

CARASENT

REMUNERATION REPORT 2025



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2025

INTRODUCTION

This report describes how the guidelines for remuneration to senior executives in Carasent AB (publ), adopted by the Extraordinary General Meeting on 3 November 2024, were applied during the year 2025. The report also contains information on remuneration to the CEO and a summary of the company's outstanding share and share price-related incentive programs. The report has been prepared in accordance with the Swedish Companies Act and the Swedish Corporate Governance Board.

Further information on remuneration to senior executives can be found in Note 5 (remuneration and benefits to employees and senior executives) on pages 44-47 of the Annual Report for 2025.

Information about the Board's work in 2025 can be found in the Corporate Governance Report on pages 18-27 of the Annual Report for 2025.

Board fees are not covered by this report. Such fees are resolved annually by the Annual General Meeting and are set out in note 5 on page 44 of the Annual Report for 2025.

DEVELOPMENTS IN 2025

The CEO summarizes the company's overall results in his statement on page 3 of the Annual Report for 2025.

THE COMPANY'S REMUNERATION GUIDELINES: SCOPE, PURPOSE AND DEVIATIONS

A prerequisite for a successful implementation of the company's business strategy and the safeguarding of its long-term interests, including its sustainability, is that the company is able to recruit and retain qualified employees. This requires that the company can offer competitive remuneration. The company's remuneration guidelines enable senior executives to be offered a competitive total remuneration.

According to the Remuneration Guidelines, remuneration to senior executives shall be in line with market conditions 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 can consist of individualised quantitative or qualitative objectives. The criteria shall be designed so that they promote the company's business strategy and long-term interests, including its sustainability, by, for example, having a clear link to the business strategy or promoting the executive's long-term development.

The guidelines can be found on pages 45-47 of the Annual Report for 2025. During 2025, the Company has complied with the applicable remuneration guidelines adopted by the Annual General Meeting. No deviations from the guidelines have been made and no deviations have been made from the decision-making process that according to the guidelines should be applied to determine the remuneration. The auditor's statement on the company's compliance with the guidelines is available on <https://carasent.com/sv/bolagsstyrning/>.

Table 1 – Total CEO remuneration 2025 (kSEK)

	1	2	3	4	5	6
2025-01-01 - 2025-12-31	Basic salary* / Other benefits**	Variable remuneration***	Extraordinary items	Pension costs****	Total compensation	Proportion of fixed and variable compensation
Daniel Öhman (CEO)	2 795 / 87	618	0	1 063	4 563	82/18

* Including holiday pay

** Car benefit

***Refers to variable salary earned in 2025, paid in 2026

****Pension cost (column 4), which in its entirety refers to Basic salary and is defined contribution, has been counted in its entirety as fixed remuneration

WARRANTS

Description of the programme

In April 2025, the Group has issued 362,755 warrants to senior executives and key employees within the framework of a long-term incentive program. The warrants were issued at a price corresponding to the market value calculated according to the Black & Scholes model. The final premium per warrant was set at SEK 4.14 with a subscription price per share of SEK 28.

The CEO subscribed for 12,000 warrants within the framework of the incentive program.

APPLICATION OF PERFORMANCE CRITERIA

The performance criteria for the CEO's variable remuneration have been selected to deliver the company's strategy and to encourage behaviour that is in the company's long-term interest. The selection of key performance indicators has taken into account the strategic objectives and short- and long-term business priorities for 2025. The non-financial performance measures also contribute to alignment with sustainability and the company's values.

Table 2 - Performance of the CEO during the reported financial year: variable cash remuneration

The Executive	Description of the criteria related to the reward component	Relative weighting of the performance criteria	a) Measured performance and b) actual outcome of award/compensation
Daniel Öhman (CEO)	Net sales 2025*	40%	a) 348 MSEK b) 248 TSEK
	EBITDAC 2025*	40%	a) 34 MSEK b) 0 TSEK
	Discretionary	20%	b) 370 TSEK

Total

* Bonus calculated excluding acquisitions and fixed exchange rate

COMPARATIVE INFORMATION REGARDING CHANGES IN REMUNERATION AND THE COMPANY'S PROFIT

Table 3 – Changes in remuneration and the company's profit during the last five reported financial years (kSEK)

Amounts in SEK '000*	2021 vs 2020	2022 vs 2021	2023 vs 2022	2024 vs 2023	2025 vs 2024	2025
Remuneration of the CEO** % change	187 13 %	416 26 %	1 465 74 %	671 19 %	435 11 %	4 563
Group operating profit % change	6 219 181 %	-11 007 nm	-76 542 nm	23 401 nm	63 930 nm	9 428
Average remuneration based on number of full- time equivalents in the Group *** % change	13 3 %	99 22 %	75 13 %	21 4 %	42 6 %	694

* Figures after 2023 are given in SEK in the table as a result of the change of reporting currency. Previous historical figures are shown in NOK in the table.

** Refers to Dennis Höjer until 31/10/2022 and Daniel Öhman as of 1/11/2022

*** The figures only include Carasent Sverige AB until 2022