



The Board's proposal for guidelines for remuneration to senior executives

These guidelines cover senior executives. The term 'senior executives' refers to members of the Board of Directors, the Chief Executive Officer and other members of Executive Management. The guidelines are designed in accordance with the Swedish Government's principles for remuneration and other terms of employment for senior executives of state-owned enterprises. The guidelines shall apply to remuneration agreed, and changes made to remuneration already agreed, after the guidelines are adopted by the 2025 Annual General Meeting. The guidelines do not cover remuneration decided by the general meeting.

Promotion of the company's business strategy, long-term interests and sustainability by the guidelines

Briefly, Akademiska Hus has identified three strategic goals in its 2023–2025 strategy that the company will work to achieve:

1. Our campuses are environments that inspire.
2. Our expertise creates value for customers.
3. We are a responsible community participant.

One implication of the strategy is that Akademiska Hus will take overall responsibility and create sustainable campuses. Akademiska Hus will understand its customers, who should choose Akademiska Hus as their preferred landlord. Akademiska Hus will be experts in strategic areas and help customers optimise their premises. Akademiska Hus will be a responsible community participant, including by conducting extensive sustainability work and pilot projects in development and innovation.

For further information on the company's business strategy, see the strategy and objectives section of the 2024 Annual Report on pages 6–7.

Successful implementation of the company's business strategy and safeguarding of its long-term interests, including its sustainability, requires the company to be able to recruit and retain qualified personnel. To this end, it is necessary that the company offers competitive remuneration. These guidelines enable the company to offer senior executives a competitive yet moderate total remuneration package.

Forms of remuneration, etc.

Total remuneration to senior executives shall be reasonable and carefully considered. It should also be competitive, have a set ceiling and be appropriate, while fostering sound ethics and a good corporate culture. The remuneration should not be a salary leader in relation to other comparable companies, but be characterised by moderation. This also has to guide total remuneration to other employees.



Premiums for old age and survivors' pension benefits have to be defined contributions that do not exceed 30 per cent of the fixed annual cash salary, unless these benefits are provided under a collective pension scheme applicable to the company. In such a case, the contribution is determined by the terms of the pension scheme. Any expansion of a group pension plan above the pay level covered by the plan shall be on a defined contribution basis where the maximum contribution is 30 per cent of the part of salary above the cap. The minimum retirement age shall not be under 65 years.

The salary swap scheme offered shall be cost-neutral.

Other benefits may include health insurance contributions, food benefits, parking benefits and a wellness allowance. Compensation in the event of work incapacity due to illness shall follow the levels set out in the collective agreement applicable in the sector. Any expansion of group health insurance above the pay level covered by collective agreement shall correspond to market practice. Such benefits shall not exceed ten (10) per cent of the fixed annual cash salary.

Situations should be avoided in which Board members or alternate Board members are engaged as consultants to the company and therefore receive consultancy fees in addition to directors' fees. If this nevertheless occurs, the assignment has to be considered by the Board in each individual case, be clearly differentiated from the ordinary directorship, be for a limited period and be regulated by a written agreement between the enterprise and the Board member. The remuneration for such assignments shall be in accordance with these guidelines.

Termination of employment

In the event of termination by the company, the period of notice shall not exceed six months and severance pay may not exceed 12 months' salary. The severance payment shall be paid monthly and shall consist of the fixed monthly salary only, without any addition for pension benefits or other benefits. In the event of new employment, other additional paid assignments or income from business activities, the remuneration from the terminating company shall be reduced by an amount corresponding to the new income during the period in which the termination salary and severance pay are paid. In the event of the employee's resignation, no severance pay shall be paid. Severance pay is paid at most until the agreed retirement age and never beyond the age of 65.

Salaries and terms of employment for employees

In preparing and applying these guidelines, the Remuneration Committee and the Board of Directors take into account the salaries and terms of employment of the other employees of the company, which in turn are influenced by general market conditions and internal factors such as fulfilment of the company's objectives. The Remuneration Committee consults regularly with the Chief Executive Officer and the HR Director to stay informed of the salaries and terms of employment of other employees.



Decision-making process for setting, reviewing and implementing the guidelines

The Board has set up a Remuneration Committee. The members of the Remuneration Committee are independent of the company and its management. The committee's tasks include preparing the Board's proposals concerning guidelines for remuneration to senior executives. The Board shall draw up a proposal for new guidelines annually and present it for a resolution at the Annual General Meeting. The Remuneration Committee must monitor and evaluate the application of the guidelines for remuneration to senior executives, as well as the prevailing structures and levels of remuneration at the company. Neither the Chief Executive Officer nor other members of management shall be present when the Board discusses and decides upon remuneration-related matters that directly concern them.

Deviation from the guidelines

The Board of Directors may temporarily resolve to deviate from the guidelines, in whole or in part, if in a specific case there is special cause for the deviation and a deviation is necessary to serve the company's long-term interests, including its sustainability, or to ensure the company's financial viability. The Board of Directors takes decisions regarding deviation from the guidelines. As set out above, the Remuneration Committee's tasks include preparing the Board of Directors' resolutions in remuneration-related matters. This includes any resolutions to deviate from the guidelines. In such a case the Board shall report the deviation and the reason for such deviation.