

REMUNERATION REPORT

This report describes how the guidelines for remuneration of senior executives of RevolutionRace, adopted at the Annual General Meeting on 19 November 2024 (the “Remuneration Guidelines”), have been applied during the financial year 2024/25. The remuneration report also provides information on remuneration to the CEO and a summary of outstanding share-based incentive programmes. The remuneration report has been prepared in accordance with the Swedish Companies Act and the rules on the remuneration for senior executives and incentive programmes issued by the Swedish Corporate Governance Board (now managed by the Stock Market Self-Regulation Committee (ASK)).

Further information on remuneration to senior executives is provided in Note 4 Employees and personnel expenses in the 2024/25 Annual Report. Information on the work of the Remuneration Committee during 2024/25 is provided in the Corporate Governance Report included in the 2024/25 Annual Report. The CEO summarises the Company’s overall development and profit in the comments in the 2024/25 Annual Report. Board fees are not covered by this remuneration report, as such fees are determined annually by the Annual General Meeting and reported in Note 4 in the 2024/25 Annual Report.

Remuneration Guidelines

A successful implementation of the Company’s business strategy and the safeguarding of its long-term interests, including sustainability, require RevolutionRace to be able to recruit and retain a highly skilled management team. In turn, this requires that the Company can offer competitive remuneration levels and employment terms, which the Remuneration Guidelines facilitate. The forms of remuneration shall motivate the management team to do its utmost to safeguard the shareholders’ interests. Total remuneration shall be market-based and may comprise the following components: fixed cash salary, variable cash remuneration (bonus), pension benefits and other benefits. Beyond this and regardless of these guidelines, the Annual General Meeting may, for example, adopt share and share price-related remunerations.

During the financial year 2024/25, the Company has fully complied with the current guidelines for remuneration to senior executives. No deviations from the Remuneration Guidelines have been made and no deviations have been made from the decision-making process, which according to the Remuneration Guidelines shall be applied to determine the remuneration. No remuneration has been reclaimed. The Remuneration Guidelines apply until the General Meeting adopts new guidelines.

The auditor’s statement regarding the Company’s compliance with the remuneration guidelines for senior executives is available at corporate.revolutionrace.com.

Beyond the remuneration covered by the Remuneration Guidelines, General Meetings of RevolutionRace have decided to introduce long-term share-related incentive programmes. The programmes, which are further described in the paragraph “Outstanding share and share price-related incentive programmes,” have a clear link to the business strategy and the Company’s long-term value creation through the connection to the share price development.

Criteria for the distribution of variable cash compensation

The variable cash compensation is linked to predetermined and measurable financial or non-financial criteria. They may also consist of individually adapted quantitative or qualitative goals. The criteria are formulated so that they promote RevolutionRace’s business strategy and long-term interest, including its sustainability by, for example, maintaining a clear connection to the business strategy or promoting the executive’s long-term development.

Once the period during which the fulfilment of the criteria for disbursement of variable cash compensation is measured has ended, the outcome shall be assessed. The Company’s Board of Directors is responsible for this assessment regarding variable cash remuneration for the CEO. The Remuneration Committee is responsible for the assessment regarding variable cash remuneration to other senior executives.

Total compensation for the CEO

The CEO was paid a fixed basic salary and other remuneration for 2024/25 according to the table below. Compensation for pension is fee-based and corresponds to a collective agreement for white-collar workers within the industry.

Total compensation for the CEO 2024/25

SEKm	CEO, Paul Fischbein
Fixed basic salary	4.4
Variable cash compensation	0.5 ¹⁾
Extraordinary compensation	1.4 ²⁾
Pension benefits	1.2 ³⁾
Total	7.5
The proportion of fixed and variable remuneration respectively, %	74/26

- 1) Refers to variable remuneration earned during the specified financial year (regardless of whether payment has, or has not, been made during the financial year)
- 2) Refers in full to the subsidy that Paul Fischbein received for participation in the incentive programme series 2024/2028 (see further below under “Outstanding share and share price-related incentive programmes”).
- 3) Pension benefits, which in their entirety refer to basic salary and are determined by fixed fees, have been fully reported as fixed remuneration.

Outstanding share and share price-related incentive programmes

During 2024/25, RevolutionRace has had four outstanding warrant programmes for senior executives and key persons within the group: series 2021/2024, series 2022/2026, series 2023/2027 and series 2024/2028. The intention of the programmes is to, in a simple way, reward and retain valuable employees as well as to, through employees’ own investment, promote and create long-term participation and thereby achieve increased community of interest between the employees and RevolutionRace shareholders.

The warrant programme series 2021/2024 covered 12 senior executives (including the former CEO, Pernilla Nyrensten) and key personnel within the Group. The warrants were acquired by the participants in 2021 at a calculated market price. Shares could be subscribed during the subscription period from 1 July 2024 up to and including 31 December 2024. The strike price for series 2021/2024 corresponded to SEK 93.35, after recalculation according to the terms. The warrant programme expired without any shares being subscribed, as the stock price was below the exercise price.

The warrant programme series 2022/2026 covers 19 senior executives (including CEO, Paul Fischbein) and key personnel within the Group. The warrants were acquired by the participants in 2022 at a calculated market price, of which the CEO acquired 750,000 warrants. In connection with the transfer of the warrants, the participants received a subsidy in the form of a salary supplement from the Company as net, corresponding to 50 percent of the amount that the participant paid for the warrants (the warrant premium). Shares can be subscribed during the subscription period from 15 November 2025 up to and including 15 May 2026. The strike price for series 2022/2026 currently corresponds to SEK 37.11, after recalculation according to the terms.

The warrant programme series 2023/2027 covers 14 senior executives (including CEO, Paul Fischbein) and key personnel within the Group. The warrants were acquired by the participants in 2023 at a calculated market price, of which the CEO acquired 30,000 warrants. In conjunction with the transfer of the warrants, the participants received a subsidy in the form of

a salary supplement from the Company as net, corresponding to 50 percent of the amount that the participant paid for the warrants (the warrant premium). Shares can be subscribed during the subscription period from 2 January 2027 up to and including 2 July 2027. The strike price for series 2023/2027 currently corresponds to SEK 72.04, after recalculation according to the terms.

The warrant programme series 2024/2028 covers four senior executives (including CEO, Paul Fischbein). The warrants were acquired by the participants in 2024 at a calculated market price, of which the CEO acquired 200,000 warrants. In conjunction with the transfer of the warrants, the participants received a subsidy in the form of a salary supplement from the Company as net, corresponding to 50 percent of the amount that the participant paid for the warrants (the warrant premium). Shares can be subscribed during the subscription period from 22 November 2027 up to and including 22 May 2028. The strike price for series 2024/2028 currently corresponds to SEK 46.61, after recalculation according to the terms.

Application of performance criteria for variable remuneration

The performance criteria for the CEO’s variable remuneration have been chosen to realise the Company’s strategy and to encourage actions that align with the Company’s long-term interests. When selecting the performance criteria, the strategic goals as well as short- and long-term business priorities for the year 2024/25 have been considered. The non-financial performance criteria further contribute to alignment with sustainability and the Company’s values.

CEO’s performance during the reported financial year: variable salary		Relative weighting of performance criteria	a) Measured performance b) Actual allocation/compensation outcome
The executive’s name (position)	Performance criteria		
Paul Fischbein (CEO)	Adjusted EBIT	70%	a) 21.83%, b) 310,340.29 SEK
	Cash flow excluding dividends and share repurchase (2024/25 actual cash flow to be adjusted for extraordinary increase/decrease in inventories)	20%	a) 0%, b) 0 SEK
	Keeping flight transports below 5%	2.5%	a) 100%, b) 50,775 SEK
	eNPS over 35, on a rolling 12-month period	2.5%	a) 100%, b) 50,775 SEK
	100% Oeko-Tex certified material in all relevant products	2.5%	a) 100%, b) 50,775 SEK
	100% of packaging made of recycled or FSC-certified material	2.5%	a) 100%, b) 50,775 SEK

Comparative information regarding changes in remuneration and the Company’s earnings

Multi-year comparison, SEKm	2024/25	2023/24	2022/23	2021/22	2020/21
Remuneration of the CEO ¹⁾	7.5	6.5	8.0 ²⁾	1.8	0.9
Annual change in remuneration to the CEO, %	15	–19	346 ²⁾	110	75
Average remuneration to Group employees ³⁾	0.4	0.4	0.4	0.5	0.7
Annual change in average remuneration to Group employees, %	7	4	–17	–30	20
Consolidated profit for the year after tax	283	308	243	288	172
Annual change in consolidated profit for the year, %	–8	27	–16	68	187

- 1) Refers to earned compensation, including pension benefits.
- 2) Payment of subsidy to CEO for participation in warrant programme series 2022/2026 has resulted in an increase in the total remuneration in comparison with 2021/22.
- 3) Refers to average remuneration to employees, excluding members of the group management.