

Remuneration report 2025

Introduction

This report describes how the guidelines for remuneration to senior executives of BTS Group AB, agreed upon during the Extraordinary General Meeting July 8, 2022, were applied during 2025. The report also contains information regarding remuneration for the CEO. The report has been prepared in accordance with the Companies Act and the Swedish Corporate Governance Board's "Rules on executive remuneration and incentive programs".

Further information regarding remuneration to senior executives can be found in Note 7 on pages 78-80 in the Annual Report for 2025. Information on the remuneration committee's work in 2025 can be found in the Corporate Governance report on pages 101-105 in the Annual Report for 2025.

Board fees are not covered by this report. Such fees are decided annually by the Annual General Meeting and are reported in Note 7 on page 78 in the Annual Report for 2025.

Development in 2025

The company's overall results are summarized in the Management Report on pages 17-19 in the Annual Report for 2025.

Guidelines for remuneration to senior executives: scope, purpose and deviations

A successful implementation of the company's business strategy and the safeguarding of the company's long-term interests, including its sustainability, presupposes that the company can recruit and retain qualified employees. These guidelines contribute to BTS' business strategy, long-term interests, and sustainability by enabling the offering of competitive total remuneration to senior executives. The remuneration to senior executives must be market-based and may consist of basic salary/fixed remuneration, variable remuneration, pension, and other benefits. The Annual General Meeting may in addition – and independently of these guidelines – decide on, for example, share and share price-related remuneration.

Basic salary/fixed remuneration must be individual for each individual executive. The basic salary must be reviewed regularly (usually annually) and based on the executive's position, responsibilities, competence, experience, and performance.

Variable remuneration shall be based on predetermined and measurable criteria, designed for the purpose of promoting long-term value creation. The variable remuneration may not exceed 300 percent of the annual fixed salary. The variable remuneration shall not be pensionable, to the extent that nothing else follows from mandatory collective agreement provisions.

Pension benefit contributions shall be defined to the extent that the executive is not covered by another defined benefit pension plan in accordance with mandatory collective agreement provisions. Premiums are paid as long as the employment

lasts. The ordinary retirement age follows the retirement age set by law. For the CEO, pension benefits shall amount to no more than 35 percent of the annual basic salary. For other senior executives, pension benefits shall amount to no more than 30 percent of the annual basic salary.

Other benefits may include a car, occupational health care, life and health insurance, and other similar benefits. Other benefits shall constitute a smaller proportion of the total remuneration and may correspond to no more than 10 percent of the senior executive's annual fixed salary.

The guidelines can be found on pages 79-80 in the Annual Report for 2025. In 2025, the company followed the applicable remuneration guidelines adopted by the 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, is to be applied to determine the compensation. The auditor's opinion on the company's compliance with the guidelines is available at www.bts.com. No compensation has been claimed back.

Terms of employment, remuneration structures and remuneration levels for senior executives in BTS Group follow the current guidelines for terms of employment for senior executives decided by the General Meeting. This means, among other things, that the total remuneration to senior executives is reasonable and well balanced. Furthermore, the total remuneration to senior executives is competitive, has a ceiling, appropriate, and contributes to good culture. These criteria also guide the remuneration of other employees.

Total remuneration to the CEO 2025 (KSEK)

Table 1

	Fixed compensation		Variable remuneration ¹⁾		Pension cost ²⁾	Total compensation	Proportion fixed resp. variable remuneration
	Basic salary	Benefits	Annual	Perennial			
Jessica Skon	4 517	346	6 565	-	587	12 015	41%/59%

1) Variable remuneration earned in 2025, paid in 2026. Unchanged performance criteria applied compared to the previous year.

2) Pension premiums are paid at 13 percent of the CEO's basic salary.

Outstanding share-related and share-price-related incentive programs

The company has introduced a stock option program (2022/2027). The stock options are of two series and have vesting periods of three years (series 2022/2025) and five years (series 2022/2027), respectively, and require continued employment within the group. The options can be exercised only after the respective vesting period. The CEO has been assigned 200,000 options. A total of 495,000 options have been allocated, which corresponds to a dilution of approximately 2.6 percent of the share capital and approximately 1.8 percent of the number of votes for all shares.

Employee stock option program (CEO)

	The name of the Program	Allocation date	Vesting period	Utilization period	Strike price	Options at the beginning of the year	Lapsed options during the year	Options at the end of the year
Jessica Skon	2022/2025	2022-09-30	2022-2025	2025-10-01 2025-12-31	336,50	100 000	-100 000	0
	2022/2027	2022-09-30	2022-2027	2027-10-01 2027-12-31	392,60	100 000	0	100 000
Totalt						200 000	-100 000	100 000

Application of performance criteria

The performance criteria for the CEO's variable remuneration have been chosen to realize the company's strategy, and to encourage actions that are in the company's long-term interest.

The CEO's variable remuneration may amount to a maximum of 300 percent of the fixed basic salary. The variable compensation is completely linked to the company's operating profit (EBIT) and is determined by two factors – the size of the operating profit and its growth. No variable remuneration is paid if the minimum level in the model is not reached for the year. The performance criteria have been unchanged, compared with the previous year.

Comparative information on changes in remuneration and the company's results

Change in remuneration and earnings during the last two reported financial years (KSEK).

Table 2

Annual change	2024 vs 2023	2025 vs 2024	2025
Remuneration CEO 3)	404 2,8%	-3 077 -20,4%	12 015
Group revenues	119 162 4,4%	-98 954 -3,5%	2 703 100
The Group's operating profit (EBIT)	10 005 3,5%	-98 093 -32,9%	199 962
The Group's operating margin (EBIT margin)% 4)	-0,1 percentage points	-3,2 percentage points	7,4%
Average remuneration to other employees based on the number of full-time equivalents in the Group 5)	52 4,7%	-71 -6,1%	1 093

3) The change in remuneration refers to the annual change in the sum of all remuneration components as they are reported in table 1.

4) The Group's operating margin (EBIT margin) was 10,7% 2023, 10,6% in 2024 and 7,4% in 2025.

5) Total remuneration for all other employees excluding the CEO and board of the parent company, divided by the number of full-time equivalents in the Group, during each year.

BTS GROUP AB (PUBL)
Stockholm, April 2026
The Board of Directors