

APPENDIX A – RECOMMENDATION FROM THE NOMINATION COMMITTEE TO THE ANNUAL GENERAL MEETING IN FJORD DEFENCE GROUP ASA – MAY 2026

1. Introduction

The Nomination Committee consists of the following members:

- Fredrik Sneve (Chair - Independent)
- Gunerius Pettersen (Independent)

The Nomination Committee has acted according to the instructions decided by the General Meeting (GM) and in accordance with the Articles of Association of the Company. The Committee has carried out discussions with the largest shareholders in the Company, members of the Board of Directors (Board), and the Executive Management.

2. Election of Board Members

The proposed changes to the Board composition reflect a commitment to execute the company's strategy of both organic and inorganic growth within the defence industry. The new Board brings a strong combination of international defence expertise, security policy insight, legal expertise, M&A, and capital markets proficiency.

The Nomination Committee proposes the following resolution: *"Niels Ihloff is elected as Chairperson, and Emilie Mehl and Ketil Skorstad are elected as board members. Karl Sivert Skatland is elected as the personal deputy to Ketil Skorstad. The Board consists of the following persons for the period 2026-2027:"*

- **Niels Ihloff, Chair (New)**
- **Emilie Mehl, Board member (New)**
- **Ketil Skorstad, Board member (Re-elected)**
- **Karl Sivert Skatland, Personal Deputy to Ketil Skorstad (Re-elected)**

Niels Ihloff (Proposed as Chair of the Board)

Niels Ihloff brings extensive international leadership experience from the defence industry, most recently as Managing Director and CEO of Heckler & Koch, a leading manufacturer of small arms for NATO and EU countries. During his tenure at Heckler & Koch, he held executive responsibility for the company's primary manufacturing facility and headquarters in Germany, as well as board oversight of its subsidiaries in France, the United Kingdom, and the United States.

Mr. Ihloff possesses first-hand experience in defence contract awards and deliveries, technology transfer, and industrial cooperation projects. Educated in England, he originally qualified and practiced as a corporate lawyer before transitioning to the defence sector. His background as a Chief Export Control Officer provides him with deep insight into regulatory compliance and complex international legal frameworks.

Emilie Mehl (Proposed as Board Member)

Emilie Mehl has a distinguished background in Norwegian politics and public administration, most recently serving as Norway's Minister of Justice and Public Security from 2021 to 2025. As Minister, she held executive responsibility for national security, law enforcement, and emergency preparedness, leading the nation through significant civil crises during a period of radical shifts in the global security landscape. She also has extensive experience as an elected Member of the Norwegian Parliament.

Ms. Mehl holds a Master of Laws from the University of Oslo and is currently completing a Master of Business Administration (MBA) at INSEAD in France and Singapore. She brings a vast professional network and unique expertise at the intersection of security policy, crisis management, and international public affairs, which will be of significant strategic value to the company's growth in the defence market.

Ketil Skorstad (Proposed as Board Member)

Ketil Skorstad is the founder and owner of the investment firm Tigerstaden AS and has an established track record in the Nordic financial markets. He possesses deep experience in mergers and acquisitions (M&A), public listings, financing, and capital allocation. Mr. Skorstad has served on the company's Board for the past year and is proposed for re-election for a new term.

In addition to his role at Tigerstaden AS, Mr. Skorstad holds several board positions, including Chairman of Tigerstaden AS and board member of Veslefrikk Eiendom AS. He provides the Board with a broad financial network, substantial transaction experience, and a disciplined approach to capital management and strategic decision-making processes.

As a re-elected member, Mr. Skorstad provides valuable continuity and a deep understanding of the company's strategic transition, ensuring stability within the Board during this period of growth.

Board Transitions

Nina Skage, who has served since 2019 and as Chair since 2022, and Torstein Sanness, who joined the board in 2021, have informed the Nomination Committee of their decision to step down. Both have been instrumental throughout the company's transformational journey and its repositioning within the defence industry. The Committee respects their decision as a natural transition and expresses its sincere gratitude to both Nina Skage and Torstein Sanness for their significant contributions, leadership, and dedication during their tenure.

3. Nomination Committee

As the members of the Nomination Committee are up for election, the Nomination Committee proposes that **Lars Ørving Eriksen** replaces Gunerius Pettersen. The Committee proposes the following persons for a period of two years (2026-2028):

- **Fredrik Sneve, Chair**
- **Lars Ørving Eriksen, member (New)**

The Nomination Committee proposes the following resolution: *"The Nomination Committee consists of the following persons: Fredrik Sneve (Chair) and Lars Ørving Eriksen (member)."*

4. Compensation for the Directors and Committees

The Nomination Committee suggests keeping the following fees for the Directors. The fee is for the period from the Annual General Meeting in 2026 to the next Annual General Meeting in 2027.

The Nomination Committee suggests the following resolution: *"Remuneration for the Board and Committees is set as follows:*

Remuneration for the Board of Directors

- Chairperson: NOK 600,000
- Board members: NOK 300,000

Remuneration for the Audit Committee

- Chairperson: NOK 50,000
- Member: NOK 40,000

Remuneration for the Nomination Committee

- Chairperson: NOK 70,000
- Member: NOK 50,000"

Oslo, 30 April 2026, The Nomination Committee for Fjord Defence Group ASA

Fredrik Sneve, Chairperson