

Remuneration report 2024

Introduction

This remuneration report provides an outline of how BONESUPPORT HOLDING AB's ("**the Company**") guidelines for executive remuneration (the "**remuneration guidelines**"), adopted by the Annual General Meeting 2023, have been implemented in 2024. The report also provides details on the remuneration of the CEO and the deputy CEO.

In addition, the report contains a summary of the Company's outstanding, and during 2024 terminated, share and share-price related incentive programs. The report has been prepared in compliance with the Swedish Companies Act (2005:551) and The Swedish Corporate Governance Board's *Rules on Remuneration of the Board and Executive Management and on Incentive Programmes*. Information required by Chapter 5, Sections 40-44 of the Annual Accounts Act (1995:1554) is available in Note 11 in the Company's Annual Report for 2024 (the "**Annual Report 2024**").

Information on the work of the remuneration committee in 2024 is set out in the Corporate Governance Report, which is available on Pages 52-56 in the Annual Report 2024.

Remuneration of the Board of directors is not covered by this report. Such remuneration is resolved annually by the Annual General Meeting and disclosed in Note 11 in the Annual Report 2024. Other remuneration to the Board members, than fees for work relating to the Board, is included in this report.

Important events 2024

For a description of significant events, please refer to the Directors' Report on Page 9 in the Annual Report 2024. For further information, see also the Message from the CEO on Page 4.

Compliance and purpose regarding the guidelines for remuneration to senior executives

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 can 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. The guidelines for remuneration to senior executives' state that remuneration shall be paid on market terms that enable senior executives to be recruited and retained and that the terms shall be competitive with regards to the conditions in the country where the senior executive is employed. Remuneration to senior executives may consist of a fixed salary, variable cash remuneration, pension benefits and other benefits. Fixed salary must be determined considering competence, area of responsibility and performance. The variable cash remuneration shall be based on the outcome of pre-set and well-defined goals, which must be linked to financial or non-financial criteria. The criteria must be designed so that they promote the Company's business strategy and long-term interests, including its sustainability, by, for example, having a clear connection to the business strategy or promoting the executive's long-term development. The variable remuneration shall have a maximum ceiling and may not exceed 75 per cent of the fixed annual salary for the CEO, 52.5 per cent of the fixed annual salary for the CFO and 40 per cent of the fixed annual salary for other senior executives, whereby the individual maximum level shall be determined based on the person's position.

The guidelines for remuneration to senior executives adopted by the 2023 Annual General Meeting appear on Pages 15-16 in the Annual Report 2024. The auditor's opinion regarding the Company's compliance of the guidelines for remuneration to senior executives is available on the Company's website, <https://bonesupport.com/en-eu/investors/corporate-governance/>.

In 2024, the guidelines for remuneration to senior executives were applied without deviation and no deviations have been made from the decision-making process that according to the guidelines is to be applied when determining the compensation. No compensation has been claimed back.

In addition to remuneration covered by the adopted guidelines for remuneration to senior executives, the 2024 Annual General Meeting decided on remuneration to the Company's Board members.

Table 1 - Total remuneration of the CEO and deputy CEO (SEKt)

In the table below, the total remunerations to the CEO and deputy CEO during 2024 and the comparison year, are disclosed.

| Name and position | Financial year | Fixed remuneration | | Variable remuneration | | Extraordinary items | Pension expense | Total remuneration | Proportion of fixed and variable remuneration**** |
|-------------------------------------|----------------|--------------------|------------------|-----------------------|---------------------|---------------------|-----------------|--------------------|---|
| | | Base salary* | Other benefits** | One-year variable*** | Multi-year variable | | | | |
| Emil Billbäck, CEO | 2024 | 3,929 | 0 | 1,916 | 0 | 0 | 792 | 6,637 | 71/29 |
| | 2023 | 3,870 | 0 | 2,395 | 0 | 0 | 613 | 6,878 | 65/35 |
| Håkan Johansson, CFO and deputy CEO | 2024 | 1,719 | 83 | 604 | 0 | 0 | 318 | 2,724 | 78/22 |
| | 2023 | 1,661 | 78 | 761 | 0 | 0 | 297 | 2,797 | 73/27 |

* Including holiday pay for CEO of SEK 423 thousand (257) and for deputy CEO of SEK 190 thousand (212).

** Benefit of Company car.

*** The figure for the CEO includes SEK 1,916 thousand (2,395), which pertains to performance in the year.

**** Pension expense, which in its entirety relates to Base salary and is premium defined, has been counted entirely as fixed remuneration.

Share-based remunerations

The Company has one employee stock option program and two performance share programs.

Employee stock option program

The active program 2015/2025 runs over ten years and expires 2025. There are no employee stock options left to exercise within that program.

An earlier program, the program 2016/2024, ended on December 31, 2024.

Performance share programs

There are two programs for employees. The programs run as follows with the below conditions:

LTI 2023 that was decided at the Annual General Meeting in 2023 runs until December 31, 2026. The investment period for the participants ended on December 31, 2023 and the vesting period started on January 1, 2024. In the program, each savings share gives the opportunity to be allotted a maximum of four performance shares without payment depending on share price development and the Company's development in terms of sales and EBITDA during the duration of the program.

LTI 2024 that was decided at the Annual General Meeting in 2024 runs until December 31, 2027. The investment period for the participants ended on September 30, 2024 and the vesting period started on the same day. In the program, each savings share gives the opportunity to be allotted a maximum of three performance shares without payment depending on share price development and the Company's development in terms of sales and EBITDA during the duration of the program.

LTI 2021 Board ended during the 2024.

Table 2 - Remuneration of the CEO, the deputy CEO and the Board in shares

| Name and position | The main conditions of share award plans | | | | | Information regarding the reported financial year | | | | | | |
|-------------------------------------|--|-------------------------|------------|--------------|-------------------------|---|--|--------------------------------------|---|---|---|---|
| | | | | | | Opening balance | Change during the year | | | Closing balance | | |
| | Specification of plan | Performance period | Award date | Vesting date | End of retention period | Performance share rights held at the beginning of the year (000)* | Performance share rights awarded (000) | Performance shares distributed (000) | Adjustment of performance share rights vested (000)** | Performance share rights subject to a performance condition (000) | Shares awarded but not yet vested at year end (000) | Performance share rights subject to a retention period (000)*** |
| Emil Billbäck, CEO | LTI 2021 | 2021-01-01 – 2023-12-31 | 2021-07-12 | 2023-12-31 | 2023-12-31 | 145 | 0 | 145 | 0 | 0 | 0 | 0 |
| | LTI 2023 | 2024-01-01 - 2026-12-31 | 2023-08-11 | 2026-12-31 | 2026-12-31 | 160 | 0 | 0 | -1 | 159 | 0 | 159 |
| | LTI 2024 | 2024-09-30 – 2027-12-31 | 2024-08-26 | 2027-12-31 | 2027-12-31 | 0 | 90 | 0 | 0 | 90 | 0 | 90 |
| Håkan Johansson, CFO and deputy CEO | LTI 2021 | 2021-01-01 – 2023-12-31 | 2021-07-12 | 2023-12-31 | 2023-12-31 | 145 | 0 | 145 | 0 | 0 | 0 | 0 |
| | LTI 2023 | 2021-01-01 - 2023-12-31 | 2021-06-21 | 2023-12-31 | 2023-12-31 | 0 | 80 | 0 | n/a | 0 | 0 | 0 |
| | LTI 2024 | 2024-09-30 – 2027-12-31 | 2024-08-26 | 2027-12-31 | 2027-12-31 | 0 | 45 | 0 | 0 | 45 | 0 | 45 |
| Lennart Johansson, Board member | LTI 2021 Board | 2021-01-01 - 2023-12-31 | 2021-07-12 | 2021-12-31 | 2021-12-31 | 60 | 0 | 60 | 0 | 0 | 0 | 0 |

* The number of performance shares that each person could be entitled to, provided the full outcome of performance targets.

** Certain performance targets are determined annually by the Board but are not presented until the end of each program, so the number of earned performance shares can only be stated after the last day of each program's earning period.

*** The number of performance share rights that are conditional on continued holdings coincides with the number of performance share rights that are dependent on performance terms.

Performance share programs and Employee stock option programs

Employee stock options and performance shares are valued at fair value at the date of allocation. The total cost is distributed over the vesting period. At the end of the vesting period, a reduction in staff turnover is assumed, which entails an increased cost. The cost is accounted for as personnel cost and is credited to equity. The social security cost is revalued at fair value. When employee stock options have been exercised, the Company has issued new shares. Payments received for the issued shares have been credited to equity.

Variable remuneration

The variable remuneration is linked to one or more predetermined and measurable criteria, which can be financial, such as net sales and operating profit (EBIT), or non-financial, such as qualitative targets. Less than 40 percent of the variable remuneration must be due to non-financial criteria. The criteria have been chosen to realize the Company's strategy and to encourage actions that are in the Company's long-term interest. By linking the goals in a clear and measurable way to the Company's financial and operational development, they contribute to the implementation of the Company's business strategy as well as the Company's short- and long-term development, including its sustainability.

Table 3 – Performance of the CEO and the deputy CEO in the reported financial year

| Name and position | Description of the criteria related to the remuneration component | Relative weighting of the performance criteria | a) Measured performance |
|-------------------------------------|---|---|--|
| | | | b) Actual award / remuneration outcome |
| Emil Billbäck, CEO | Net sales against a defined target | 40% at target fulfillment of up to 100% (with possibility of up to 60% at target fulfillment of 150%) | a) SEK 898.7 million (40%) |
| | | | b) SEK 766 thousand |
| | Operating result (EBIT) against a defined target | 20% at target fulfillment of up to 100% (with possibility of up to 30% at target fulfillment of 150%) | a) SEK 166.1 million (20%) |
| | | | b) SEK 383 thousand |
| | Non-financial targets | 40% at target fulfillment of up to 100% (with possibility of up to 60% at target fulfillment of 150%) | a) n/a (40%) |
| | | | b) SEK 766 thousand |
| Håkan Johansson, CFO and deputy CEO | Net sales against a defined target | 40% at target fulfillment of up to 100% (with possibility of up to 60% at target fulfillment of 150%) | a) SEK 898.7 million (40%) |
| | | | b) SEK 242 thousand |
| | Operating result (EBIT) against a defined target | 20% at target fulfillment of up to 100% (with possibility of up to 30% at target fulfillment of 150%) | a) SEK 166.1 million (20%) |
| | | | b) SEK 121 thousand |
| | Non-financial targets | 40% at target fulfillment of up to 100% (with possibility of up to 60% at target fulfillment of 150%) | a) n/a (40%) |
| | | | b) SEK 242 thousand |

Table 4 – Change of remuneration and Company performance over the last five reported financial years (SEkt)

| Annual change | 2020 vs 2019 | 2021 vs 2020 | 2022 vs 2021 | 2023 vs 2022 | 2024 vs 2023 | 2024 |
|--|------------------|------------------|-------------------|-------------------|----------------------|---------|
| Directors' remuneration | | | | | | |
| Emil Billbäck, CEO | -1,510 (-23.2%) | -541 (-10.8%) | +1,508 (+33.8%) | +916 (+15.4%) | -245 (-3.6%) | 6,636 |
| Håkan Johansson, deputy CEO | -248 (-10.7%) | +190 (+9.2%) | -142 (-6.3%) | +409 (+19.3%) | +441 (+17.4%) | 2,969 |
| Company's performance | | | | | | |
| Criterion: Net sales | +25,398 (+16.3%) | +32,025 (+17.7%) | +115,933 (+54.5%) | +262,259 (+79.8%) | +307,650 (+52.0%) | 898,727 |
| Criterion: EBIT | +59,541 (+37.7%) | +17,892 (+18.2%) | +16,134 (+20.0%) | +78,465 (+121.6%) | +152,217 (+1,092,7%) | 166,147 |
| Average remuneration on a full-time equivalent basis of employees in the Group | | | | | | |
| Employees of the Group* | -157 (-12.3%) | -30 (-2.7%) | +259 (+23.6%) | +158 (+11.6%) | -133 (-8,8%) | 1,380 |

* Excluding members of the Group executive management.