

## **Guidelines for remuneration to the senior executives**

At the annual general meeting in Humble Group AB on 6 May 2026, it was resolved on guidelines for remuneration to senior executives in accordance with the below.

### *Introduction*

The purpose of these guidelines is for Humble Group AB, Reg. No. 556794-4797 (the “**Company**”), to fulfil its obligations in remuneration matters pursuant to the Swedish Companies Act (2005:551) and the rules on remuneration of the board and executive management and on incentive programmes issued by the Swedish Stock Market Self-Regulation Committee. The guidelines shall apply to remuneration to the Company’s CEO and other members of the executive management. The guidelines also apply, where applicable, to any remuneration to the members of the board of directors in addition to director’s fees.

These guidelines replace the guidelines adopted by the annual general meeting on 22 May 2024. These guidelines are applicable to future remuneration, and amendments to remuneration already agreed, after adoption of the guidelines by the annual general meeting. Remuneration may consist of fixed salary, variable cash remuneration, pension benefits and other customary benefits. In addition, the general meeting may, irrespective of these guidelines, resolve on share or share price-related remuneration.

### *Principles*

The Company is a leading group at the forefront of functional foods and sustainable products. The business model is to actively identify, evaluate and acquire profitable, cash-generating and market-leading companies within the Company’s niche. This business model requires skilled employees and management.

Ensuring the success of the company’s business model, long-term interests and sustainability requires the Company to be an attractive employer. This success requires an attractive remuneration package in order to be able to recruit and retain skilled senior executives. Consequently, the total remuneration shall be competitive, in line with market practice and linked to the relevant person’s responsibilities and performance. All remuneration covered by these guidelines shall aim to promote the Company’s business strategy, long-term interests and sustainability. Variable cash remuneration covered by these guidelines shall aim to promote the Company’s business strategy and long-term interests, including its sustainability.

### *Forms of remuneration*

The remuneration shall be in line with market conditions and may, as stated above, consist of fixed salary, variable cash remuneration, pension benefits and other customary benefits. The general meeting may also, irrespective of these guidelines, resolve on, among other things, share and share price-related remuneration.

### *Fixed salary*

The fixed salary for the Company’s management shall be in line with market conditions and determined taking into account competence, responsibilities and performance.

### *Variable cash remuneration*

The board of directors may resolve on variable cash remuneration to the Company’s executive management, linked to certain criteria that shall support the Company’s business strategy. The criteria, weighting, levels and conditions for such cash remuneration may vary from year to year to reflect Humble’s business priorities, financial targets and non-financial targets. The performance period in

relation to criteria for the payment of variable cash remuneration must be measurable over a period of one or more years. The total variable cash remuneration may not amount to more than 70 percent of the total remuneration during the performance period for the CEO and 50 percent for other senior executives, respectively. Details of such cash remuneration and a description of how it supports the business strategy shall be presented in the annual remuneration report.

Additional variable cash remuneration may be awarded in extraordinary circumstances. Such extraordinary remuneration shall be limited in time and only made on an individual basis, such as for the purpose of attracting or retaining senior executives, and may include a one-time cash payment as remuneration for extraordinary work efforts beyond the person's ordinary duties, a retention bonus or severance pay upon a change of control or similar. Such remuneration may not exceed 50 percent of the total annual remuneration and may not be paid more than once a year and per person. Any decision on such remuneration shall be made by the board of directors.

#### *Pension and benefits*

Pension terms for the Company's management shall be in line with prevailing market practice for comparable positions within their relevant markets. These terms shall either follow defined contribution standards, including health insurance, or a joint pension plan. Variable cash remuneration shall not be pensionable, and pension contributions shall not exceed 30 percent of the total annual remuneration, unless required by mandatory collective agreements.

Other benefits may include, among other things, life insurance, health insurance, health and fitness programs and company car. The aggregate value of such remuneration may not exceed 10 percent of the total annual remuneration.

For employments governed by rules other than Swedish, pension benefits and other customary benefits may be duly adjusted for compliance with mandatory rules or local practice, taking into account, to the extent possible, the overall purpose of these guidelines.

#### *Long-term share and share price-related incentive programs*

Long-term share and share price-related incentive programs are resolved upon by the general meeting and these guidelines shall not apply to such remuneration. However, the board of directors shall annually evaluate the need for share-related incentive programs and, where necessary, submit proposals to the annual general meeting.

The aim of proposing a long-term share and share price-related incentive program shall be to create a long-term commitment to the Company, to attract and retain senior executives and other key persons as well as to ensure the shareholder perspective. Long-term share and share price-related incentive programs, if any, may constitute a complement to the fixed salary and the variable cash remuneration, with participants to be invited to participate based on, among other things, competence and performance. The outcome shall be dependent on the fulfilment of certain predetermined performance requirements that shall ensure shareholder value, such as growth, profitability and capital efficiency.

#### *Remuneration to members of the board of directors*

If a member of the board of directors (including through a wholly-owned subsidiary) should carry out services to the Company in addition to the board assignment, specific cash remuneration may be paid for such services, provided that such services promote the implementation of the Company's business strategy and the safeguarding of the Company's long-term interests, including its sustainability. Such services shall be remunerated in line with market conditions, and be decided by the board of directors.

### *Termination of employment*

The notice period for a senior executive shall, as a general rule, be no more than six months. However, the board of directors shall be entitled to resolve on the allocation between the length of the notice period and any severance pay, provided that the aggregate amount of fixed cash salary during the notice period and severance pay does not exceed twelve months' fixed cash salary for such senior executive. In addition, the board of directors shall, if deemed to be in the Company's interest with regard to the circumstances in the individual case, be entitled to resolve on a notice period of no more than nine months.

### *Criteria for the payment of variable cash remuneration*

Variable cash remuneration shall be linked to measurable criteria, which can be financial or non-financial. The criteria may be quantified or qualified targets and may be individualized. The criteria should be designed to actively contribute to the Company's overall business strategy and long-term objectives, including sustainability. At the end of the measurement period for fulfilment of the criteria, the extent to which the criteria have been fulfilled shall be assessed. The evaluation shall be carried out in accordance with the Company's Instructions for the Remuneration Committee.

The Company may, if deemed necessary, reclaim variable remuneration already paid on incorrect grounds.

### *Salary and terms and conditions of employment for employees*

In preparing the board of directors' proposals for these remuneration guidelines, the remuneration and terms and conditions of employment for the Company's employees have been taken into account. This was made by including information on the total remuneration of employees and the components and evolution of the remuneration over time as part of the remuneration committee's and the board of directors' assessment of the appropriateness of the guidelines and the resulting limitations.

### *Decision-making process for establishing, reviewing and implementing the guidelines*

The remuneration committee's tasks include preparing the board of directors' decision to propose guidelines for remuneration to senior executives. The board of directors shall prepare a proposal for new guidelines at least every fourth year and submit them to the annual general meeting. The guidelines shall remain in force until new guidelines are adopted by the general meeting. The remuneration committee shall also monitor and evaluate any programmes for variable remuneration to the Company's management, the application of the guidelines for remuneration to senior executives as well as the current remuneration structures and levels in the Company. Executives shall not participate in the board of directors' processing of and resolutions on remuneration-related matters, in order to avoid conflicts of interest.

### *Deviation from the guidelines*

The board of directors may decide to temporarily deviate from the adopted guidelines, in whole or in part, if in a particular case a deviation is necessary to serve the long-term interests of the Company, including its sustainability, or to ensure the financial stability of the Company.