



REMUNERATION REPORT

2025

OH B SE



REMUNERATION REPORT OF OH B SE FOR 2025

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1 INTRODUCTION

The system of remuneration for the Management Board members is determined by the Supervisory Board in accordance with Section 87 (1) of the German Stock Corporation Act. The focus is on appropriateness in the light of the duties and performance of the Management Board members as well as the Company's situation in tandem with its orientation towards sustainable and long-term development. The remuneration of the Management Board thus contributes to the implementation of the Company's business strategy and growth.

In accordance with Section 120a (1) Clause 1 of the German Stock Corporation Act, the shareholders pass a resolution approving the remuneration system for the members of the Management Board as proposed by the Supervisory Board within the meaning of Section 87a of the German Stock Corporation Act whenever there is any significant change to the remuneration system, however no less than once every four years. Accordingly, the shareholders passed a resolution to approve the remuneration system currently in place with a majority of 96.01% of the votes cast at OHB SE's annual general meeting on June 1, 2022.

After close consideration, particularly of the legal requirements, the provisions of the German Corporate Governance Code in the version dated December 16, 2019 (the "Code") valid at that time and the relevant aspects in the light of the Company's interests, the Supervisory Board adopted the remuneration system for the members of OHB SE's Management Board described below in April 2022. In this context, the Supervisory Board also took into account the fact that the Company is a family-run business and that the Chief Executive Officer, Mr. Marco R. Fuchs, is a member of the founding and owner family. Under the legal structure, the remuneration system is applicable to all members of the Company's Management Board. However, the corresponding basic requirements for appropriate remuneration vary due to the aforementioned circumstances – for example, in the case of Mr. Fuchs, a separate incentive based on the share price is not necessarily appropriate due to the number of the shares which he holds in the Company. For this reason, the Supervisory Board considers it necessary to be able to determine remuneration individually within the framework of the remuneration system, where necessary. In the opinion of the Supervisory Board, the remuneration system must take this into account. The remuneration system provides the appropriate options for ensuring this.

The remuneration report prepared and audited for 2024 in accordance with Section 162 of the German Stock Corporation Act was approved by a majority of 99.65% of the shareholders at the annual general meeting on June 12, 2025 in accordance with Section 120a (4) of the German Stock Corporation Act. Therefore, no aspects with regard to the remuneration system or its implementation need to be included in the remuneration report.

The Management Board and the Supervisory Board are responsible for the preparation of the annual remuneration report in accordance with Section 162 of the German Stock Corporation Act. The remuneration report and the auditor's opinion on the formal audit performed are available on [OHB SE's website](#). Information on the current remuneration systems can also be found on the website.

2 REMUNERATION SYSTEM FOR THE MEMBERS OF THE MANAGEMENT BOARD

The structure of the Management Board's remuneration directly supports the sustainable and long-term development of OHB SE and its subsidiaries ("OHB Group"). It thus makes a significant contribution to the successful implementation of the business strategy and to increasing the value of the Company in the light of modern and sustainable corporate governance on the part of the Management Board. Its structure strictly follows the "pay for performance" principle, which is reflected in moderate fixed salaries compared with the market and a clear link between the variable remuneration elements and the profit actually achieved.

Under Section 162 (1) Clause 2 No. 1 of the German Stock Corporation Act, the remuneration report must contain a report on the remuneration paid in the year in which the activities on which the remuneration is based were performed in full (Interpretation 2 as defined by IDW).¹

The constant validity of the agreed components over the entire individual term of each Management Board member's appointment in the absence of any further review/adjustment is the principle underlying the determination of Management Board remuneration. The Supervisory Board bases this on standard market practice and the application of market benchmarks for the agreed remuneration.

The remuneration system described below does apply to all members of the Board of Management.

2.1 Remuneration Component

The remuneration of the Management Board is subject to a system that meets the requirements of the Act on the Transposition of the Second Shareholder Rights Directive and the recommendations and suggestions contained in the German Corporate Governance Code. The basic remuneration components are summarized in the following table.

Remuneration Component	Structure of the Remuneration Component
Fixed Salary	<ul style="list-style-type: none"> • Fixed amount depending on the duties and performance of the respective Management Board member • Paid in twelve equal monthly amounts
One-year variable remuneration	<ul style="list-style-type: none"> • Based on financial and/or non-financial performance criteria, particularly with reference to corresponding annual targets • Primary focus on achieving annual earnings • Financial performance criteria linked to a pre-determined percentage of the economic indicator achieved • At least 70 percent of the defined rate of increase in the economic indicators must be achieved • In the case of 70 percent target achievement, 70 percent of the remuneration to be granted for 100 percent achievement • Beyond this, the one-year variable remuneration increases on a straight-line basis • If the targets are not achieved, the bonus component is cancelled in full
Multi-year variable remuneration	<ul style="list-style-type: none"> • In line with the one-year variable remuneration with parameters linked to a multi-year assessment basis or reference period • Here as well, the focus is on the contribution made to generating positive financial results • Reference period of up to three years but at least more than one year
Fringe benefits	<ul style="list-style-type: none"> • Grant of appropriate fringe benefits at the reasonable discretion of the Supervisory Board, which, for example, <ul style="list-style-type: none"> • cover mobility requirements, ensure technical accessibility and the provision of adequate working conditions - and may also be used privately • adequate insurance cover and pension provisions

If an employee joins or leaves the company during the year, the one-year variable remuneration is calculated and determined on a pro rata basis.

¹ IDW 2021, Questions and Answers: Preparation of a Remuneration Report Pursuant to Section 162 of the German Stock Corporation Act

2.2 Structural Parameters

The Supervisory Board has the following structural parameters for the variable remuneration components of the Management Board:

Structural Parameters	Definition of the Structural Parameters						
Target Remuneration	<ul style="list-style-type: none"> Determination of the total target remuneration by the Supervisory Board individually for each Management Board member based on the current forecast Target total remuneration is based on achievement of financial and non-financial performance targets 						
Weighting of the Remuneration Components	<table border="0"> <tr> <td>• Fixed salary (including fringe benefits)</td> <td>1/3 - 2/3</td> </tr> <tr> <td>• One-year variable remuneration</td> <td>0 - 2/3</td> </tr> <tr> <td>• Multi-year variable remuneration</td> <td>0 - 2/3</td> </tr> </table>	• Fixed salary (including fringe benefits)	1/3 - 2/3	• One-year variable remuneration	0 - 2/3	• Multi-year variable remuneration	0 - 2/3
• Fixed salary (including fringe benefits)	1/3 - 2/3						
• One-year variable remuneration	0 - 2/3						
• Multi-year variable remuneration	0 - 2/3						
Payment of the Remuneration	<ul style="list-style-type: none"> One-year variable remuneration <ul style="list-style-type: none"> Primarily in cash or Fully or partially paid in OHB SE shares Multi-year variable remuneration <ul style="list-style-type: none"> Fully or partially paid in OHB SE shares If the Management Board member in question is not a member of the owner family: multi-year variable remuneration primarily in shares Stock options or other share-based payment instruments may be granted 						

No subsequent changes may be made to the targets or comparison parameters for variable remuneration after the beginning of the reference period relevant for the respective variable remuneration.

No legally binding percentages have been specified. This ensures that the Supervisory Board is able to appropriately set the target total remuneration in accordance with the principles of this remuneration system in the light of the Company's situation. This does not prejudice the determination of the maximum remuneration.

2.3 Procedure for Setting and Reviewing Remuneration

The following factors must be taken into account when determining remuneration:

- The duties, functional responsibilities, and performance of the board member,
- The level of remuneration at comparable companies (external or horizontal comparison),
- Remuneration of the Company's employees who are members of senior management and of the workforce as a whole (internal or vertical comparison), taking into account the historical development of remuneration, and
- The Company's situation.

In considering the remuneration paid by comparable companies, the Supervisory Board draws on suitable peer groups, taking into account both the business segment and the size and market positioning of the OHB Group to the extent possible in light of the fact that this segment is relatively small in Germany and there are few listed companies in the relevant sector. Where appropriate, the Supervisory Board relies on remuneration studies in this context in order to broaden the basis for comparison.

The Supervisory Board has the option to determine the remuneration for each member of the Management Board individually. The target parameters for variable remuneration are set by the Supervisory Board in advance.

The Supervisory Board determines the actual variable remuneration earned by the individual members of the Management Board after the end of the respective assessment periods. The one-year variable remuneration is calculated after the end of the fiscal year and the preparation of the annual financial statement.

Remuneration is regularly reviewed by the Supervisory Board under the leadership of its Chairman, particularly with regard to the aforementioned aspects.

If any conflicts of interest arise in connection with determining, implementing or reviewing the Executive Board's remuneration system, the affected Supervisory Board member must disclose the conflict to the Supervisory Board. This must be done in accordance with the Supervisory Board's rules of procedure. If necessary, the member must not participate in the decision-making process. In the case of sufficiently serious conflicts of interest, the member may also refrain from participating in the deliberations.

2.4 Deviation from the Remuneration System

The Supervisory Board is authorised to take exceptional circumstances into account when granting and paying out variable remuneration components, within reasonable limits. Any such implementation must be preceded by a determination of the circumstances in question and a resolution by the Supervisory Board regarding implementation. Furthermore, if the company's financial situation deteriorates, the Supervisory Board is entitled to the rights set out in Section 87(2) of the German Stock Corporation Act. Such exceptional circumstances include but are not limited to:

- The need to maintain the incentive effect of the Executive Board member's² remuneration, and
- The existence of extraordinary and far-reaching changes in the economic situation (for example, due to a severe economic crisis).

This deviation may apply to all components of remuneration. However, exceeding the maximum remuneration is not permitted.

2.5 Contribution of Remuneration to Promoting the OHB Group's Business Strategy and Long-Term Development

The remuneration system makes a material contribution to expanding the OHB Group's position as an end-to-end solutions provider of space-based systems, space launch systems and components as well as related services, enhancing the OHB Group's overall performance and profitability.

Appropriate incentives are set by means of:

- The short-term (one-year) variable remuneration (short-term incentive, "STI"), which is primarily tied to the achievement of a positive financial result, and
- The multi-year variable remuneration (long-term incentive, "LTI"), which, in addition to the targeted financial results, may also be based on the successful long-term achievement of key non-financial targets as part of the corporate strategy.

² If an adjustment of the existing remuneration components is not sufficient to restore the incentive effect of the Management Board member's remuneration, the Supervisory Board may temporarily grant additional remuneration components subject to the same conditions in the event of any extraordinary developments.

In the Supervisory Board’s discretion, which may involve weighing multiple performance metrics and averaging them where applicable, the following are particularly relevant performance metrics for annual and multi-year remuneration:

Financial Targets (based on IFRS accounting), i.e. aligned with such parameters as

- EBT (Earnings before taxes),
- EBIT (Earnings before interest and taxes),
- Net Leverage
- Sales / Total Revenues

Share Performance

Non-Financial Targets i.e. aligned with such parameters as

- ESG policy
- Succession Planning
- Diversity
- Compliance

The remuneration system is thus instrumental in attracting qualified executives, retaining them within the company over the long term, and promoting the business strategy in a sustainable manner. The performance of the share price aligns the interests of the Executive Board members with those of the shareholders.

In the event of remuneration being granted in the form of shares or on a share-based payments, the aforementioned aspects generally apply accordingly. Furthermore, remuneration in the form of company shares or share-based payment can typically be structured in a manner that preserves liquidity, particularly when the company itself issues the relevant shares. This approach enables the allocation of additional funds to the company’s business activities, the promotion and implementation of its business strategy, and its long-term development.

	Fiscal Year (y)	y + 1	y + n
Non-Performance based Components	Fixed Salary p.a. (incl. Fringe Benefits)		
Performance based Components	Short-Term Incentive		
	Long-Term Incentive		

2.6 Specific Aspects of the Remuneration System

2.6.1 Maximum Remuneration

The remuneration granted for a given year, consisting of the fixed salary, one-year variable remuneration, multi-year variable remuneration as well as fringe benefits and, if applicable, special allowances, is capped at a maximum amount of EUR 7,500,000.00 gross ("maximum remuneration") for all Management Board members. For each Management Board member beyond the number of five members, the maximum remuneration of EUR 7,500,000.00 gross is increased by 20%, i.e. EUR 1,500,000.00 gross.

In the calculation of the maximum remuneration, payments of the one-year variable remuneration are allocated to the year preceding the year of payment (however, any subsequent variable remuneration payments under remuneration models adopted in the past are excluded). Payments of multi-year variable remuneration are allocated in equal parts (average) to the years contained in the respective reference period.

The maximum remuneration refers to the total of all payments resulting from the remuneration plans for a fiscal year. The year in which the shares are granted is decisive for the grant of shares. In the case of stock options, the year in which the Company is required to recognize these remuneration elements for the first time is decisive.

2.6.2 Special Allowances

Furthermore, the Supervisory Board may authorize the disbursement of a limited special allowance to individual Management Board members who have demonstrated exceptional performance during the specified period. This includes but is not limited to services rendered by the Management Board member in connection with the implementation of a corporate action or restructuring within the OHB Group.

In addition, the Supervisory Board may enter into agreements with new members of the Executive Board to compensate for lost remuneration claims arising from a previous employment relationship. These agreements may also include sign-on bonuses in euros, company shares, or share-based payments.

2.6.3 Recovery or Reduction of Variable Remuneration (Claw Back)

In accordance with a corresponding provision in the Management Board service contracts, the Company may in the event of any serious breaches of duty demand full or partial repayment of the one-year variable remuneration from the Management Board member concerned and/or the multi-year variable remuneration for the year in which the serious breach of duty occurred. Recovery of this amount is possible even after the Management Board member has left the Company. The involvement of an advisory committee is permissible, but the decision on any recovery and the amount of such recovery is made by the full Supervisory Board. If the applicable variable remuneration has not yet been paid out, it is reduced accordingly. This does not prejudice any other legal remedies that may be available to the Company, particularly the recovery of damages.

2.6.4 Remuneration-related Legal Transactions and other Elements of the Remuneration System

2.6.4.1 Terms of Service Contracts of the Management Board Members

The term of Management Board contracts is generally three to five years. The Supervisory Board may deviate from this in justified individual cases, taking into account the statutory provisions (in particular Section 84 of the German Stock Corporation Act).

2.6.4.2 Termination Benefits

In the event of early termination of the Executive Board service contract, contractually agreed payments to members of the Executive Board are limited to two years' remuneration. This is defined in Section 285 No. 9 a) of the German Commercial Code (HGB) as the total remuneration (including fringe benefits), i.e. the severance payment cap. These payments may not exceed the remuneration for the remaining term of the Management Board contract that would have been owed had the contract not been terminated prematurely. In the event of a post-contractual non-competition clause, the severance payment shall be offset against the remuneration for the waiting period to be stipulated in the Executive Board service contracts, in accordance with the German Corporate Governance Code's recommendation.

If the service contract is terminated, any outstanding variable remuneration components accruing in the period prior to termination are paid out in accordance with the originally agreed targets or comparison parameters and on the agreed dates.

2.6.4.3 Secondary Activities of Management Board Members

The fixed remuneration covers all activities performed by the Management Board members for the OHB Group companies (including OHB SE). This particularly includes supervisory board mandates at Group companies. Any remuneration claims accruing against affiliated companies are generally deemed to be covered by the fixed remuneration. The Supervisory Board may at its own reasonable discretion permit an exception from this rule, particularly when service contracts that do not provide for such arrangement are renewed.

The Supervisory Board decides on a case-by-case basis whether and to what extent remuneration paid for exercising supervisory board mandates outside the Group is to be offset against the fixed remuneration.

2.6.4.4 D&O Insurance

OHB SE takes out D&O insurance (pecuniary loss liability insurance) for the Management Board members subject to a deductible in line with the requirements of Section 93 (2) Clause 3 of the German Stock Corporation Act.

2.7 Remuneration of the Management Board Members

2.7.1 Composition of the Management Board

At the beginning of the 2025 fiscal year, the Executive Board of OHB SE consisted of five members. Klaus Hofmann, whose appointment was extended until March 31, 2025 by a resolution of the Supervisory Board dated December 5, 2024, stepped down from the Executive Board of OHB SE with effect from March 31, 2025.

Following a resolution of the Supervisory Board on August 11/12, 2025, Dr. Tim Tecklenburg was appointed to the Executive Board (Finance) with effect from September 1, 2025 for a term ending August 31, 2030. Dr. Tecklenburg will assume the CFO role from Kurt Melching, whose term of appointment runs until March 31, 2026, thereby ensuring a smooth transition of responsibilities as CFO. Furthermore, Kurt Melching has assumed additional strategic responsibilities on the Group Executive Board, with a particular focus on the defence sector.

By resolution of the Supervisory Board dated August 6, 2023, the appointment of Marco R. Fuchs (CEO), which was set to expire on June 30, 2024, was extended by a further four years as a member of the Executive Board until June 30, 2028.

Following a resolution of the Supervisory Board on December 17, 2021, Ms. Daniela Schmidt was appointed Chief Integrity & Sustainability Officer (CISO) with effect from January 1, 2022 to December 31, 2024. By a further resolution of the Supervisory Board on June 18, 2024, this appointment was extended until December 31, 2027. Following a resolution of the Supervisory Board on March 14-16, 2023, Dr. Markus Moeller has been appointed as a member of the Executive Board (Business Development) with effect from July 1, 2023 for a term ending June 30, 2027.

2.7.2 Remuneration Components

The remuneration for all members of the Executive Board consists of a fixed salary, annual variable remuneration, and fringe benefits.

As outlined below, the remuneration components were calculated with the relevant obligations in mind. Remuneration is considered to have been granted if the underlying work (whether one- or multi-year) for which the remuneration is due has been fully performed during the fiscal year (IDW Interpretation 2).

2.7.3 Composition of the Variable Component

Variable remuneration is based on financial and non-financial performance criteria.

The table below illustrates the performance criteria employed for variable remuneration purposes in the 2025 fiscal year, together with the respective target achievement levels. It should be noted, however, that not all criteria are applicable to all individuals of the Executive Board, as outlined in detail below.

	Targets	Target Amount	Target Achievement
Financial Performance Criteria	EBIT of OHB SE	€105 million	€ 73.315 million
	Adj. EBITDA of OHB SE	€125 million	€ 125.554 million
Non-Financial Performance Criteria	Sustainability	<ul style="list-style-type: none"> • Developing a net-zero strategy • Establishing an ESG governance model and an ESG risk management system • Publication of a non-financial Report 	110%
	Corporate Security	<ul style="list-style-type: none"> • Successful self-accreditation of safety-related requirements • Improvements in crisis and emergency management 	100%
	Legal	<ul style="list-style-type: none"> • Expansion of the legal governance model at the corporate level • Reorganization of a division 	150%
	Securing OHB Group's economic success / increasing earnings	<ul style="list-style-type: none"> • Ensuring compliance with defined parameters at both the group level and for specific subsidiaries • Implementation of necessary adjustments to improve efficiency • Adherence to the budget in accordance with established requirements; updating and reviewing the budget process 	85 - 100%

Marco R. Fuchs's performance-based remuneration amounts to 1.5% of EBT, as reported in OHB SE's consolidated financial statements.

Klaus Hofmann's performance-based remuneration consists of two components: firstly, a percentage-based profit share (0.2% of adjusted EBT, according to OHB SE's consolidated financial statements), and secondly, the target achievement level of the non-financial performance criteria.

Kurt Melching's performance-based remuneration also consists of two components: First, a profit share based on performance (0.2% of adjusted EBT, as stated in OHB SE's combined financial reports) and second, the extent to which non-financial performance targets are achieved. In the 2025 financial year, the non-financial performance criteria focused on securing the OHB Group's economic success and increasing its earnings. The performance-based remuneration of Daniela Schmidt consists of two components too: A percentage-based profit share (0.05% of adjusted EBITDA as per OHB SE's consolidated financial statements), which is linked to achieving a defined EBITDA target and a minimum growth rate, and the target achievement level of non-financial performance criteria. In line with her area of responsibility, these include targets relating to sustainability, integrity, legal compliance and corporate security, such as developing a net-zero strategy.

For Dr. Markus Möller, performance-based remuneration amounts to 1.5% of EBT, as reported in OHB SE's consolidated financial statements. This performance-based remuneration is subject to two additional criteria: the EBIT target being met and a growth rate of at least 70% being achieved compared to the previous year.

Dr. Tim Tecklenburg is granted variable remuneration if the Group achieves an adjusted EBITDA target of at least 85%. The variable remuneration is then calculated based on the degree to which the agreed financial and non-financial performance indicators are achieved, within a range of 80% to 120%. In fiscal year 2025, the primary focus of the established targets was the update and review of the budget process.

According to the consolidated financial statements, EBT amounted to EUR 67.4 million in fiscal year 2025. To determine the performance-based remuneration of Mr. Hofmann and Mr. Melching, adjusted EBT is used, which amounted to EUR 78.3 million in the 2025 financial year.

Based on the aforementioned performance criteria, the achievement of targets for the individual members of the Executive Board with respect to the non-financial performance criteria is as follows:

	Target Achievement Level of Reporting Year
Dr. Tim Tecklenburg	100.00%
Kurt Melching	90.63%
Daniela Schmidt	126.00%
Klaus Hofmann	100.00%

2.7.4 Other remuneration

Marco R. Fuchs and Dr. Lutz Bertling also receive compensation for their service on the Board of Directors of OHB Italia S.p.A., Milan, Italy, and Marco R. Fuchs as Chairman of the Supervisory Board of MT Aerospace AG, Augsburg. Klaus Hofmann receives a monthly rent allowance of EUR 1,000.00.

Dr. Moeller receives an annual rent subsidy of EUR 12,000.00.

Furthermore, Dr. Tecklenburg received a one-time signing bonus upon the commencement of his employment contract. However, entitlement to this bonus exists only if the employment relationship lasts at least one year and is not terminated prematurely at the initiative of the Executive Board member. In addition, one-time relocation expenses for the move to the Bremen office were covered.

For exceptional performance in connection with the development of the OHB Group's order backlog, Dr. Markus Moeller receives a special bonus of EUR 940,000.00. For the highly successful reorganization of a division of the Group, Daniela Schmidt receives a special bonus of EUR 50,000.00.

2.7.5 Target Remuneration

Based on the performance criteria as well as the target achievement of the individual Management Board members, the following individual total remuneration arose in 2025:

	Marco R. Fuchs	Klaus Hofmann (until 31.03.2025)	Kurt Melching	Daniela Schmidt	Dr. Markus Moeller	Dr. Tim Tecklenburg (from 01.09.2025)	Total
Basic remuneration	320,000.04 €	72,500.01 €	249,999.96 €	240,000.00 €	320,000.04 €	104,000.00 €	1,306,500.05 €
Fringe benefits	65,171.10 €	6,823.99 €	10,244.91 €	10,490.51 €	32,773.38 €	104,367.59 €	229,871.48 €
One-year variable remuneration	1,012,000.00 €	59,154.00 €	247,248.00 €	125,800.00 €	- €	100,000.00 €	1,544,202.00 €
Multi-year variable remuneration	- €	- €	- €	- €	- €	- €	- €
Share-based payment	- €	- €	- €	- €	- €	- €	- €
Special Bonus	- €	- €	- €	50,000.00 €	940,000.00 €	- €	990,000.00 €
Retirement benefits	10,726.28 €	2,245.95 €	20,000.00 €	17,142.92 €	83,000.04 €	- €	133,115.19 €
Total	1,407,897.42 €	140,723.95 €	527,492.87 €	443,433.43 €	1,375,773.46 €	308,367.59 €	4,203,688.72 €

The following table shows the remuneration obligations owed to each member of the current Executive Board, the relative proportion of variable remuneration as a percentage of total remuneration, the relative proportion of fixed remuneration as a percentage of total remuneration, and the changes from the previous year.

Name	Year	Non-performance-tied remuneration component								Performance-tied remuneration component			Total remuneration	Ratio of variable to fixed remuneration	Change over the previous year
		Monthly remuneration	Annual remuneration	Company car	Pension benefits	Health insurance	Direct insurance	Accident insurance	Other remuneration	Bonus	Special allowances	Share-based payment			
Marco Fuchs	2020	26,666.67 €	320,000.04 €	12,844.80 €	7,254.00 €	4,415.64 €	1,742.48 €	159.16 €	40,635.76 €	447,250.00 €	- €	- €	834,301.88 €	56.4 %	
Marco Fuchs	2021	26,666.67 €	320,000.04 €	12,455.20 €	7,923.60 €	4,614.96 €	1,742.48 €	159.16 €	32,065.18 €	623,912.00 €	- €	- €	1,002,872.62 €	64.3 %	20.2 %
Marco Fuchs	2022	26,666.67 €	320,000.04 €	8,169.60 €	7,867.80 €	4,614.96 €	1,742.48 €	139.83 €	31,576.00 €	749,691.40 €	- €	- €	1,123,802.11 €	68.6 %	12.1 %
Marco Fuchs	2023	26,666.67 €	320,000.04 €	8,169.60 €	8,146.80 €	4,847.88 €	1,742.48 €	139.83 €	42,704.45 €	436,290.00 €	- €	- €	822,041.08 €	56.0 %	-26.9 %
Marco Fuchs	2024	26,666.67 €	320,000.04 €	8,169.60 €	8,425.80 €	5,061.12 €	1,742.48 €	139.83 €	42,704.45 €	- €	- €	- €	386,243.32 €	0.0 %	-53.0 %
Marco Fuchs	2025	26,666.67 €	320,000.04 €	8,169.60 €	8,983.60 €	5,655.84 €	1,742.48 €	139.83 €	47,205.83 €	1,012,000.00 €	- €	- €	1,407,897.42 €	74.4 %	264.5 %
Klaus Hofmann	2020	24,166.67 €	290,000.04 €	7,541.01 €	7,254.00 €	4,415.64 €	- €	159.16 €	- €	154,000.00 €	- €	- €	463,369.85 €	33.2 %	
Klaus Hofmann	2021	24,166.67 €	290,000.04 €	5,423.40 €	7,923.60 €	4,160.16 €	- €	159.16 €	- €	163,188.00 €	- €	- €	470,854.36 €	34.7 %	1.6 %
Klaus Hofmann	2022	24,166.67 €	290,000.04 €	5,423.40 €	7,867.80 €	4,178.28 €	- €	139.83 €	6,000.00 €	179,958.85 €	- €	- €	493,568.20 €	36.5 %	4.8 %
Klaus Hofmann	2023	24,166.67 €	290,000.04 €	5,423.40 €	8,146.80 €	4,847.88 €	- €	139.83 €	106,000.00 €	138,172.00 €	- €	- €	552,729.95 €	25.0 %	12.0 %
Klaus Hofmann	2024	24,166.67 €	290,000.04 €	10,200.00 €	8,425.80 €	5,025.72 €	- €	139.83 €	44,462.30 €	265,408.33 €	36,354.00 €	- €	660,016.02 €	42.6 %	19.4 %
Klaus Hofmann	2025	24,166.67 €	72,500.01 €	2,550.00 €	2,245.95 €	1,239.03 €	- €	34.96 €	3,000.00 €	59,154.00 €	- €	- €	140,723.95 €	42.0 %	-78.7 %
Kurt Melching	2020	18,333.33 €	219,999.96 €	8,300.85 €	- €	4,215.96 €	10,000.00 €	159.16 €	- €	100,000.00 €	- €	- €	342,675.93 €	29.2 %	
Kurt Melching	2021	18,333.33 €	219,999.96 €	5,140.44 €	- €	5,122.92 €	10,000.00 €	159.16 €	- €	100,000.00 €	- €	- €	340,422.48 €	29.4 %	-0.7 %
Kurt Melching	2022	18,333.33 €	219,999.96 €	5,140.44 €	- €	4,437.96 €	10,000.00 €	139.83 €	- €	123,206.58 €	- €	- €	362,924.77 €	33.9 %	6.6 %
Kurt Melching *	2023	20,208.33 €	242,499.96 €	5,055.42 €	- €	4,662.36 €	10,000.00 €	139.83 €	129,000.00 €	158,172.00 €	- €	- €	549,529.57 €	28.8 %	51.4 %
Kurt Melching	2024	20,833.33 €	249,999.96 €	4,587.81 €	- €	4,533.36 €	20,000.00 €	139.83 €	16,923.40 €	242,208.33 €	36,354.00 €	- €	574,746.69 €	45.0 %	4.6 %
Kurt Melching	2025	20,833.33 €	249,999.96 €	4,551.84 €	- €	5,553.24 €	20,000.00 €	139.83 €	- €	247,248.00 €	- €	- €	527,492.87 €	46.9 %	-8.2 %
Daniela Schmidt	2022	12,500.00 €	150,000.00 €	7,527.27 €	15,225.33 €	4,644.00 €	- €	139.83 €	- €	36,000.00 €	- €	10,635.00 €	224,171.43 €	16.9 %	n.a.
Daniela Schmidt	2023	12,500.00 €	150,000.00 €	7,365.12 €	15,652.20 €	4,695.24 €	- €	139.83 €	150,000.00 €	40,000.00 €	- €	9,690.00 €	377,542.39 €	10.9 %	68.4 %
Daniela Schmidt	2024	12,500.00 €	150,000.00 €	7,365.12 €	16,851.60 €	4,533.36 €	- €	139.83 €	18,600.00 €	50,000.00 €	- €	- €	247,489.91 €	20.2 %	-34.4 %
Daniela Schmidt	2025	20,000.00 €	240,000.00 €	4,296.32 €	17,142.92 €	6,054.36 €	- €	139.83 €	- €	125,800.00 €	50,000.00 €	- €	443,433.43 €	32.0 %	79.2 %
Dr. Markus Moeller	2023	26,666.67 €	160,000.02 €	3,116.40 €	- €	2,409.00 €	41,500.02 €	69.92 €	216,000.00 €	218,145.00 €	- €	- €	641,240.36 €	34.0 %	n.a.
Dr. Markus Moeller	2024	26,666.67 €	320,000.04 €	5,720.82 €	- €	4,533.36 €	83,000.00 €	139.83 €	16,852.94 €	- €	1,105,000.00 €	- €	1,535,246.99 €	0.0 %	139.4 %
Dr. Markus Moeller	2025	26,666.67 €	320,000.04 €	4,184.88 €	- €	5,917.08 €	83,000.04 €	139.83 €	22,531.59 €	- €	940,000.00 €	- €	1,375,773.46 €	0.0 %	-10.4 %
Dr. Tim Tecklenburg	2025	26,000.00 €	104,000.00 €	3,879.26 €	- €	1,759.76 €	- €	139.83 €	98,588.74 €	100,000.00 €	- €	- €	308,367.59 €	32.4 %	-
Total remuneration 2025		144,333.34 €	1,306,500.05 €	27,631.90 €	28,372.67 €	26,179.31 €	104,742.52 €	734.11 €	171,326.16 €	1,544,202.00 €	990,000.00 €	- €	4,203,688.72 €		
		*average monthly reference, more precise breakdown: 01-03/2023 = 18,333.33 € 04-12/2023 = 20,833.33 €													

With total remuneration for all members of the Executive Board amounting to approximately EUR 4,203,000 for the 2025 fiscal year, the maximum remuneration of EUR 7,500,000 specified in the remuneration policy has been adhered to. The actual total remuneration for all members of the Executive Board in 2025 amounts to 56.04% of the specified maximum remuneration.

The following table shows the remuneration obligations owed to the former Executive Board member as well as the changes from the previous year. The remuneration received in the reporting year consists of remuneration for serving on the Board of Directors of OHB Italia S.p.A., Milan (see Section 2.7.4 of this report).

Name	Year	Non-performance-tied remuneration component								Performance-tied remuneration component		Total remuneration	Ratio of variable to fixed remuneration	Change over the previous year
		Monthly remuneration	Annual remuneration	Company car	Pension benefits	Health insurance	Direct insurance	Accident insurance	Other remuneration	Bonus	Share-based payment			
Dr. Lutz Bertling	2020	26,666.67 €	320,000.04 €	7,500.00 €	7,254.00 €	4,303.20 €	- €	159.16 €	16,935.59 €	447,250.00 €	430,000.00 €	1,233,401.99 €	56.9 %	
Dr. Lutz Bertling	2021	26,666.67 €	320,000.04 €	7,500.00 €	7,923.60 €	5,122.92 €	- €	159.16 €	17,065.18 €	547,430.00 €	434,375.00 €	1,339,575.90 €	61.6 %	8.6 %
Dr. Lutz Bertling	2022	30,416.67 €	365,000.04 €	7,500.00 €	7,867.80 €	4,586.04 €	- €	139.83 €	407,055.00 €	749,691.40 €	- €	1,541,840.11 €	49.0 %	15.1 %
Dr. Lutz Bertling	2023	31,666.67 €	380,000.04 €	7,500.00 €	8,848.95 €	5,225.05 €	- €	139.83 €	545,118.20 €	436,290.00 €	- €	1,383,122.07 €	32.0 %	-10.3 %
Dr. Lutz Bertling (retired at the end of December 31, 2023)	2024	- €	- €	- €	- €	- €	- €	- €	19,554.20 €	- €	- €	19,554.20 €	n.a.	-98.6 %
Dr. Lutz Bertling (retired at the end of December 31, 2023)	2025	- €	- €	- €	- €	- €	- €	- €	21,470.55 €	- €	- €	21,470.55 €	n.a.	9.8 %
Total remuneration 2025		- €	- €	- €	- €	- €	- €	- €	21,470.55 €	- €	- €	21,470.55 €		

2.7.6 Other Commitments

In the event of the death of a Management Board member, their surviving dependents are entitled to continued payment of the non-performance-tied remuneration of the deceased for the month of death plus a further period of up to six months. Under the individual service contracts, this entitlement equals six months for Marco R. Fuchs, five months for Kurt Melching, and three months for Klaus Hofmann, Daniela Schmidt and Dr Markus Moeller.

Accident insurance has been taken out in favor of the Management Board members. The insurance benefits are:

- EUR 125,000.00 in the event of death,
- EUR 250,000.00 as basic sum in the event of disability,
- a sum of EUR 875,000.00 is available in the event of total disability due to progression.

The Company bears the income tax payable on the insurance premiums.

3 REMUNERATION SYSTEM FOR THE MEMBERS OF THE SUPERVISORY BOARD

The Supervisory Board appoints, supervises, and advises the Management Board and is directly involved in decisions of fundamental importance to the company. The Supervisory Board performs its duties in accordance with statutory provisions, the Company's bylaws, the Rules of Procedure for the Supervisory Board, and its own resolutions. Since the expansion of the Supervisory Board, which was resolved by the Annual General Meeting on June 1, 2022, took effect, it has consisted of five members. However, following the departure of Christa Fuchs, it was composed of four members for a few months until Claire Wellby was appointed by the court as a member of the Supervisory Board in November 2024. Resolutions of the Supervisory Board are primarily adopted at Supervisory Board meetings, but also through written procedures or other means of communication.

3.1 Composition of the Supervisory Board

The Supervisory Board consists of Mr. Robert Wethmar (Chairman of the Supervisory Board), Mr. Ingo Kramer (Deputy Chairman of the Supervisory Board), Dr. Hans-Jörg Königsmann, Mr. Raimund Wulf, and Ms. Claire Wellby.

3.2 Remuneration Components

By resolution of the Annual General Meeting on May 26, 2021, Section 13 of the Articles of Incorporation of OHB SE, "Remuneration of Supervisory Board Members," was amended. Accordingly, each Supervisory Board member receives, in addition to reimbursement of expenses incurred in the performance of their duties, a fixed annual remuneration of EUR 20,000. The Chair of the Supervisory Board receives two and a half times this amount, and the Deputy Chair one and a half times this amount. The fixed remuneration is payable following the conclusion of the Annual General Meeting that resolves on the discharge for the preceding fiscal year.

In addition, each member of a committee receives an annual remuneration of EUR 5,000. The committee chairperson receives three times this amount. No remuneration is paid for membership in committees that did not meet during the fiscal year. All committee remuneration is payable following the conclusion of the Annual General Meeting that resolves on the discharge of liability for the preceding fiscal year.

Members of the Supervisory Board who have not served on the Supervisory Board or a committee for a full fiscal year receive remuneration pro rata temporis in accordance with the duration of their membership on the Supervisory Board or committee.

The Company reimburses each member of the Supervisory Board for the value-added tax payable on their remuneration and expenses.

The above provisions were first applied to the 2021 fiscal year and remain in effect until revised by the Annual General Meeting in accordance with Article 13 of the Articles of Association of OHB SE. In 2025, the above provisions applied to the entire fiscal year.

3.3 Remuneration of the Members of the Supervisory Board

Under the current remuneration system, the members of the supervisory board will receive the following remuneration for 2025:

Members of the Supervisory Board		Members of the Personnel Committee	Members of the Audit Committee	Members of the Corporate Governance & Sustainability Committee	Members of the Technology Committee (established as of 1 April 2025)	Fixed remuneration	Committee remuneration	Total remuneration
Robert Wethmar	Chairman	Chairman	x	Chairman	x	50,000.00 €	38,767.00 €	88,767.00 €
Ingo Kramer	Deputy Chairman	x	Chairman		x	30,000.00 €	23,767.00 €	53,767.00 €
Dr. Hans-Jörg Königsman	x	x		(until 6.1.2025)	Chairman	20,000.00 €	16,383.15 €	36,383.15 €
Raimund Wulf	x		x	x		20,000.00 €	10,000.00 €	30,000.00 €
Claire Wellby	x	(from 7.1.2025)	(from 7.1.2025)	(from 7.1.2025)		20,000.00 €	14,752.50 €	34,752.50 €

4 DISCLOSURES ON THE RELATIVE DEVELOPMENT OF REMUNERATION AND THE COMPANY'S EARNINGS

The following table shows the relative trends in remuneration for members of the Management Board, the Supervisory Board, and the rest of the workforce, as well as the company's performance (the latter based on the company's revenue and the Group's EBT). OHB SE's EBT is a key performance indicator and part of the financial performance criteria for the Executive Board's one-year variable remuneration and thus has a significant influence on the amount of remuneration paid to Executive Board members. The focus on the company's revenue is based on the consistency of this metric in relation to the company's earnings relative to the number of employees in the Group. Other earnings metrics are volatile and dependent on annual events at the individual subsidiaries and therefore do not provide a meaningful basis for comparison over the years.

For the presentation of the average remuneration of employees on a full-time equivalent basis, the total number of employees of OHB SE as of the reporting date of December 31, 2025, is used.

	Change in 2021 compared to 2020	Change in 2022 compared to 2021	Change in 2023 compared to 2022	Change in 2024 compared to 2023	Expected change in 2025 compared to 2024
Management Board					
Marco R. Fuchs	20.2 %	12.1 %	-26.9 %	-53.0 %	264.5 %
Klaus Hofmann (until 31.03.2025)	1.6 %	4.8 %	12.0 %	19.4 %	-78.7 %
Kurt Melching	-0.7 %	1.6 %	51.4 %	4.6 %	-8.2 %
Daniela Schmidt	n.a.	n.a.	68.4 %	-34.4 %	79.2 %
Dr. Markus Moeller	n.a.	n.a.	n.a.	139.4 %	-10.4 %
Dr. Tim Tecklenburg (from 01.09.2025)	n.a.	n.a.	n.a.	n.a.	n.a.
Former Board Members					
Dr. Lutz Bertling (until 31.12.2023)	8.6 %	15.1 %	-10.3 %	-98.6 %	9.8 %
Supervisory Board					
Robert Wethmar	132.1 %	21.4 %	0.0 %	0.0 %	4.4 %
Christa Fuchs (until 26.06.2024)	28.1 %	15.4 %	-20.1 %	-59.4 %	n.a.
Ingo Kramer	56.1 %	29.0 %	15.1 %	8.6 %	7.5 %
Dr. Hans-Jörg Königsmann	n.a.	n.a.	129.3 %	7.0 %	21.0 %
Raimund Wulf	n.a.	n.a.	n.a.	65.2 %	0.0 %
Claire Wellby	n.a.	n.a.	n.a.	n.a.	455.6 %
Former Supervisory Board Members					
Prof. Heinz Stoewer (until 25.05.2023)	42.4 %	11.1 %	-60.3 %	n.a.	n.a.
Financial indicator					
EBT of OHB SE	39.5 %	20.2 %	-41.8 %	96.3 %	18.1 %
Revenues	2.8 %	4.4 %	10.9 %	-4.4 %	21.4 %
Average remuneration of full-time equivalent employees					
Employees of OHB SE	4.2 %	11.2 %	5.7 %	14.3 %	11.2 %

The change in Supervisory Board remuneration approved in 2021 was applied only on a pro rata basis with respect to committee remuneration payments in the 2021 fiscal year. The first full payment of remuneration was made in the 2022 fiscal year. Consequently, the full application of this change resulted in an increase in Supervisory Board remuneration for the 2022 fiscal year.

Bremen, March 18, 2026

For the Management Board

Marco R. Fuchs
Chief Executive Officer

For the Supervisory Board

Robert Wethmar
Chairman of the
Supervisory Board