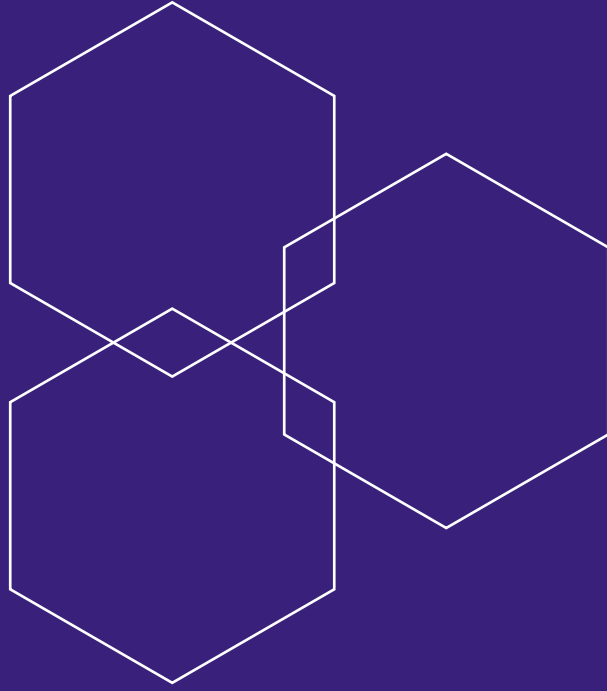


# Remuneration report **2025**



# Introduction

This report describes how the guidelines for executive remuneration of OssDesign AB were implemented in 2025. 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 55 in the annual report 2025.

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 55 in the annual report 2025.

## Key developments 2025

The CEO summarizes the company's overall performance in his statement on pages 8-9 in the annual report 2025.

## 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 2025 (TSEK)

Name of director, position	Fixed remuneration		Variable remuneration				Total remuneration	Proportion of fixed and variable remuneration
	Base salary	Other benefits*	One-year variable**	Multi-year variable	Extra-ordinary items***	Pension expenses		
Morten Henneveld, CEO	5 895	179	5 967	–	5 955	–	17 996	67/33

\* Benefit of company car.

\*\* Includes 2 656 in variable remuneration for warrant acquisition.

\*\*\* Severance pay.

### Share-based remuneration

The company has two warrant programs.

The outgoing CEO, Morten Henneveld, participates in the warrant program 2024/2028:1, where participation in the program 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 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 page 57-58 in the annual report 2025.

### 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. The variable remuneration reported for 2025 includes a separate amount for warrant acquisition.

#### 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	40%	a) 180 159 TSEK (100%) b) 1 072 TSEK
	Funding against a defined target	40%	a) 91 743 TSEK (100%) b) 1 979 TSEK
	Non-financial targets	20%	a) N/A (60%) b) 259 TSEK

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

Annual change	FY 2019 vs FY 2018	FY 2020 vs FY 2019	FY 2021 vs FY 2020	FY 2022 vs FY 2021	FY 2023 vs FY 2022	FY 2023
<b>Directors' remuneration</b>						
CEO remuneration	+684 (+13%)	+522 (+9%)	+1 535 (+24%)	+152 (+2%)	+9 905 (+122%)	17 996
Group Net sales	+6 854 (+28%)	+25 259 (+80%)	+55 172 (+97%)	+21 783 (+19%)	+46 219 (+35%)	180 159
Group Operating Profit	-5 768 (-7%)	-7 235 (-8%)	+4 981 (+5%)	+42 530 (+46%)	+22 927 (+46%)	-26 499
Average remuneration on a full time equivalent basis of employees*	+61 (+7%)	+87 (+9%)	+250 (+25%)	+562 (+44%)	-145 (-8%)	1 684

\* Excl CEO and CFO