



Humana

Remuneration Report of Humana AB for the year 2023

Introduction

This report describes how executive remuneration guidelines, adopted by the general meeting 2020, were implemented during the year. The report provides information on the CEO's remuneration and a summary of the company's outstanding, and during the year expired, share and share price-related incentive programs.

The report has been prepared in accordance with the Swedish Companies Act (2005:551) and the remuneration rules issued by the Swedish Corporate Governance Board. Further information on executive remuneration, namely remuneration to group management members, is available in note G5 on pages 102-103 in the annual report 2023. Information on the remuneration committee's work during 2023 is set out in the corporate governance report available on page 49 in the annual report 2023.

This report does not cover remuneration to the board of directors. Such remuneration is resolved annually by the annual general meeting and is disclosed on page 48 in the annual report 2023.

Key developments 2023

The CEO summarises the financial year 2023 and the company's overall performance on pages 8-9 in the annual report for 2023 where the key developments that have impacted the remuneration for the financial year are commented upon.

The company's remuneration guidelines; scope, purpose, and deviations

To successfully execute the company's business strategy and safeguard the company's long-term interests and sustainability, it is of fundamental importance that the company can attract and retain employees with excellent competence. To obtain this, it is required that the company can offer market-based and competitive remuneration terms and other employment terms.

The remuneration guidelines enable the company to offer the senior executives a total competitive remuneration on market-based terms that reflect the individual's performance and responsibilities and the group's financial outcome. In accordance with the guidelines, terms of employment for senior executives shall consist of a balanced combination of fixed- and variable remuneration, pension, and other benefits. The objectives for variable remuneration shall be related to the outcome of the group's and business areas' financial objectives and clearly defined individual objectives regarding specific tasks, such as customer satisfaction, project outcomes, and environmental and social impact. The objectives must be designed to promote the group's business strategy and long-term interests, including its sustainability.



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The most recently adopted remuneration guidelines can be found on page 102-103 in the annual report for 2023. During 2023, the company has complied with the applicable remuneration guidelines adopted by the general meeting. There have been no deviations from the guidelines or the procedure to determine remuneration according to the guidelines. The company's auditor shall make a statement regarding whether the company has been compliant with the guidelines. The auditor's report regarding the guidelines for 2023 will be provided on the company's website along with other relevant documents before the annual general meeting 2024.

The company has not reclaimed any remuneration during the financial year.

Total remuneration to senior executives in 2023 (SEK thousands)¹⁾

Name of executive and position	Fixed remuneration		Variable remuneration		Pensions	Total remuneration	Proportion of fixed and variable remuneration ³⁾
	Base salary	Fringe Benefits	One-year variable	Multi-year variable			
Johanna Rastad (President and CEO) 2022	5,195	29 ²⁾	1,501	-	601	7,326	80%/20%

1) Except for multi-year variable remuneration, the table reports remuneration relating to the year 2022. Variable remuneration during 2021 is set out, as applicable, in the section for variable remuneration below. Disbursement of any payments may or may not have been made the same year.

2) Fringe benefits include parking lot and medical insurance.

3) Pension cost that only relate to base salary and are defined contribution have been calculated entirely as fixed remuneration.

Total remuneration to senior executives in 2022 (SEK thousands)¹⁾

Name of executive and position	Fixed remuneration		Variable remuneration		Pensions	Total remuneration	Proportion of fixed and variable remuneration ⁴⁾
	Base salary	Fringe Benefits	One-year variable	Multi-year variable			
Johanna Rastad (President and CEO) 2022	4,203	25 ³⁾	-	-	1,059	5,287	N/A
Rasmus Nerman (President and CEO) 2022²⁾	1,208	-	-	-	461	1,669	N/A

1) Except for multi-year variable remuneration, the table reports remuneration relating to the year 2022. Variable remuneration during 2021 is set out, as applicable, in the section for variable remuneration below. Disbursement of any payments may or may not have been made the same year.

2) Rasmus Nerman resigned as President and CEO on 17 December 2021 and has not received salary, other employment benefits or variable remuneration after that date. The amount includes holiday pay of SEK 1,669m.

3) Fringe benefits include parking lot and medical insurance.

4) Pension cost that only relate to base salary and are defined contribution have been calculated entirely as fixed remuneration.

Application of performance criteria for variable remuneration

The purpose of the variable remuneration is to create incentives for senior executives to deliver good operating results, and to combine the interests of senior executives with the interests of the shareholders.



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The variable remuneration may comprise a short-term and a long-term variable remuneration paid in cash during one or three years. Variable remuneration shall be subject to the fulfilment of defined and measurable objectives. The short-term variable remuneration shall be maximized to 30 percent in relation to the base salary, and the long-term variable remuneration shall be maximized to 30 percent in relation to the base salary.

The objectives for variable remuneration must be related to outcomes of financial objectives for the group and clearly defined individual objectives regarding specific tasks, such as customer satisfaction, project outcomes, and environmental and social impact. The latter are used to ensure focus on non-financial objectives of certain interest. The objectives must be designed to promote the group's business strategy and long-term interests, including its sustainability. The financial objectives are set by the board of directors in order to ensure that they are in line with the company's business strategy and objectives. When the measurement period for the fulfilment of the predetermined objectives for the payment of variable remuneration has been completed, the extent to which the objectives have been met shall be assessed by an overall assessment of the performance. If the company violates any of its financial terms, no bonus payment will be made. The bonus payment is included as a pensionable salary.

The Board is responsible for the assessment of the CEO. As far as the financial objectives are concerned, the assessment shall be based on the most recently published financial information published by Humana.

Humana does not have any deferral periods or, according to agreements, any possibility to reclaim variable remuneration.

Senior executive's results during the financial year – short-term variable remuneration 2023 (SEK thousands)

Name of director and position	Description of the performance criteria and type of applicable remuneration	Relative weighting of the performance criteria	a) Measured performance and b) actual award/ outcome
Johanna Rastad (President and CEO)	Ebit ^{1) 2)}	50%	a) 100%
			b) 751
	Operating cash flow	20%	a) 100%
			b) 300
	Individual targets	30%	a) 100%
			b) 450

1) If the company acquires or sells companies or activities during the year, a corresponding adjustment will be made to EBIT to include the acquired EBIT or the sold EBIT. In evaluating the annual financial development, the board of directors will consider the acquisitions made during the year.

2) Significant non-recurring costs are excluded from the calculation of the final EBIT.



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Senior executive’s results during the financial year – short-term variable remuneration 2022 (SEK thousands)

Name of director and position	Description of the performance criteria and type of applicable remuneration	Relative weighting of the performance criteria	a) Measured performance and b) actual award/ outcome
Johanna Rastad (President and CEO)	Ebit ^{1) 2)}	60%	a) 0%
			b) -
	Operating cash flow	20%	a) 0%
			b) -
	Individual targets	20%	a) 100%
			b) -

1) If the company acquires or sells companies or activities during the year, a corresponding adjustment will be made to EBIT to include the acquired EBIT or the sold EBIT. In evaluating the annual financial development, the board of directors will consider the acquisitions made during the year.

2) Significant non-recurring costs are excluded from the calculation of the final EBIT.

Long-term variable remuneration 2020-2022

In the autumn of 2019, the board of directors carried out a more extensive strategy project that resulted in updated financial targets. To merge the plan with senior executives, the board of directors has implemented a long-term variable remuneration that runs for three years. The basis is the plan’s results as to earnings per share. Regardless of the year of earning, the long-term variable remuneration is paid in Q1 2023 and presupposes employment at the time of payment. The payment is pensionable. The outcome is based on the base salary for 2020, 2021, and 2022, respectively.

Long-term variable remuneration 2021-2023

During 2021 a new LTI program was launched. The basis is the plan’s results as to earnings per share. Regardless of earning year, the long-term variable remuneration is paid in Q1 2024 and presupposes continued employment throughout the period. The outcome is based on the base salary for 2021, 2022, and 2023, respectively.

Long-term variable remuneration 2022-2024

During 2022 a new LTI program was launched. The basis is the plan’s results as to earnings per share. Regardless of earning year, the long-term variable remuneration is paid in Q1 2025 and presupposes continued employment throughout the period. The outcome is based on the base salary for 2022, 2023, and 2024, respectively.

Long-term variable remuneration 2023-2025

During 2023 a new LTI program was launched. The basis is the plan’s results as to earnings per share. Regardless of earning year, the long-term variable remuneration is paid in Q1 2026 and



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presupposes continued employment throughout the period. The outcome is based on the base salary for 2023, 2024, and 2025, respectively.

Senior executive's results during the financial year – long-term variable remuneration 2023 (SEK thousands)

LTI-program 2021-2023

Name of director and position	Description of the performance criteria and type of applicable remuneration	Relative weighting of the performance criteria	a) Measured performance and b) actual award/ outcome
Johanna Rastad (President and CEO)	EPS 2021 ¹⁾	25%	a) 100%
			b) 120
	EPS 2022	25%	a) 0%
			b) -
	EPS 2023	50%	a) 0%
			b) -

1) Johanna Rastad took over as President and CEO on 17 December 2021 and has received remuneration as Business Area Manager until 31 December 2021.

LTI-program 2022-2024

Name of director and position	Description of the performance criteria and type of applicable remuneration	Relative weighting of the performance criteria	a) Measured performance and b) actual award/ outcome
Johanna Rastad (President and CEO)	EPS 2022	25%	a) 0%
			b) -
	EPS 2023	25%	a) 0%
			b) -
	EPS 2024	50%	N/A
			N/A



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LTI-program 2023-2025

Name of director and position	Description of the performance criteria and type of applicable remuneration	Relative weighting of the performance criteria	a) Measured performance and b) actual award/ outcome
Johanna Rastad (President and CEO)	EPS 2023	25%	a) 0%
			b) -
	EPS 2024	25%	N/A
			N/A
	EPS 2025	50%	N/A
			N/A

Senior executive’s results during the financial year – long-term variable remuneration 2022 (SEK thousands)

LTI-program 2020-2022

Name of director and position	Description of the performance criteria and type of applicable remuneration	Relative weighting of the performance criteria	a) Measured performance and b) actual award/ outcome
Johanna Rastad (President and CEO)	EPS 2020 ¹⁾	25%	a) 100%
			b) 115
	EPS 2021 ¹⁾	25%	a) 100%
			b) 120
	EPS 2022	50%	a) 0%
			b) -

1) Johanna Rastad took over as President and CEO on 17 December 2021 and has received remuneration as Business Area Manager until 31 December 2021.



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LTI-program 2021-2023

Name of director and position	Description of the performance criteria and type of applicable remuneration	Relative weighting of the performance criteria	a) Measured performance and b) actual award/ outcome
Johanna Rastad (President and CEO)	EPS 2021 ¹⁾	25%	a) 100%
			b) 120
	EPS 2022	25%	a) 0%
			b) -
	EPS 2023	50%	N/A
			N/A

1) Johanna Rastad took over as President and CEO on 17 December 2021 and has received remuneration as Business Area Manager until 31 December 2021.

LTI-program 2022-2024

Name of director and position	Description of the performance criteria and type of applicable remuneration	Relative weighting of the performance criteria	a) Measured performance and b) actual award/ outcome
Johanna Rastad (President and CEO)	EPS 2022	25%	a) 0%
			b) -
	EPS 2023	25%	N/A
			N/A
	EPS 2024	50%	N/A
			N/A

Remuneration – comparison

Comparative table over the remuneration and company performance (SEK thousands)

Annual Change	2019	Δ	2020	Δ	2021	Δ	2022	Δ	2023
Total remuneration Johanna Rastad (President and CEO) ¹⁾	-	-	-	-	-	N/A	5,287	38.6%	7,326
Total remuneration Rasmus Nerman (President and CEO) ²⁾	6,409	20.2%	7,701	-26.4%	5,665	-70.5%	1,669	-	-
Total remuneration Ulf Bonnevier (deputy CEO) ³⁾	3,847	-34.8%	2,510	-	-	-	-	-	-
Group operating profit (EBIT)	369,371	27.4%	470,513	4.8%	493,068	-11.0%	438,974	3.4%	453,547
Average remuneration on a full-time equivalent basis of employees ⁴⁾	448	2.4%	458	1.5%	465	+2.6%	477	4.8%	499

1) From December 18, 2021

2) Ended his employment on December 17, 2021.

3) Ended his employment on August 31, 2020

4) Excluding group management members