

**Beijer Alma AB (publ) - Guidelines for remuneration of senior management**

The guidelines apply for remuneration to the CEO and other members of the management team. The guidelines shall apply to remuneration that is agreed, and changes that are made to already agreed remuneration, after the guidelines have been adopted by the 2024 Annual General Meeting. The guidelines do not apply to remuneration resolved by the Annual General Meeting.

*The guidelines are to promote the company's strategy, long-term interests and sustainability*

Information about the company's strategy can be found in the annual report. Successful implementation of the strategy and safeguarding the company's long-term interests, including its sustainability, requires that the company is able to recruit and retain qualified employees. This requires that the company can offer competitive remuneration. These guidelines enable senior executives to be offered a competitive remuneration package.

*Forms of compensation, etc.*

The total remuneration shall be in line with market conditions and consists of the following components: fixed salary, variable cash benefits, pension benefits and other benefits. There are no stock or share price-based incentive program in the company.

*(i) Fixed salary*

The fixed salary must be taken into account with regard to competence, area of responsibility, experience and performance, among other things. Such an evaluation is made annually by the Remuneration Committee as a basis for the proposal for a fixed salary that the Committee submits to the Board of Directors for decision.

*(ii) Variable cash remuneration*

The variable cash remuneration may amount to an average of no more than 80 percent of fixed salary and be linked to predetermined and measurable criteria, which may be financial or non-financial. Some of the criteria may consist of individualized quantitative or qualitative objectives. The criteria shall be designed so that they promote the company's strategy and long-term interests. In order to strengthen the link between remuneration and the company's value creation, part of the variable cash remuneration is linked to long-term goals and that the individual invests in additional shares in the company for this part of the variable cash remuneration.

When the annual accounts have been approved by the Board of Directors, an assessment is made to what extent the criteria have been met. Following the preparation of the Remuneration Committee, the Board of Directors is responsible for such an assessment with regard to variable cash remuneration to the CEO. For other executives, the CEO is responsible for the assessment.

*(iii) Retirement benefits*

For the CEO and other members of the management team, pension benefits must be defined contributions. Variable cash remuneration shall not be pensionable. Pension contributions shall amount to a maximum of 35 percent of the fixed annual salary.

*(iv) Other benefits*

Other benefits may include health insurance and car benefits. Premiums and other costs in connection with such benefits may amount to a maximum of 10 percent of the fixed annual salary.

*Mandatory statutory and collective agreement provisions*

Nothing in these guidelines shall, where applicable, restrict mandatory legislation or collective agreement provisions.

*Termination of employment*

Members of the management team may terminate their employment with six months' notice. No severance pay is paid upon the employee's termination. If the employment is terminated on the company's initiative, compensation during the notice period and any severance pay shall not exceed 18 fixed monthly salaries. In addition, compensation may be paid related to any restrictions of competition in the employment contract.

*Salary and terms of employment for employees*

In the preparation of the Board's proposal for these remuneration guidelines, salary and terms of employment for the company's employees shall be taken into account by including information on employees' total remuneration, the components of the remuneration and the increase and rate of increase of remuneration over time as part of the Remuneration Committee's and the Board's decision-making basis when evaluating the reasonableness of the guidelines and the limitations that follow thereof.

*The decision-making process for establishing, evaluating and implementing the Guidelines*

The Board of Directors has established a Remuneration Committee. The committee's tasks include preparing the Board's decision on proposals for guidelines for remuneration to senior executives. The Board of Directors shall prepare proposals for new guidelines at least every four years and present the proposal for decision at the Annual General Meeting. The guidelines shall apply until new guidelines have been adopted by the Annual General Meeting.

The Remuneration Committee submits proposals to the Board of Directors regarding remuneration, etc., to the CEO. The Remuneration Committee also prepares questions on principles for remuneration to the Management Team and, on a proposal from the CEO, approves remuneration etc. to the Management Team.

The Remuneration Committee shall also monitor and evaluate programmes for variable remuneration for the management team, the application of guidelines for remuneration to senior executives and current remuneration structures and remuneration levels in the company. The members of the Remuneration Committee are independent in relation to the company and the management team.

The CEO or other members of the management team are not present at the Board's consideration of and decisions on remuneration-related matters, to the extent that they are affected by the issues.

*Deviation from the guidelines*

The Board of Directors may decide to temporarily deviate from the guidelines in full or in part, if there are special reasons for this in an individual case and a deviation is necessary to meet the company's long-term interests, including its sustainability, or to ensure the company's financial strength.

Adopted at the Annual General Meeting of Beijer Alma AB (publ) on May 7, 2024