

Remuneration report 2025

The Remuneration Report has been prepared in accordance with the Swedish Companies Act and the Swedish Corporate Governance Board's Rules on Remuneration to Senior Executives and Incentive Programmes.

In accordance with Chapter 8, Section 53a of the Swedish Companies Act, the Board of Directors shall prepare, for each financial year, a report on remuneration paid and outstanding remuneration covered by Peab's remuneration policy in force from time to time. The Remuneration Report 2025 sets out the remuneration paid to the Chief Executive Officer, describes how Peab's remuneration policy, adopted by the 2025 Annual General Meeting, was applied during 2025, and explains how the total remuneration is consistent with the policy.

Information on the work of the Remuneration Committee during 2025 is provided on page 63 of the 2025 Annual and Sustainability Report. Information on remuneration, social security expenses, pensions and other benefits is disclosed in Note 9, "Employees, personnel costs and remuneration to senior executives", on pages 170–173 of the 2025 Annual and Sustainability Report. Directors' fees are not covered by this report. Such fees are resolved annually by the Annual General Meeting and are disclosed in Note 9, "Employees, personnel costs and remuneration to senior executives", on pages 170–173 of the 2025 Annual and Sustainability Report.

Significant events in 2025

The Chief Executive Officer summarises Peab's overall performance and significant events in the CEO statement on pages 6–7 of the 2025 Annual and Sustainability Report.

Remuneration policy and current decision-making process

The remuneration policy shall contribute to the company's business strategy, long-term value creation and sustainability. This is ensured by offering market-based remuneration in order to attract and retain a competent Group Management team, providing long-term incentive programmes and variable remuneration focused on the company's business strategy, long-term perspective and sustainability, and by annually assessing individual performance and target achievement against the company's financial and non-financial results.

Under the remuneration policy, remuneration to senior executives shall consist of the following components: fixed salary, variable remuneration (STI), long-term incentive programmes (LTI), pension, company car and other non-monetary benefits.

The guidelines are set out on page 172 of the 2025 Annual and Sustainability Report. No deviations have been made from the decision-making process to be applied under the

guidelines when determining remuneration. No remuneration has been reduced or reclaimed. No deviations from the remuneration policy occurred during the 2025 financial year. The auditor's statement regarding Peab's compliance with the guidelines is available on the company's website, www.peab.com, under Start - Annual General Meeting 2025.

Total remuneration to the Chief Executive Officer

The total remuneration to the Chief Executive Officer consists of fixed salary, annual variable remuneration on an individual basis (STI), long-term incentive programmes (LTI), defined contribution pension in accordance with the ITP plan, as well as company car and other non-monetary benefits. The total remuneration to the Chief Executive Officer has been determined in accordance with the fundamental principles of the remuneration policy and within the stipulated limits. The proportion of variable remuneration is market-based in relation to comparable companies. The table below presents the total remuneration to the Chief Executive Officer for the period 2021–2025.

CEO (Kkr)	Year	<i>Fixed remuneration</i>		<i>Variable remuneration</i>			Total remuneration	Proportion of variable remuneration
		Base salary	Other benefits/compensation	STI	LTI-program	Pension expense		
Jesper Göransson	2021	7 968	485	4 781	2 435	4 240	19 909	36.2%
Jesper Göransson	2022	8 760	558	876	-	4 691	14 885	5.9%
Jesper Göransson	2023	9 041	269	1 808	-	4 931	16 049	11.3%
Jesper Göransson	2024*	9 900	572	6 930	-	5 498	22 900	30.3%
Jesper Göransson	2025*	10 200	717	5 916	-	5 866	22 699	26.1%

* The figures in the table are based on remuneration that has been resolved and will be paid. LTI programmes are included only once the performance periods have ended and the share allocation can be determined.

Variable remuneration – annual incentive programme (STI)

Members of Group Management may, from time to time, be offered variable remuneration. Such variable remuneration may amount to no more than 70 per cent of fixed salary for the CEO and 60 per cent of fixed salary for the other members of Group Management, and shall primarily be based on the profitability of the Peab Group as well as other Group targets that are material from time to time. Under the current programme, the performance measures are linked to the company's strategy in terms of profitability, occupational health and safety, and sustainability. The financial performance measure is calculated on the basis of a target relating to Group profit after tax according to segment reporting. Within the health and safety target, a downward trend in serious workplace accidents is measured. The sustainability target is defined as a weighted outcome of the business areas' performance in reducing carbon dioxide emissions, including promoting environmentally improved products and reuse. These targets underscore our commitment to being a leader in corporate responsibility within the industry.

Variable remuneration, including target levels, is determined for each financial year by the Remuneration Committee and is settled in the year following the year in which it is earned.

Payment is made either as salary or allocated as pension savings in a financial instrument linked to the Peab share.

The table below shows how the criteria for payment of short-term variable remuneration to the Chief Executive Officer were applied during the financial year.

Name of executive	Description of performance criterion	Relative weighting of performance criterion	a) Performance achieved b) Outcome remuneration (Kkr)
Jesper Göransson	Group profit after tax according to segment reporting	46%	a) 46% b) 4 692
	ECO-product/reuse	12%	a) 12% b) 1 224
	Downward trend in serious workplace accidents	12%	a) 0% b) -

Variable remuneration – long-term incentive programme (LTI)

During the year, Peab had two ongoing long-term performance-based incentive programmes for the periods 2024–2026 and 2025–2027.

The LTI for the 2024–2026 period was resolved by the 2024 Annual General Meeting and gives participants the opportunity to receive a maximum of 2,785,324 Peab shares. The Chief Executive Officer was granted 71,377 share rights, corresponding to 50 per cent of annual fixed salary. The LTI for the 2025–2027 period was resolved by the 2025 Annual General Meeting and gives participants the opportunity to receive a maximum of 2,009,058 Peab shares. The Chief Executive Officer was granted 62,309 share rights, corresponding to 50 per cent of annual fixed salary.

The long-term performance share-based incentive programmes are directed to the Chief Executive Officer, the other members of Group Management and approximately 600 additional individuals holding senior managerial or specialist positions within the Peab Group. The programmes are intended to promote the achievement of Peab's strategic objectives and long-term value creation.

Allocation of performance shares takes place during a vesting period of three years from the date on which the participant was granted the share rights. Each participant has been granted a number of share rights corresponding to between 15 and 50 per cent of annual fixed salary, depending on participant category. Allocation of performance shares is conditional, subject to certain limited exceptions, upon the participant's employment within the Peab Group not having been terminated and/or ended during the vesting period.

Allocation of performance shares is conditional upon achievement of the target levels determined by the Board of Directors for each programme. The performance measures for both the 2024–2026 and 2025–2027 programme periods are earnings per share according to segment reporting (EPS) and reduced carbon emissions. If the minimum threshold of the EPS performance range is not achieved, the share rights do not entitle the holder to any allocation of performance shares, whereas each share right entitles the holder to one (1) performance share if the maximum threshold is achieved. Between the minimum and maximum thresholds, allocation is made on a linear basis according to intermediate values. For the performance measure relating to reduced carbon emissions, a predetermined reduction must be achieved.

If the minimum threshold for earnings per share (EPS) is not achieved, no allocation of performance shares relating to reduced carbon emissions will be made either.

Performance targets 2024-2026	Formula for calculating outcome	Weighting
Earnings per share according to segment reporting, 2024–2026	Minimum threshold: SEK 13.50, maximum threshold: SEK 20.00, with linear allocation in between	90%
Carbon emissions (CO ₂ e)	Less than 155,000 tonnes of carbon dioxide equivalent, calculated on the basis of direct (Scope 1) and indirect (Scope 2) emissions in accordance with the calculation principles of the GHG Protocol	10%
Performance targets 2025-2027	Formula for calculating outcome	Weighting
Earnings per share according to segment reporting, 2025–2027	Minimum threshold: SEK 15.00, maximum threshold: SEK 22.00, with linear allocation in between	90%
Carbon emissions (CO ₂ e)	Less than 137,000 tonnes of carbon dioxide equivalent, calculated on the basis of direct (Scope 1) and indirect (Scope 2) emissions in accordance with the calculation principles of the GHG Protocol	10%

Further information on the performance share programmes is provided in Note 9 on page 172 of the 2025 Annual and Sustainability Report.

Share-based remuneration to the Chief Executive Officer

The performance criteria for the Chief Executive Officer’s variable remuneration are intended to promote the achievement of Peab’s strategic objectives and long-term value creation. For 2025, recognised remuneration expense relating to the LTI programmes for the Chief Executive Officer amounted to SEK 1,969 thousand (938).

<u>Main terms and conditions</u>					<u>Information for the reported financial year</u>				
Name	Name of programme	Vesting period	Grant date	Vesting date	Opening balance	Changes during the year		Closing balance	
					Number of share rights at beginning of year	Number of share rights granted during the year	Number of performance shares vested	Number of share rights subject to performance conditions	Number of performance shares allocated
Jesper Göransson	Performance Share Programme 2024	2024-05-16 - 2027-05-16	2024-05-16	2027-05-16	71 377		-	71 377	-
Jesper Göransson	Performance Share Programme 2025	2025-05-15- 2028-05-15	2025-05-15	2028-05-15	-	62 309	-	62 309	-

Comparison of changes in remuneration and company performance

The table below presents Peab’s financial performance (SEK million), the annual total remuneration of the Chief Executive Officer (SEK thousand) and the average total remuneration of other employees.

Time period	Outcome	Difference between the years				
	2025	2024-2025	2023-2024	2022-2023	2021-2022	2020-2021
Profit for the year, segment reporting	1 342	-35,5%	47,1%	-30,6%	-18,7%	-15%
CEO total remuneration	22 699	-0,9%	42,7%	7,8%	-25,2%	23,5%
Average remuneration based on the number of full-time equivalent employees	750	2,7%	6,6%	3,0%	7,0%	4,3%

This document is a translation of the Swedish original. In the event of discrepancies, the Swedish original shall prevail.

Comments on the Remuneration Report

No comments were received from the 2025 Annual General Meeting.

Förslöv, 19 March 2026