

# Remuneration report 2025

## Introduction

This report provides information on remuneration to the Chief Executive Officer. The report also describes how the guidelines for executive remuneration of Bactiguard Holding AB, adopted by the Annual General Meeting 2024, were implemented in 2025.

The report has been prepared in accordance with the Swedish Companies Act and “Rules on Remuneration of the Board and Executive Management and on Incentive Programs” issued by the Swedish Corporate Governance Board.

Number of employees, salaries, other remuneration and social security costs for the Board of Directors, CEO, other executives and other employees are available in note 9 in the annual report 2025. Information about the remuneration committee’s work during 2025 is available on page 21-22 in the annual report 2025.

Remuneration of directors is not covered by this report. Such remuneration is resolved annually by the Annual General Meeting.

## The company’s development 2025 in summary

Information on the company’s development 2025 is available in the annual report for 2025 which will be published on [bactiguard.com](http://bactiguard.com). The CEO, Christine Lind summarizes the company’s overall development in his report on pages 2-3.

## Remuneration guidelines

A prerequisite for the successful implementation of Bactiguard’s business strategy and the safeguarding of its long-term interests, including its sustainability, is for the company to recruit and retain qualified employees. This requires the company to offer competitive remuneration.

The total remuneration from Bactiguard to executive management shall be at market terms, reasonable and appropriate, and may consist of the following components: fixed salary, variable salary, pension and other benefits.

Executive management shall be offered a fixed salary at market terms, which shall be determined based on the individual’s area of responsibility and experience and shall be reviewed on an annual basis. Executive management may, from time to time, be offered a variable salary at market terms. Such a variable salary must be designed with the purpose of promoting Bactiguard’s business strategy, long-term interests, including its sustainability, and linked to predetermined and measurable criteria.

The guidelines are available on pages 41-42 in the annual report 2025. During 2025, the company has complied with the applicable remuneration guidelines adopted by the general meeting. No deviations from the guidelines have been decided and no derogations from the procedure for implementation of the guidelines have been made. The auditor’s report regarding the company’s compliance with the guidelines will be available on the web site [www.bactiguard.com](http://www.bactiguard.com). No remuneration has been reclaimed.

## Application of performance criteria

The performance measures for the CEO’s variable remuneration have been selected to deliver the company’s strategy and to encourage behavior which is in the long-term interest of the company. In the selection of performance measures, the strategic objectives and short-term and long-term business priorities for 2025 have been considered. The nonfinancial performance criteria further contribute to adaptation to sustainability and the company’s values. No variable cash compensation was paid in 2025.

## Total remuneration to CEO

Total remuneration to CEO in 2025							
Name of executive (position)	Fixed remuneration		Variable remuneration	Extraordinary items	Pension expence*	Total remuneration	Proportion fixed/variable remuneration %
	Base salary**	Other benefits	One-year variable				
Christine Lind, CEO from 12 April 2024	4 125	5			824	4 954	100/0
*Pension expence which in its entirety relates to base salary and is premium defined, has been counted entirely as fixed remuneration.							
**Including holiday pay, Christine Lind, 31 ksek.							

## Comparative information on the change of remuneration and company performance

Change of remuneration and company performance over the last five reported financial years, KSEK							
	Amount 2025	Change 2025-2024	Change 2024-2023	Change 2023-2022	Change 2022-2021	Change 2021-2020	
Remuneration, CEO	4 954	+2 030(+69%)	-206(-75)	-531(15%)	+960(+30%)	+300(+10%)	
Remuneration, Deputy CEO**	-	-	-2 259(-100%)	+9(0,3%)	-	-	
Group EBITDA	43 755	+25 732(+143%)	+94 091(124%)	-69 642(-1 084%)	757(+11%)	-33 838(-127%)	
Average remuneration on a full-time equivalent basis of employees in Swedish subsidiaries*	1 154	-289	-46	770	-41	-275	
* Only employees in Swedish subsidiary are included.							
** During 2025 and 2024 there have been no deputy CEO.							

Stockholm in April 2026

The Board of Directors of Bactiguard Holding AB (publ)

*This is a translation of the Swedish version. In the event of deviations, the Swedish version available on the company's website applies, [www.bactiguard.com](http://www.bactiguard.com).*

*This document was last updated on: April 14, 2026*