



# Remuneration Report 2025

## Introduction

This Remuneration Report briefly describes how Loomis AB's ("Loomis" or "company" and together with its subsidiaries "Group") *Guidelines for remuneration of senior executives* ("Remuneration Guidelines"), adopted by the Annual General Meeting, have been applied in 2025. The report also provides details on remuneration of the company's President and CEO and a summary of the company's outstanding share-based incentive schemes in 2025.

The report has been prepared in accordance with the Swedish Companies Act and the *Rules on Remuneration of the Board and Executive Management and on Incentive Programmes* issued by the Swedish Stock Market Self-Regulation Committee.

For more information on remuneration of Loomis' Group Management, see Note 7 *Employees and remuneration* on pages 137–139 of the Annual and Sustainability Report for 2025 ("2025 Annual Report"). Information on the work of the Remuneration Committee in 2025 can be found in the Corporate Governance Report on pages 49–50 of the 2025 Annual Report.

In addition to remuneration covered by the Remuneration Guidelines, the company's Annual General Meeting has determined the fees to the members of the Board of Directors. Information on the Board fees is not included in this report but is instead presented in Note 7 of the 2025 Annual Report.

## Significant events in 2025

The President and CEO summarizes the company's overall performance in the CEO statement on pages 6–7 of the 2025 Annual Report.

## Overview of the Remuneration Guidelines 2025 – application and compliance

Pursuant to the Remuneration Guidelines, remuneration to senior executives who are part of Group Management is to be on market terms. Remuneration of employees subject to other rules than Swedish may be duly adjusted to comply with mandatory rules or established local practice, taking into account, to the extent possible, the overall purpose of the Remuneration Guidelines.

### Remuneration may consist of the following components:

- Fixed salary
- Variable remuneration
- Pension benefits
- Other benefits

The Remuneration Guidelines can be found on pages 49–50 of the 2025 Annual Report. During 2025, Loomis has complied with the Remuneration Guidelines and no derogations or deviations have been made from the Remuneration Guidelines or from the procedure which according to the Remuneration Guidelines shall be applied to determine remuneration.

The auditor's statement on the company's compliance with the Remuneration Guidelines is available at [www.loomis.com](http://www.loomis.com).

## Share-based remuneration

### *Outstanding share-based incentive scheme in 2025*

During 2025, the Group had two outstanding share-based incentive schemes, resolved by the Annual General Meeting 2023 ("LTIP 2023") and the Annual General Meeting 2025 ("LTIP 2025"), respectively.

LTIP 2025 is a long-term share-based incentive scheme aimed at Group Management and a number of key individuals, and includes a performance share plan and a share matching plan. LTIP 2025 is based on the following principles: (i) the participants must invest in shares in Loomis or allocate shares already held (saving shares), and (ii) the participants must be employed within the Group for the duration of the scheme.

The outcome of the performance share plan of LTIP 2025, in the form of allotment of so-called performance shares, is linked to the fulfillment of performance targets for development in earnings per share (EPS target) as well as reduction of CO<sub>2</sub> emissions (CO<sub>2</sub> target) during the period 1 January 2025–31 December 2027. The relative distribution between the EPS target and the CO<sub>2</sub> target is 84 per cent and 16 per cent, respectively. The performance targets, which are decided by the Board of Directors, must indicate a minimum level and an upper target level for each performance target. If the upper target level is reached or exceeded, with respect to both performance targets, full allocation of performance shares shall take place, corresponding to: (i) five performance shares per saving share for the CEO, Regional President Europe, Regional President USA and the CFO, (ii) four performance shares per saving share for other members of Group Management and (iii) three performance shares per saving share for other scheme participants. In the share matching plan, the participant may be awarded a so-called matching share for each saving share held, free of charge.

LTIP 2025 has a maximum return limit for the participants, whereby if the average price paid for Loomis's shares on Nasdaq Stockholm during a period of five trading days immediately prior to the date of allotment of performance share and matching shares exceeds SEK 800 per share, the number of performance shares and matching shares to which each participant is entitled will be reduced based on the maximum limit.

Achievement of the EPS target is determined yearly during the performance period (where each year during the performance period is compared to the previous year), and achievement of the CO<sub>2</sub> target at one time after the end of the performance period (for the full performance period). Allotment of performance shares and matching shares will take place after the end of the vesting period. The Board of Directors intends to

communicate the adopted performance targets in the 2027 Annual Report. The principles of allotment are described in Note 7 of the 2025 Annual Report.

In 2025, the performance period for LTIP 2023 expired. The established EPS target during the period 1 January 2023-31-December 2025 was met at 75 per cent and the CO<sub>2</sub> target was met at 100 per cent. The, by the Board of Directors determined, minimum target level was SEK 73.2 and the maximum target level was SEK 81.9. Allotment of shares took place after the end of the vesting period which expired on 28 February 2026. The principles of allotment are described in Note 7 of the 2023 Annual Report and the outcome in Note 7 of the 2025 Annual Report.

### Remuneration for the President and CEO in the form of shares

Remuneration to the President and CEO in the form of shares is presented in the table below.

### Exercising the right to reclaim remuneration

No variable remuneration has been reclaimed in 2025.

### Performance of the President and CEO in 2025

The performance management process for the President and CEO includes setting financial targets to ensure that the President and CEO delivers on the company's strategy and to promote behavior that is in the long-term interests of the shareholders. Multi-year share-based variable remuneration for the President and CEO is currently based on earnings per share and reduction of CO<sub>2</sub>. The table below on page 3 shows how the criteria for payment of variable short-term remuneration have been applied during 2025.

## Remuneration of the President and CEO (SEK 000)

Financial Year	President and CEO <sup>1)</sup>	Fixed remuneration		Variable remuneration			Pension expense	Total remuneration	Proportion of fixed and variable remuneration, %
		Base salary <sup>2)</sup>	Other benefits <sup>3)</sup>	One-year variable	Multi-year variable <sup>4)</sup>	Extraordinary items			
2025	Aritz Larrea	14,630	312	14,380	5,513	0	0	34,835	43 / 57
2024	Aritz Larrea	14,047	404	14,203 <sup>5)</sup>	4,386	0	0	33,040	44 / 56
2023	Aritz Larrea	12,652	6,698 <sup>6)</sup>	11,934	5,397	0	0	36,681	53 / 47
2022	Aritz Larrea	7,959	111	7,166 <sup>7)</sup>	796	0	1,010	17,041 <sup>8)</sup>	53 / 47
2022	Patrik Andersson	3,120	39	3,120 <sup>7)</sup>	0	0	903	7,182	57 / 43
2021	Patrik Andersson	8,090	94	7,791	240	0	2,303	18,518	57 / 43

1) Aritz Larrea took the position as CEO in May 2022 and then replaced Patrik Andersson.

2) Includes vacation pay, excluding vacation pay paid to Aritz Larrea as President and CEO up until July 2023, which have been paid out from USA. Such vacation pay is included under "Other benefits".

3) Includes benefits such as company car, health care benefits, medical insurance etc.

4) Refers to the cost, i.e., what was expensed in the year based on expected outcome, of the long-term share-based incentive schemes (LTIP 2021, LTIP 2023 and LTIP 2025, as applicable) in each respective year (consequently, it does not refer to actual pay-out from the LTIPs).

5) Due to FX effects between EUR/SEK the one-year variable exceeds the base salary for 2024.

6) Includes certain one-off payments, including approximately 310 KUSD in vacation pay earned in Aritz Larrea's previous position as Regional President USA and paid out during 2023 as well as allowance for increased living costs in US.

7) Paid out during 2023.

8) Refers to the period May 23 - December 31, 2022.

## Remuneration for the President and CEO in the form of shares

The main conditions of share award plans					Information regarding the reported financial year 2025					
					Opening balance	During the year		Closing balance		
Share plan	Performance period	Award date <sup>1)</sup>	Vesting date	End of retention period	Share rights held at the beginning of the year	Share rights awarded <sup>2)</sup>	Shares vested	Share rights subject to performance conditions	Share rights awarded and unvested at year end <sup>3)</sup>	Share rights subject to a retention period <sup>4)</sup>
LTIP 2025–2027										
Performance share rights	2025–2027	Q2 2025	Q1 2028	Same as vesting date	–	28,715	–	20,675	28,715	8,040
Matching share rights	–	Q2 2025	Q1 2028	Same as vesting date	–	5,743	–	–	5,743	5,743
LTIP 2023–2025										
Performance share rights	2023–2025	Q2 2023	Q1 2026	Same as vesting date	12,432	–	–	–	23,994 <sup>5)</sup>	23,994
Matching share rights	–	Q2 2023	Q1 2026	Same as vesting date	6,216	–	–	–	6,216	6,216
<b>Total</b>					<b>18,648</b>	<b>34,458</b>		<b>20,675</b>	<b>64,668</b>	<b>43,993</b>

1) Refers to the date when the share rights were awarded to the participant.

2) Share rights for the entire duration of the share plan are awarded at the start of the performance period.

3) Refers to the maximum amount of share rights that can be allocated to the participant under the share plans at year end.

4) The retention period expires at the end of the vesting period, i.e., February 28, 2026 for LTIP 2023–2025 and February 28, 2028 for LTIP 2025–2027.

5) Share rights awarded at the start of LTIP 2023–2025 amounted to 31,080.

## Compensation for the President and CEO in the form of variable, short-term remuneration (1 January–31 December 2025)

Incentive program			Information on Performance Targets							
			Description of the criteria related to the remuneration component		Relative weighting of the performance criteria		a) Minimum target performance, and b) Corresponding award/remuneration (SEK 000')		a) Maximum target performance, and b) Corresponding award/remuneration (SEK 000')	
AIP 2025	Revenue		30%	a)	30,442	a)	31,844	a)	100% of range	
				b)	0	b)	4,314	b)	4,314	
	EBIT before IAC		70%	a)	3,440	a)	3,668	a)	100% of range	
				b)	0	b)	10,066	b)	10,066	

## Comparative information on change in remuneration and company performance

	Change 2022 vs. 2021	Change 2023 vs. 2022	Change 2024 vs. 2023	Change 2025 vs. 2024	Financial year 2025
Remuneration for the President and CEO (SEK 000')	5,705 (+31%) <sup>1)</sup>	12,457 (+51%) <sup>1)</sup>	-3,641 (-10%)	1,795 (+5%)	34,835
Loomis Group's performance (SEK 000 000')					
EBITA	774 (+39%)	342 (+13%)	565 (+18%)	209 (+6%)	3,851
Average remuneration on a full-time equivalent basis (SEK 000')					
All employees of Loomis group <sup>2) 3)</sup>	65 (+18%)	48 (+11%)	30 (+6%)	-1 (-0%)	498

1) Patrik Andersson President and CEO, January 1–May 22, 2022, Aritz Larrea President and CEO May 23–December 31, 2022.

2) All employees excluding the President and CEO.

3) Includes currency effects upon translation to SEK.