



# Remuneration report

## Introduction

This report contains information about remuneration of the CEO paid in 2023. The report has been prepared in accordance with the Swedish Companies Act and the Rules on Remuneration of the Board and Executive Management and on Incentive Programmes (the "Remuneration Rules") issued by the Swedish Stock Market Self-Regulation Committee.

Further information on executive remuneration is available in Note 5 (employees, personnel costs and remuneration to senior executives and members of the Board of Directors) on pages 69–70 of the 2023 Annual Report. The Remuneration Committee's work duties in their entirety and information on the work in 2023 is set out in the Corporate Governance Report available on pages 34–39 of the 2023 Annual Report.

Remuneration of the Board of Directors is not covered by this report. Such remuneration is resolved annually by the AGM and disclosed in Note 5 on page 70 of the 2023 Annual Report.

## Key developments 2023

The CEO summarises the company's overall performance in their statement on pages 5–7 of the Annual Report.

## TOTAL CEO REMUNERATION IN 2023

Executive's name/position, TSEK	Fixed remuneration		Variable remuneration		Extra-ordinary items	Pension costs	Total remuneration	Share fixed/variable remuneration, respectively
	Basic salary <sup>1)</sup>	Other benefits <sup>2)</sup>	One-year	Multi-year				
Monica Fallenius / CEO	2,695	113	1,008	N/A	N/A	832	4,648	78/22
Jörgen Lundgren/ CEO <sup>3)</sup>	333	N/A	N/A	N/A	N/A	77	410	100/0

<sup>1)</sup> Including holiday pay

<sup>2)</sup> Pertains to vehicle and medical care benefits

<sup>3)</sup> Pertains to the period from 1 January to 7 February 2023

## The company's remuneration structure

The current remuneration guidelines were adopted by the Meeting on 19 May 2021. 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, it is necessary that the company offers competitive remuneration. The remuneration to senior executives is on market terms and consists of the following components: fixed cash salary, variable cash remuneration, pension benefits and other benefits. The variable cash remuneration is linked to predetermined and measurable criteria which are financial and non-financial. The criteria are designed so as 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.

## Share-related and share price-related incentive programmes

The company has no share-related or share price-related incentive programmes. The introduction of share-related and share price-related incentive programmes that apply to Board members or senior executives will be resolved by the shareholders' meeting.

## Application of performance criteria

The performance criteria for the CEO's variable remuneration have been selected to deliver on the company's strategy and to encourage behaviour that is in the long-term interests of the company. In the selection of performance criteria, the strategic objectives and short-term and long-term business priorities for 2023 have been taken into account. Furthermore, the non-financial performance criteria contribute to adapting to sustainability issues and the company's values.

## Performance of the CEO in the reported financial year: variable cash remuneration

Executive's name /position	Description of criteria relating to remuneration component	Relative weighting of performance criteria	a) Measured performance and b) remuneration outcome	
Monica Fallenius, CEO	Income from property management	50%	a) 100%	b) TSEK 672
	Customer satisfaction index	25%	a) 0%	b) TSEK 0
	Sustainability – Energy consumption per m <sup>2</sup>	25%	a) 100%	b) TSEK 336

## Comparative information on changes in remuneration and company performance

The company's B share was listed on Nasdaq Stockholm on 11 December 2020 and the company's first full financial year was 2020. The financial information presented below therefore pertains solely to the financial years of 2020 up to and including 2023.

## Changes in remuneration and company performance over the last three reported financial years

TSEK	2023 <sup>3)</sup>	2022 <sup>3)</sup>	2021	2020 <sup>2)</sup>
Remuneration to the CEO	5,058	7,007	5,230	4,207
Consolidated profit after tax	-200,600	207,300	209,700	71,800
Average remuneration based on number of full-time equivalent <sup>1)</sup> employees in the Parent Company	695	634	591	570

<sup>1)</sup> 11 (13) full-time equivalents for 2023, excluding members of the senior executive team

<sup>2)</sup> Remuneration of the CEO is based on 12 months

<sup>3)</sup> Twice the cost for the CEO until 7 February 2023