

# Remuneration report 2020

## Key developments 2020

The CEO summarizes the company's overall performance in his statement on page 4 in the annual report 2020.

## The company's remuneration guidelines: scope, purpose and deviations

A prerequisite for the successful implementation of the company's business strategy and safeguarding of its long-term interests, including its sustainability, is that the company can recruit and retain qualified personnel. To this end, the company must offer competitive remuneration. The company's remuneration guidelines enable the company to offer executives a competitive total remuneration. Under the remuneration guidelines, executive remuneration shall be on market terms and may consist of the following components: fixed cash salary, variable cash remuneration, pension benefits and other benefits. The variable cash remuneration shall be linked to financial or nonfinancial criteria. They may be individualized, quantitative or qualitative objectives. The criteria shall be designed to contribute to the company's business strategy and long-term interests, including its sustainability, by for example being clearly linked to the business strategy or promote the executive's long-term development.

During 2020, 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 is available on [www.company.se/corporategovernance](http://www.company.se/corporategovernance). No remuneration has been reclaimed.

In addition to remuneration covered by the remuneration guidelines, the annual general meetings of the company have resolved to implement long-term share-related incentive plans.

## Total CEO remuneration 2020 (TSEK)

Name of director	Base salary	Variable Remuneration paid	Other benefits	Pension expense	Total remuneration	% variable remuneration
Ivo Mönnink CEO	2,213	0	440	641	3,294	0.0%

## Application of performance criteria variable remuneration

The performance measures for the CEO's variable remuneration have been selected to deliver the company's strategy and to encourage behaviour 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 2020 have been taken into account. The non-financial performance measures further contribute to alignment with sustainability as well as the company values.

The variable remuneration of the performance year is paid out in the year following the performance year. Based on the performance of 2019 no variable remuneration was awarded and paid out in 2020.

## Performance measurement 2019, to be paid out in 2020

	Description of the criteria related to the remuneration component	Relative weighting of the performance criteria	Measured performance 2019 (tSEK)	Actual award/ remuneration outcome over performance year 2019	Variable remuneration paid in 2020
Ivo Mönnink, CEO	Group Sales	50%	406,325	0	0
	Operating profit (EBITDA)	50%	28,567	0	0
	Total				0

## Comparative information on the company performance in relation to the remuneration

The comparative numbers of the years 2018 and earlier are not restated for the impact of IFRS16.

Performance	2020	2019	2018	2017	2016
Group Sales	454,933	406,325	380,349	293,094	436,607
Group EBITDA	59,438	28,567	37,562	-14,757	25,347
Remuneration paid	3,294	4,499	3,646	3,336	3,175

## Share-based remuneration

### Outstanding share-option plan

The company has implemented a share option plan 2017/2020 for the CEO. Options have been granted free of charge, are subject to three-year vesting, the employee has been awarded the corresponding number of matching share awards and performance share awards.

## The main conditions of the share option plan

	Name of plan	Performance period	Award date	Vesting date	Exercise period	Exercise price (SEK)
Ivo Mönnink, CEO	Plan 2017-2020	2017-2020	1 Oct 2017	30 Sep 2020	2 years	0.81

	Opening balance	Information regarding the reported financial year			Closing balance	
	Share options held at beginning of the year	Share options awarded	Share options vested	Share options subject to performance condition	Share options awarded and unvested	Share options in exercise period
Ivo Mönnink, CEO	6,000,000	0	6,000,000	0	0	6,000,000