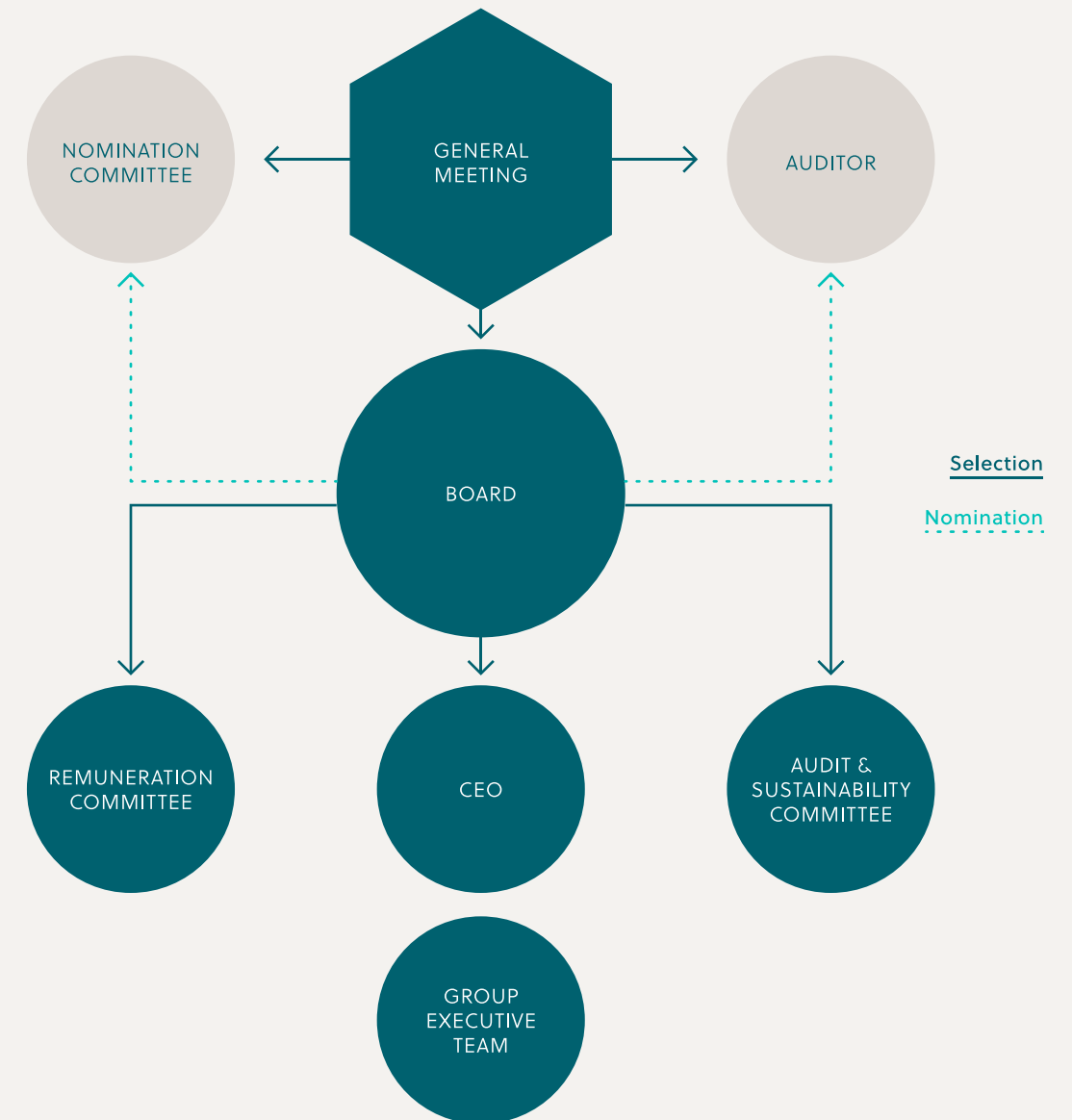


Corporate Governance

CREATING VALUE FOR OUR STAKEHOLDERS

Hexagon Composites ASA ("Hexagon" or the "Company") is committed to follow the Norwegian Code of Practice for Corporate Governance. We aim to secure a clear division of roles and responsibilities between shareholders, the board of directors and Executive Team to ensure good corporate management. We believe that this contributes to the greatest possible value creation for all interest groups and strengthens the trust in the Company among shareholders, in the capital markets and with other key stakeholders.

The Company is subject to reporting requirements for corporate governance under the Accounting Act section 3-3b (available at www.lovdata.no) as well as Oslo Børs' "Oslo rule book II - Issuer Rules" section 4.4 (available at Oslo Børs' website, www.euronext.com).



Hexagon will comply with the Code of Practice established by the Norwegian Corporate Governance Board (NUES). The latest version of the Code of Practice is available at www.nues.no. The principal purpose of the Corporate Governance Code is to ensure (i) that listed companies implement corporate governance practices that regulates the division of responsibilities between the shareholders, the board of directors and Executive Team more comprehensively than the legislation requires, and (ii) effective management and control over activities with the aim of securing the greatest possible value creation over time in the best interest of shareholders, employees and other stakeholders.

1. Implementation and reporting of Corporate Governance

Hexagon Composites ASA's principles for corporate governance are subject to annual review and discussions by the board of directors.

The Company shall comply with the Code of Practice established by the Norwegian Corporate Governance Board (NUES), last revised 28 August 2025. Unless otherwise indicated in the text below, there are no deviations to the Norwegian Code of Practice for Corporate Governance.

Hexagon's vision is clean air everywhere and our purpose is to drive energy transformation. Our values – integrity and drive – support this mission and ensure accountability for our actions. The Company is committed to conducting its business in accordance with the highest ethical standards with no tolerance for corruption.

2. Business

Hexagon delivers safe and innovative solutions for a cleaner energy future. Our solutions enable storage, transportation, and conversion to clean energy in a wide range of mobility and industrial applications. The scope and objectives of our business are defined in the Company's articles of association §3: "The objectives of the Company are in the development, production, marketing and sale of goods and services related to composites or other areas, and activities that are related thereto, and participation in companies within similar business areas." A more comprehensive discussion and analysis of our business activities, strategic priorities and operating results are included in the annual report and on the Company's website www.hexagongroup.com.


The board has defined clear objectives, strategies and risk profiles for the Company's business activities such that the Company creates value for shareholders in a sustainable manner. When

carrying out this work, the board of directors takes into account financial, social and environmental considerations. These objectives, strategies and risk profiles are subject to annual review by the board.

Sustainability, including social responsibility, is an integral part of Hexagon's corporate governance process. Formal guidelines for corporate sustainability have been approved by the board and integrated into the internal control protocols for sustainability reporting that have been established and integrated into the Group's management systems.

3. Equity and dividends

Hexagon's capital structure is considered to be at a level appropriate to the Group's objectives, strategies and risk profile. Hexagon's main objective is to focus on high-growth areas, and the Company intends to make the necessary investments to develop its business in these markets. At 31 December 2025, the Company's equity was NOK 2 645 million, equivalent to 50% of total assets. Authorization to the board for capital transactions is normally restricted to defined objectives and time limitations that do not exceed the next ordinary general meeting. This applies to the issuance of new shares as well as the purchase of own shares. The board is currently and until the General Meeting of 2026,



Good corporate governance will contribute to the greatest possible value creation over time for all interest groups.

but no later than 30 June 2026, authorized to acquire own shares on one or more occasions, up to a total nominal value not exceeding 10% of the share capital at any given time. The power of attorney may be used for the following purposes:

1. For share-based remuneration and share incentive programs for employees,
2. For the purpose of subsequent deletion of shares by reduction of the registered share capital, or
3. For general corporate purposes

Authorizations for increases in share capital relating to multiple purposes are considered separately. The board was from the General Meeting 2025 and until the General Meeting of 2026, but no later than 30 June 2026, authorized to increase the share capital by up to NOK 4 201 408 (representing 20% of the existing share capital) in one or several share issuances. The authorization may be used for general corporate purposes, including in connection with investments, mergers and acquisitions. In September 2025, the authorization was used to increase the share capital by NOK 4 201 408. Hexagon's main objective is to provide competitive returns to shareholders primarily through increasing the intrinsic value of our business. Any future dividend payments are dependent on financial performance and investment requirements.

4. Equal treatment of shareholders

Hexagon has one class of shares with equal rights, and the policy is to comply with the equal treatment principles of applicable law in capital transactions. In the event where circumstances require deviation from the main rule of equal treatment of shareholders, subsequent measures will be implemented to reduce the impact of such deviation, unless the impact is justifiable. Reasons for any deviation from equal treatment of all shareholders in capital transactions will be included in the stock exchange announcement made in connection with the transaction. The Company normally conducts transactions in its own shares through the stock exchange or at equivalent market rates. If there is limited liquidity in the Company's shares, the Company may consider other ways to ensure equal treatment of all shareholders. Any transactions in own shares will be carried out in compliance with applicable law. The Company's guidelines related to transactions with related parties are described under item 9.

5. Shares and negotiability

All shares in Hexagon are freely negotiable shares with full voting rights. No form of transfer or voting restrictions have been stipulated in the articles of association.

6. General meetings

Hexagon has well-established procedures for publicly announcing and issuing information regarding the general meeting, and all relevant information is published through newsweb.no, and the Company's website. Notice of the general meeting and supporting documents, including the recommendations from the nomination committee, are distributed and published 21 days in advance of the meeting date. The board will ensure that the Company's shareholders can participate and vote in the general meeting, that the resolutions and supporting information distributed are sufficiently detailed, comprehensive and specific to allow shareholders to form a view on all matters to be considered at the meeting, and that any deadline for shareholders to give notice of their intention to attend the meeting is set as close to the date of the meeting as per applicable regulations. Normally, shareholders will be able to vote on each individual matter, including individual candidates nominated for election to the Company's corporate bodies. Hexagon will aim to prepare and facilitate the use of proxy forms that allow for separate voting instructions to be given for each item on the agenda and should nominate a person who will be available to vote on behalf of shareholders as their proxy if advance voting is not available.

Deviations from the Norwegian Code of Practice for Corporate Governance: In connection with the annual general meeting for 2025, the general meeting was chaired by Knut Flakk. The Company's practice reflects its fundamental view that the general meeting should be chaired by a person with deep knowledge of the matters presented for consideration at the meeting.

7. Nomination committee

The Company's nomination committee's requirements are stipulated in the articles of association. The nomination committee's main responsibility is to evaluate the work and expertise profile of the board of directors and to propose suitable candidates for the board and the Nomination Committee, and remuneration for the members of these bodies. Proposals for candidates, including the reasons for selection and other relevant information are distributed with other documentation related to the annual general meeting. The nomination committee is currently comprised of three members. The composition of the Committee is intended to reflect the interests of all shareholders in general, and all members are independent of the Company's executive personnel, material business contacts and the Company's major shareholders. Members are elected at the annual general meeting, and shareholders who wish to

contact the Nomination Committee can email ir@hexagongroup.com with their request.

The current members of the nomination committee are:

- Walter Hafslø Qvam (Chair) - elected until 2026
- Ingebret G. Hisdal – elected until 2027
- Elisabeth Tørstad – elected until 2026

8. Board of directors: composition and independence

The board is composed of individuals with sufficient competence and expertise, capacity and diversity to enable independent evaluations of the Group's operations in the common interests of all shareholders and to ensure its effectiveness as a governing body. The composition of the board ensures that it can operate independently of any special interests. Five of the shareholder-elected board members are independent of the Company's executive personnel, material business contacts and the Company's major shareholders. The board does not include any members of the Company's Executive Team.

The general meeting elects the Chair of the board. The term of office for members of the board is no longer than two years at a time and board members may be re-elected. The board of directors currently has 43% female representation

while the sub-committees have 100% and 50% female representation.

The annual report and Hexagon's website provide information about the expertise of the board of directors, information on their record of attendance at board meetings, as well as identifying which members are considered independent. Members of the board are encouraged to own shares in the Company.

9. The work of the board of directors

The board of directors works with the Chief Executive Officer (CEO), Chief Financial Officer (CFO) and external auditors to ensure that the Group is managed in accordance with its corporate objectives, values and ethical guidelines. The board has an annual plan with particular emphasis on objectives, strategy and implementation. The board performs a self-evaluation annually and discusses relevant improvements and implementation of any organizational practices with the administration. The evaluation is also shared with the nomination committee.

Clear guidelines require board members and the Executive Team to notify the board of any significant direct or indirect interest in transactions executed by the Company. These guidelines are incorporated into the board's

instructions and instructions for the CEO. These instructions state how agreements with related parties are handled, including whether an independent valuation must be obtained. Any such transactions will be described in the consolidated financial statements – transactions with related parties.

The board shall ensure that members of the board and Executive Team make the Company aware of any material interests that they may have in items to be considered by the board. In the event that the board Chair has been actively engaged in such interests, the Chair will recuse himself and the Deputy Chair will assume responsibility for the matter in question.

The Company's Audit & Sustainability Committee is governed by the Norwegian Public Limited Liability Companies Act as well as a separate instruction adopted by the board of directors. The board's Audit & Sustainability Committee is comprised of members that are independent of the Company's executive personnel, material business contacts and the major shareholders. In 2025, the Audit & Sustainability Committee held eight meetings with 100% attendance from The Committee's members. The Audit & Sustainability Committee comprised of the independent board members Eva Sagemo (Chair), Liv Astri Hovem and Mimi Berdal.

The Remuneration Committee is governed by a separate instruction adopted by the board of directors. The Committee is independent of the Company's executive personnel, material business contacts and the major shareholders and is currently composed as follows: Sam Gabbita (Chair) and Eva Sagemo.

10. Risk management and internal controls

Hexagon works systematically to identify and manage the specific risks facing its business. Risk management is executed by the Executive Team and management of business units and subsidiaries. The corporate finance department is responsible for ensuring that the Group has an adequate system of internal controls, including controls over financial and non-financial reporting. The department reports to the CFO and has overall responsibility for ensuring compliance with the Group's accounting principles, financial and non-financial controls. Hexagon believes that its overall strategy, management principles and organizational structure provide a good control environment. The Group's ethical guidelines include considerations related to the Company's stakeholders in value creation and contribute to a culture and values that support this environment.

The board ensures that the Group has good internal controls and appropriate systems for risk management in relation to the scope and type of business operation. This includes ensuring that the Group's risk management and internal controls are adequate and systematic and that processes are established in accordance with laws and regulations, articles of association, instructions as well as external and internal guidelines and policies. The board regularly and systematically assesses strategies and guidelines for risk management. The board's Audit & Sustainability Committee reviews the overall risk management policy and procedures and the Group's internal control routines. The Committee functions as a preparator and advisory committee for the Group's board and provides support for exercising its responsibilities relating to risk management, financial and non-financial reporting, financial information and auditing. Please see the Risk Management section of the board of directors' report for further information on the Group's main risks.

In addition to the quarterly and annual risk assessment, the management presents quarterly financial statements that will inform the board and shareholders on current business performance, including risk reports. These reports are subject to review at the quarterly board meetings.

The financial and sustainability reporting process Hexagon recognizes the importance of robust financial and sustainability reporting processes. To ensure accuracy, transparency, and compliance, an internal control system that addresses the organization and execution of the financial and sustainability reporting has been established. Each entity of the organization has its own finance function and reports to the business segment and/or the Group on a monthly basis. The Group finance function is consolidating the numbers for each period. For sustainability reporting, all the sites and offices report several metrics covering people, environment, health and safety on a monthly basis. These data are consolidated in internal systems and used in the monthly internal reporting. The Group ESG function is collecting and consolidating additional data on quarterly and half-year basis.

The CFO plays a pivotal role in owning and overseeing the financial and sustainability reporting processes. The CFO sets the tone for the reporting, ensuring alignment with organizational goals. The role owns the reporting processes, including accuracy, timeliness, and adherence to regulations. In addition, the role assesses financial and non-financial risks, implements controls, and monitors compliance.

The Audit & Sustainability Committee complements the CFO's efforts by providing independent oversight. The Committee reviews financial and sustainability statements, ensures compliance, and approves significant transactions. It interacts with external auditors, ensuring independence and effectiveness. By adhering to these principles, leveraging the expertise of the CFO's organization, and benefiting from the Audit & Sustainability Committee's oversight, high standards of financial and non-financial reporting and governance are maintained. The board receives reporting from the management and the Audit & Sustainability Committee on a regular basis. These reports cover financial performance, risk assessments, and adherence to accounting standards. In addition to the regular reports, the board receives ad hoc reports as needed.

The financial reporting processes result in releasing quarterly and annual reports accompanied by quarterly investor presentations, all in accordance with the Group's financial calendar. The sustainability reporting process results in the sustainability statement, integrated in the annual report.

11. Remuneration of the board

The remuneration of the board of directors is approved by the Company's general meeting and should reflect the board's responsibility, expertise, time commitment and the complexity of the Company's activities. The approved remuneration applies for the period from the date of the annual general meeting and up to the date of the next annual general meeting. Further information about the remuneration to the individual Board members is provided in the Remuneration report 2025. The report is available on Hexagon's website under the investor section.

All fees are fixed and are not linked to the Company's performance. Board members are not eligible for share option programs. Reference is also made to the Company's Remuneration Report for further details on remuneration of the board of directors.

Members of the board of directors and/or companies with which they are associated should not take on specific assignments for the Company in addition to their appointment as a member of the board. If they do nonetheless take on such assignments this should be disclosed to the full board. The remuneration for such additional duties should be approved by the board of directors.

12. Salary and other remuneration for executive personnel

The board has established guidelines on salary and other remuneration for the Executive Team. Reference is made to the Guidelines for remuneration of executive personnel approved by the annual general meeting in 2025.

Hexagon's arrangements in respect of salary and other remuneration are considered to ensure that the Executive Team and shareholders have convergent interests. The Executive Team's remuneration is based on Company- and individual performance, and both the methods and the amounts are intended to promote commercial strategy, long-term interests and financial viability for the Company. Hexagon believes that this can be achieved through the prudent use of performance share units and/or other equivalent financial instruments and/or bonus schemes. Both the Executive Team's collective short-term and long-term incentive plans are subject to proportionate salary or absolute value "on award" limits respectively. All long-term incentive plans contain variable performance parameters which influence the ultimate value of the award at vesting/ completion. The Company shall ensure that both

the remuneration policy and the remuneration report are approved and made available on the Company's website in accordance with statutory legislation. For further details on remuneration of the Executive Team, refer to the Remuneration report for 2025.

13. Information and communication

The Group follows the Oslo Stock Exchange's recommendations for reporting investor information. The Group's information policy is based on openness and equal treatment of all shareholders and participants in the securities market. Hexagon's policy is to provide all shareholders with accurate, consistent, relevant and timely information. Efforts are being directed towards developing disclosures on major value drivers and risk factors. The Company believes it is important that employees, shareholders and investors have equal opportunities to monitor the Company's performance and receive sufficient information to value Hexagon correctly. The Group seeks to communicate information about its products and markets to its stakeholders, while ensuring equal access to all relevant information provided.

All stock exchange releases, financial reports and presentations, other public presentations and press releases are made available on the Company's website www.hexagongroup.com together with other relevant information. All information distributed to the Company's shareholders will be published on the Company's website at the same time as it is sent to the shareholders. In connection with its financial reporting, Hexagon is broadcasting its presentation via webcast with the opportunity for stakeholders to ask questions in a dedicated Q&A session.

14. Take-overs

The board acknowledges that it should not prevent or obstruct offers for purchase of the Company's business operations or shares. Agreements that restrict the possibility of obtaining other offers for the Company's shares should only be entered into when clearly justified as being in the joint interests of the Company and its shareholders. Agreements between the Company and an offerer that are important to the market's assessment of the offer are made public before or at the same time as notice is given that an offer will be made.

15. Auditor

Each year, the Company's external auditor provides an annual written confirmation of their independence and objectivity. The auditor attends board meetings that address the annual accounts and presents to the Audit & Sustainability Committee the main features of a plan for implementing the auditing work. The auditor gives an annual presentation to the board with an opinion on the Company's accounting principles, asset management and internal control procedures. The Group's auditor until completion of full year 2025 reporting are EY. PwC is being proposed as the Company's new auditor to the General Meeting 2026. The auditor have no engagements with the Company that could impair their independence, and the board, through the Audit & Sustainability Committee, has established guidelines in respect of the use of the auditor for services other than the audit. See note 28 to the consolidated financial statements for information about remuneration to the auditor, including statutory audit and other services.