

Remuneration report 2025

This report describes how the guidelines for remuneration to senior executives of Rottneros AB, adopted by the 2024 Annual General Meeting, were applied in 2025. The report also includes information on remuneration to the Chief Executive Officer and a summary of the company's outstanding share and share price-related incentive programmes. The report has been prepared in accordance with the Swedish Companies Act and the Swedish Corporate Governance Board's Rules on remuneration to senior executives and on incentive programmes.

Further information on remuneration of senior management can be found in Note 7 (Personnel and remuneration) on pages 71–72 of the 2025 Annual Report. Information on the work of the remuneration committee in 2025 can be found in the Corporate Governance Report on pages 50–54 of the 2025 Annual Report.

Directors' fees are not covered by this report. Such fees are resolved annually by the AGM and are disclosed in Note 7 on page 72 of the 2025 Annual Report.

Developments in 2025

The Chief Executive summarises the overall performance of the company in his statement on pages 5–6 of the 2025 Annual Report.

Company remuneration guidelines: scope, purpose and derogations

In order to successfully implement its business strategy and safeguard its long-term interests, including its sustainability, the company must be able to recruit and retain qualified employees. To this end, the company must offer competitive remuneration. The company's remuneration guidelines make it possible to offer senior executives a competitive remuneration package. According to the remuneration guidelines, the remuneration for senior executives shall be market-based and may consist of the following components: fixed remuneration, short-term and long-term variable remuneration, share and share price-related incentive programmes, pension, and other benefits. The variable cash remuneration shall be linked to financial or non-financial criteria. These criteria may also be personalised, quantitative, or qualitative objectives. The criteria should be designed to 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 long-term development of the executive.

The guidelines can be found on pages 39–40 of the 2025 Annual Report. In 2025, the Company complied with the

applicable remuneration guidelines adopted by the General Meeting. There have been no deviations from the guidelines and no derogations from the decision-making process that the guidelines require to determine the remuneration. The auditor's opinion on the company's compliance with the guidelines is available at www.rottneros.com/governance. No remuneration has been reclaimed.

Application of performance criteria

The performance criteria for the Chief Executive Officer's variable remuneration have been chosen to realise the company's strategy and to encourage behaviour that is in the long-term interest of the company. The selection of performance criteria has taken into account the strategic objectives and short- and long-term business priorities for 2025. The non-financial performance criteria further contribute to alignment with both sustainability and company values.

TOTAL REMUNERATION TO THE CEO IN 2025 (KSEK)*

Name of the executive (position)	1 Fixed remuneration		2 Variable remuneration		3	4	5	6
	Basic salary**	Other benefits***	Annual*	Multi-year*	Extraordinary items	Pension expenses	Total remuneration	Share of fixed and variable remuneration****
Lennart Eberleh (CEO)	3,679	220	0	0	0	1,259	5,158	100/0

* Variable remuneration is not payable for the 2025 financial year. Rottneros has no programmes classified under multi-year variable remuneration.

** Including holiday pay of 255 kSEK

*** Car benefit, travel allowances and other benefits

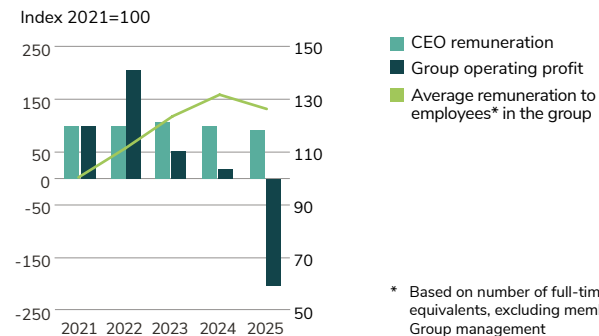
**** Pension costs (column 4), which relate to basic salary (which is defined contribution) and to provisions for variable remuneration amounting to 0 kSEK, which are divided into fixed and variable remuneration (column 6).

PERFORMANCE OF THE CHIEF EXECUTIVE OFFICER DURING THE REPORTED FINANCIAL YEAR: VARIABLE CASH REMUNERATION

Name of the executive (position)	1 Description of criteria related to remuneration component	2 Relative weighting of performance criteria (%)	3 Measured performance (%)	4 actual allocation / remuneration outcome
Lennart Eberleh (CEO)	EBIT	30	0	0 kSEK
	Production	40		0 kSEK
	Fixed costs	30		0 kSEK

COMPARATIVE INFORMATION: CHANGES IN REMUNERATION AND COMPANY PERFORMANCE

CHANGES IN REMUNERATION AND COMPANY PERFORMANCE OVER THE LAST FIVE REPORTED FINANCIAL YEARS



* Based on number of full-time equivalents, excluding members of Group management