reduction shall correspond to an annual average CO₂ reduction of 4.0 percent during the financial years 2027-2029, and the minimum level shall correspond to an annual average CO₂ reduction of 0.5 percent during the financial years 2027-2029. The annual average CO₂ reduction during the financial years 2027-2029 will, after the financial year 2029, be established by dividing the sum of the annual CO₂ reduction in percentage for each of the financial years 2027-2029 by three.

The minimum level for the sustainability target for increase of the percentage of female employees in the Saab Group shall correspond to 28 percent female employees in the Saab Group by the end of the financial year 2029, and the maximum level shall correspond to 30 percent female employees in the Saab Group by the end of the financial year 2029.

In order to achieve more precise and up-to-date minimum and maximum levels for the sustainability target for annual average CO₂ reduction and/or for the sustainability target for increase of the percentage of female employees in the Saab Group under the Performance Share Plan 2027, these may be adjusted after further decision by the Annual General Meeting 2027, provided that the Board of Directors deems it necessary and that the Annual General Meeting 2027 approves the Board of Directors' adjustment proposal.

Performance allotment

The Board of Directors will resolve on the outcome of the financial targets after the end of the financial year 2027 and on the outcome of the sustainability targets after the end of the financial year 2029. Information about the performance targets will be provided in the annual reports for the financial years 2027 and 2029, respectively. If the respective maximum levels for the performance targets are reached or exceeded, up to 381,000 performance shares may be allotted. If the respective outcomes in relation to the performance targets falls short of the maximum level but exceeds the minimum levels, a linear proportioned performance allotment will occur for each such target. No performance allotment regarding the respective performance targets will occur if the respective outcomes amount to or falls short of the minimum levels.

4. Performance shares in the Performance Share Plan 2027 will be delivered in February/March 2030. Delivery of performance shares is conditional on that the employment within the Saab Group has not been terminated during the period up until delivery in February/March 2030. The Board of Directors may grant limited exemptions from the requirement of employment during the abovementioned period.
5. The Board of Directors may decide that part of the delivery of performance shares for certain or all participants in the Performance Share Plan 2027 – corresponding to the preliminary tax that would have been payable if the delivery had been made in its entirety with performance shares – shall be settled in cash and that the amount thus settled in cash shall be withheld by Saab for payment of preliminary tax on behalf of the relevant participants. The Board of Directors may propose to future general meetings that the meeting resolves to authorize the Board of Directors to transfer own shares on Nasdaq Stockholm for the purpose of covering such cash settlements.
6. Participation in the Performance Share Plan 2027 presupposes that such participation is legally possible as well as possible with reasonable administrative cost and financial efforts according to the assessment of the Company. The Board of Directors shall be entitled to implement an alternative incentive solution for employees in such countries where participation in the Performance Share Plan 2027 is not advisable. Such alternative incentive solution shall, as far as practically possible, correspond to the terms for the Performance Share Plan 2027.
7. Before the allotment of performance shares is finally determined, the Board of Directors shall verify whether the allotment is reasonable considering the Company's financial results and position, conditions on the stock market and other circumstances. If the Board of Directors considers otherwise, it shall reduce the number of performance shares to be allotted to the lower number of shares deemed appropriate by the Board of Directors. This includes that if allotment of performance shares for one or more of the performance targets, to some or all of the participants, would be considered contrary to law, decisions by authorities or otherwise, in the opinion of the Board of Directors, could result in a material adverse effect on the Company, the Saab Group or its business interests, the Board of Directors is entitled to resolve that no allotment of performance shares shall be made for one or more of such performance targets, to some or all of the participants.
8. If material adverse changes would occur regarding the Saab Group or the conditions on the stock market that, according to the Board of Directors' assessment, would lead to the conditions for the allocation and/or delivery of performance shares no longer being reasonable, the Board of Directors shall also have the right to make other adjustments of the Performance Share Plan 2027, including, among other things, a right to resolve on a

reduced allotment and/or delivery of performance shares, or that no allotment and/or delivery of performance shares shall be made, to some or all of the participants.

Special Projects Incentive 2027

The Board of Directors proposes that the Annual General Meeting resolves on a long-term Special Projects Incentive 2027 for a number of key employees, comprising a maximum of 181,000 shares of series B in Saab. The principal guidelines of the proposal are set out below.

1. Up to 200 key employees, including the CEO, with the exception of what is mentioned in item 8 below, will be offered to participate in the Special Projects Incentive 2027.
2. Subject to the conditions set out below, participants in the Special Projects Incentive 2027 will be entitled to allotment of performance shares, free of consideration, as set out below.

Group A Under the Special Projects Incentive 2027, the CEO may be entitled to allotment of performance shares corresponding to up to 50 percent of the annual cash base salary.

Group B Under the Special Projects Incentive 2027, members of the Group Management (currently 12) may be entitled to allotment of performance shares corresponding to up to 40 percent of their respective annual cash base salaries.

Group C Under the Special Projects Incentive 2027, up to 187 selected Heads of Business Unit and other specially selected key employees may be entitled to allotment of performance shares corresponding to up to 20 percent of their respective annual cash base salaries.

The volume-weighted average price for the Saab share during the ten trading days immediately following the day for the announcement of the year-end report for 2026 will be used to determine the maximum number of performance shares that may be allotted to each participant under the Special Projects Incentive 2027 and which corresponds to the relevant percentage of each participant's annual cash base salary.

3. The conditions for allotment of performance shares are based on the achievement of a minimum of ten and a maximum of fifteen equally weighted performance targets, consisting of operational targets and milestones in special projects within Saab's core areas Fighter Systems, Command and Control Systems, Underwater Systems, Advanced Weapon Systems and Sensors. Special projects can be linked to both the existing backlog and the development of future capabilities, including digitalization¹⁰ within each of the defined core areas. The specified performance targets are not provided due to stock market and competition reasons and are instead decided by the Board of Directors. The performance targets may be related to e.g. product design review, customer design review, partial deliveries or system implementation. Each performance target is equally weighted of the total performance targets. The performance measuring period is the financial year 2027. All participants will be allotted performance shares based on the achievement of the same performance targets. Prior to the start of the performance measuring period, the Board of Directors will determine the number of performance targets within the range set out above.

¹⁰ Including for example software, data, AI and infrastructure

4. The Board of Directors will resolve on whether or not the performance targets have been met and on the allotment of performance shares after the end of the one-year performance measuring period, i.e. the financial year 2027. The Board of Directors will also at that time assess the overall development during the performance measurement period of the special projects to which the performance targets refer. If a performance target has been met, but the Board of Directors after the end of the performance measurement period determines that the special project to which the performance target refers has developed significantly negatively compared to the start of the performance measurement period, the Board of Directors may decide that allotment of performance shares shall not be made for the relevant performance target. Information about the performance targets will be provided in the annual report for the financial year 2027.
5. If all performance targets in the Special Projects Incentive 2027 are met, up to 181,000 performance shares may be allotted. If not all but at least one performance target is met, a proportional allotment of performance shares will be made in relation to the number of reached performance targets.
6. Performance shares in the Special Projects Incentive 2027 will be delivered in February/March 2030. Delivery of performance shares is conditional on that the employment within the Saab Group has not been terminated during the period up until delivery in February/March 2030. The Board of Directors may grant limited exemptions from the requirement of employment during the abovementioned period.
7. The Board of Directors may decide that part of the delivery of performance shares for certain or all participants in the Special Projects Incentive 2027 – corresponding to the preliminary tax that would have been payable if the delivery had been made in its entirety with performance shares – shall be settled in cash and that the amount thus settled in cash shall be withheld by Saab for payment of preliminary tax on behalf of the relevant participants. The Board of Directors may propose to future general meetings that the meeting resolves to authorize the Board of Directors to transfer own shares on Nasdaq Stockholm for the purpose of covering such cash settlements.
8. Participation in the Special Projects Incentive 2027 presupposes that such participation is legally possible as well as possible with reasonable administrative cost and financial efforts according to the assessment of the Company. The Board of Directors shall be entitled to implement an alternative incentive solution for employees in such countries where participation in the Special Projects Incentive 2027 is not advisable. Such alternative incentive solution shall, as far as practically possible, correspond to the terms for the Special Projects Incentive 2027.
9. Before the allotment of performance shares is finally determined, the Board of Directors shall verify whether the allotment is reasonable considering the Company's financial results and position, conditions on the stock market and other circumstances. If the Board of Directors considers otherwise, it shall reduce the number of performance shares to be allocated to the lower number of shares deemed appropriate by the Board of Directors.
10. If material adverse changes would occur regarding the Saab Group or the conditions on the stock market that, according to the Board of Directors' assessment, would lead to the conditions for the allocation and/or delivery of performance shares no longer being reasonable, the Board of Directors shall also have the right to make other adjustments of the Special Projects Incentive 2027, including, among other things, a right to resolve on

a reduced allotment and/or delivery of performance shares, or that no allotment and/or delivery of performance shares shall be made, to some or all of the participants.

15 b) Authorization for the Board of Directors to resolve on acquisitions of shares and resolution on transfers of own shares to the participants in LTI 2027

Authorization for the Board of Directors to resolve on acquisitions of shares of series B in Saab on Nasdaq Stockholm

The Board of Directors proposes that the Annual General Meeting authorizes the Board of Directors to resolve on acquisitions of own shares of series B in Saab on Nasdaq Stockholm in accordance with the following conditions.

- Acquisitions of shares of series B in Saab may be made on Nasdaq Stockholm and in accordance with Nasdaq Nordic Main Market Rulebook for Issuers of Shares.
- A maximum of 1,626,000 shares of series B in Saab may be acquired to secure delivery of shares to participants in Saab's long-term Share Matching Plan, Performance Share Plan and Special Projects Incentive and to cover costs related to social security contributions that may arise in relation to the programs, and/or to cover any parts of the allotments under the Performance Share Plan and the Special Projects Incentive, respectively, that are settled in cash to cover preliminary taxes that arise for the participants.
- Acquisitions of shares of series B in Saab on Nasdaq Stockholm shall be made in accordance with the price limitations set out in Nasdaq Nordic Main Market Rulebook for Issuers of Shares, which states that shares may not be purchased at a price higher than the higher of the price of the last independent trade and the highest current independent purchase bid on the trading venue where the purchase is carried out. Acquisitions of shares may not be made at a price lower than the lowest price at which an independent purchase can be made.
- The authorization may be utilized on one or several occasions, however, only until the Annual General Meeting 2027.

Resolution on transfers of acquired own shares of series B to participants in LTI 2027

Transfers of shares of series B in Saab may be made on the following terms and conditions.

- Transfers may be made only of shares of series B in Saab, whereby no more than 1,626,000 shares of series B in Saab may be transferred, free of consideration, to participants in LTI 2027.
- Right to acquire shares of series B in Saab free of consideration shall, with deviation from the shareholders' preferential rights, be granted to such persons within the Saab Group who are participants in LTI 2027. Further, subsidiaries of Saab shall, with deviation from the shareholders' preferential rights, be entitled to acquire shares of series B in Saab free of consideration, whereby such company shall be obligated to, in accordance with the terms and conditions of LTI 2027, transfer the shares to such persons within the Saab Group who participate in LTI 2027.

- Transfers of shares of series B in Saab shall be made free of consideration at the time and on the other terms and conditions that participants in LTI 2027 have the right to acquire shares, i.e. normally during the financial year 2030 and in February 2031.
- The number of shares of series B in Saab that may be transferred under LTI 2027 may be subject to recalculation as a result of an intervening bonus issue, split, rights issue and/or other similar corporate events.

15 c) Equity swap agreement with third party

In the event that the required majority under item 15 b) above cannot be reached, the Board of Directors proposes that the Annual General Meeting resolves that the expected financial exposure of LTI 2027 shall be hedged by Saab entering into an equity swap agreement with a third party on terms and conditions in accordance with market practice, whereby the third party in its own name may acquire and transfer shares of series B in Saab to employees who participate in LTI 2027. Indicative costs for such equity swap agreement amount to approximately MSEK 91 based on a share price of SEK 627.

Conditions

The General Meeting's resolution to implement LTI 2027 in accordance with item 15 a) above is conditional upon the General Meeting resolving either in accordance with the proposal to authorize the Board of Directors to resolve on acquisitions of shares of series B in Saab on Nasdaq Stockholm and resolution on transfers to participants in LTI 2027 of acquired own shares of series B in Saab in accordance with item 15 b) above, or that an equity swap agreement with a third party may be entered into in accordance with item 15 c) above.

Majority requirements

The General Meeting's resolution to implement LTI 2027 under item 15 a) above requires that more than half of the votes cast are in favor of the proposal. The resolution to authorize the Board of Directors to acquire shares on Nasdaq Stockholm and the resolution on transfers to participants in LTI 2027 under item 15 b) above requires that the resolution is supported by shareholders representing at least nine-tenths of the votes cast and shares represented at the meeting. The resolution that Saab may enter into an equity swap agreement with a third party under item 15 c) above requires that more than half of the votes cast are in favor of the proposal.

Other

For a description of Saab's other share-related incentive programs, reference is made to note 8 in Saab's Annual Report for the financial year 2025.

The Board of Directors' statement pursuant to Chapter 19, Section 22 of the Swedish Companies Act is enclosed to this proposal.

Linköping in February 2026

The Board of Directors of Saab Aktiebolag (publ)

APPENDIX

Statement pursuant to Chapter 19, Section 22 of the Swedish Companies Act

The Board of Directors is of the opinion, with reference to the statement in connection with the proposed dividend in the Annual Report 2025, that the proposal is justified, taken into account the demands that the nature and scope of the business and the risks involved impose on the size of the Company's and the group's equity, and the Company's and the group's consolidation needs, liquidity and financial position in other respects.

Linköping in February 2026

The Board of Directors of Saab Aktiebolag (publ)