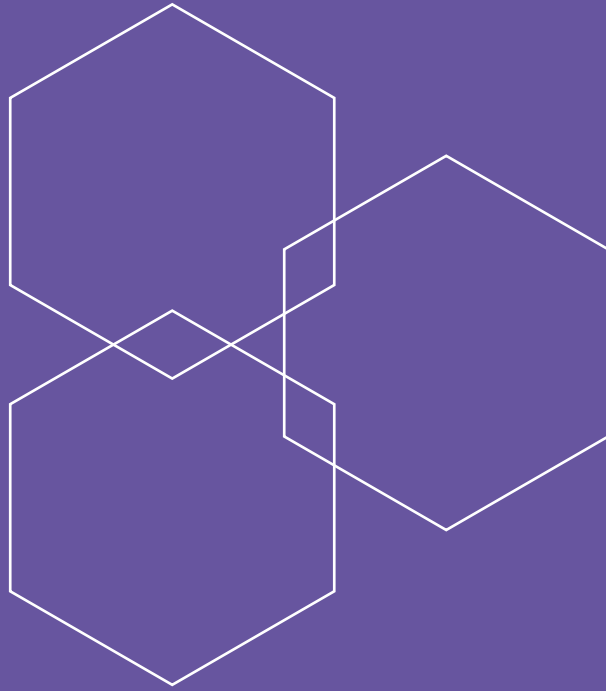


Remuneration report **2024**



Introduction

This report describes how the guidelines for executive remuneration of OssDesign AB were implemented in 2024. The report also provides information on remuneration to the CEO and a summary of the company's outstanding share-related and share price-related incentive plans. The report has been prepared in accordance with the Swedish Companies Act and the Swedish Corporate Governance Board's *Rules on Remuneration to the Board and Executive Management and on Incentive Programs*.

Further information on executive remuneration is available in note 5 (Salaries and remuneration to employees) on page 51 in the annual report 2024.

Remuneration of the board of directors is not covered by this report. Such remuneration is resolved annually by the annual general meeting and disclosed in note 5 on page 51 in the annual report 2024.

Key developments 2024

The CEO summarizes the company's overall performance in his statement on pages 8–9 in the annual report 2024.

The company's remuneration guidelines: scope and purpose

A prerequisite for the successful implementation of the company's business strategy and safeguarding of its long-term interests, including its sustainability, is that the company can recruit and retain qualified personnel. To this end, the company must offer competitive remuneration. The company's remuneration guidelines enable the company to offer executives a competitive total remuneration. Under the remuneration guidelines, executive remuneration shall be on market terms and may consist of the following components: fixed cash salary, variable cash remuneration, pension benefits and other benefits. The variable cash remuneration shall be linked to financial or non- financial criteria. They may be individualized, quantitative or qualitative objectives. The criteria shall be designed to contribute to the company's business strategy and long-term interests, including its sustainability, by for example being clearly linked to the business strategy or promote the executive's long-term development.

Total CEO remuneration in 2024 (TSEK)

Name of director, position	Fixed remuneration		Variable remuneration				Pension expenses	Total remuneration	Proportion of fixed and variable remuneration
	Base salary	Other benefits*	One-year variable	Multi-year variable	Extra-ordinary items				
Morten Henneveld, CEO	4,582	194	3,315	0	0		0	8,091	59/41

* Benefit of company car

Share-based remuneration

The company has four warrant programs.

The CEO, Morten Henneveld, participates in the warrant programs 2022/2025:1 and 2024/2028:1, where participation in the programs has been funded by the participants themselves at fair market value. The programs do not contain any performance requirement. The warrants have been transferred during 2022 and 2025.

Due to the fact that the CEO:s participation in the abovementioned programs has been funded by himself at fair market value and furthermore the programs do not contain any performance requirement, the Company concludes that, by definition, there is no participation in any incentive program to be disclosed in this remuneration report. Further information on all incentive programs is available in note 7 (Share-related remuneration) on pages 53–54 in the annual report 2024.

Variable remuneration

The variable remuneration is linked to one or more predetermined and measurable criteria, which can be financial, such as net sales, or non-financial, such as qualitative targets. The criteria have been selected to realise the Company's strategy and to encourage actions that are in the Company's long-term interest. By linking the targets, in a clear and measurable way, to the Company's financial and operational development, they contribute to the implementation of the Company's business strategy, as well as the Company's short- and long-term development, including its sustainability.

Performance of the CEO in the reported financial year

Name of director, position	Description of the criteria related to the remuneration component	Relative weighting of the performance criteria	a) Measured performance and b) Actual award / remuneration outcome
Morten Henneveld, CEO	Net sales against a defined target	50%	a) TSEK 133,940 (100%) b) TSEK 1,837
	Cash flow against a defined target	25%	a) TSEK -62,379 (100%) b) TSEK 518
	Non-financial targets	25%	a) N/A (87%) b) TSEK 960

Change of remuneration and company performance over the last five reported financial years (FY) (TSEK)

Annual change	FY 2020 vs FY 2019	FY 2021 vs FY 2020	FY 2022 vs FY 2021	FY 2023 vs FY 2022	FY 2024 vs FY 2023	FY 2024
Directors' remuneration						
CEO remuneration	+1,861 (+56%)	+684 (+13%)	+522 (+9%)	+1,535 (+24%)	+152 (+2%)	8,091
Group Net sales	+7,999 (+47%)	+6,854 (+28%)	+25,259 (+80%)	+55,172 (+97%)	+21,783 (+19%)	133,940
Group Operating Profit	-408 (0%)	-5,768 (-7%)	-7,235 (-8%)	+4,981 (+5%)	+42,530 (+46%)	-49,426
Average remuneration on a full time equivalent basis of employees*	-12 (-1%)	+61 (+7%)	+87 (+9%)	+250 (+25%)	+562 (+44%)	1,829

* Excl CEO and CFO