

## Remuneration report 2025 – HAKI Safety AB

### **Introduction**

This report describes how the guidelines for the remuneration of senior executives at HAKI Safety, adopted by the 2025 Annual General Meeting, were implemented in 2025. The report also includes information on the CEO's remuneration. 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, issued by the Swedish Corporate Governance Board.

Further information on remuneration for senior executives can be found in Note 11, Remuneration and other benefits to senior executives, page 46 of the 2025 Annual Report. Information on the work of the Remuneration Committee can be found in the Corporate Governance Report on pages 70-73 of the 2025 Annual Report.

Fees to the Board of Directors are not covered by this report. Such fees are determined annually by the Annual General Meeting and are reported in Note 11, page 46, of the 2025 Annual Report.

### **Key developments 2025**

The CEO summarises HAKI Safety's overall performance in his statement on pages 4-5 of the 2025 Annual Report.

### **HAKI Safety's guidelines on remuneration: scope, purpose and deviations**

A prerequisite for successfully implementing HAKI Safety's strategy and safeguarding the Group's long-term interests is that HAKI Safety can recruit and retain qualified employees. To this end, it is necessary for HAKI Safety to offer competitive remuneration. HAKI Safety's remuneration guidelines enable senior executives to be offered a competitive total remuneration. According to the remuneration guidelines, the remuneration to senior executives shall be market-based and may comprise the following components: a fixed cash salary, a variable cash salary, pensions, and other compensation and benefits.

A variable cash salary may be paid to create incentives for achieving specified targets. Fulfilment of criteria for payment of variable cash remuneration shall be measurable over a period of one or several years. The variable cash remuneration shall not exceed 40 percent of the total fixed cash salary during the measurement period for such criteria. The criteria shall be designed to promote HAKI Safety's strategy and long-term interests, including its sustainability profile.

The guidelines are found on page 28 of the 2025 Annual Report and in its entirety on [www.hakisafety.com/governance/remuneration](http://www.hakisafety.com/governance/remuneration). During 2025, HAKI Safety has followed 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 to which the guidelines apply in determining compensation. The auditor's opinion on HAKI Safety's compliance with the guidelines is available at [www.hakisafety.com/governance/general-meetings](http://www.hakisafety.com/governance/general-meetings). No remuneration has been reclaimed.

At the 2022 Annual General Meeting, it was decided to introduce a long-term share-based incentive programme for the CEO and other senior executives. The call option programme is described in the annual report on page 63. The call options were acquired by the CEO and other senior executives at market value in accordance with a valuation by an independent external party. None of the participants in the programme exercised their subscription rights when they were offered at a subscription price of SEK 34.10 per share during the period May 1, 2025, through June 30, 2025. No new incentive programme has been initiated.

**Table 1** – Total remuneration of the CEO 2025 (SEK k)

Befattningshavarens namn (position)	1. Fast ersättning		2. Rörlig ersättning		3. Pensionskostnad	4. Total ersättning	5. Andel fast resp. rörlig ersättning %***
	Grundlön*	Andra förmåner**	Ettårig	Flerårig			
Sverker Lindberg (VD)	3 428	10	0	0	1229	4 667	100/0

\*Inklusive semesterersättning om 44 kSEK.

\*\*Tjänstebil & drivmedelsförmån eller motsvarande kontanterersättning.

\*\*\*Pensionskostnader (kolumn 3), som i sin helhet avser Grundlön och är premiebestämd, har till fullo redovisats som fast ersättning.

## Application of performance criteria

The performance criteria for the CEO's variable remuneration have been selected to implement HAKI Safety's strategy and encourage actions that serve HAKI Safety's long-term interests. The selection of performance criteria has taken into account the strategic goals and short- and long-term business priorities for 2025.

**Table 2** – The CEO's performance criteria during the fiscal year: variable cash remuneration

Befattningshavarens namn (position)	1. Beskrivning av kriterier hänförliga till ersättningskomponenten	2. Relativ viktning av prestationskriterier	3a - Uppmått prestation	
			3b - Faktiskt tilldelning/ersättningsutfall	
Sverker Lindberg (VD)	Justerad EBITA 2025* Operativt kassaflöde 2025**	100%	a) 72/43 Mkr b) 0 kSEK	

\*Rörelseresultat justerat för engångseffekter och förvävsrelaterade poster

\*\*Definierat som kassaflöde från den löpande verksamheten plus kassaflöde från nettoinvesteringar i materiella och immateriella anläggningstillgångar exklusive förvärv.

## Comparative information on change in remuneration and HAKI Safety's results

**Table 3** – Changes in remuneration and HAKI Safety's performance over the last five reported fiscal years (SEK k)

Befattningshavarens namn (position)	2021	2022	2023	2024	2025
Sverker Lindberg (VD)*	4 709	4 578	4 364	4 555	4 667
Total ersättning VD	4 709	4 578	4 364	4 555	4 667
- Förändring i kSEK	979	-131	-214	191	112
- Förändring i %	26%	-3%	-5%	4%	2%
Koncernens rörelseresultat**	70 000	102 000	99 000	70 000	69 000
- Förändring i kSEK	53 000	32 000	-3 000	-29 000	-1 000
- Förändring i %	312%	46%	-3%	-29%	-1%
Genomsnittlig ersättning baserat på antalet heltidsekvivalenter anställda i moderbolaget**	605	511	953	669	650
- Förändring i kSEK	-199	-94	442	-284	-19
- Förändring i %	-25%	-16%	87%	-30%	-3%

\*Sverker Lindberg tillträdde posten som VD den 1 september 2016.

\*\*Avser anställda exklusive VD och övriga ledande befattningshavare. För 2025 var detta 3,75 (3,75) heltidsekvivalenter.