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Remuneration report 2025/26

Introduction

This report describes how Elekta AB (publ) has applied the guidelines for remuneration to executive management, adopted by the Annual General Meeting (AGM) 2024, in the fiscal year 2025/26. One senior executive at Elekta is covered by this report: Elekta's CEO. 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 Programs issued by the Swedish Corporate Governance Board and administered by the Stock Market Self-Regulation Committee, and will be approved by the AGM. The Remuneration report will be available on Elekta's website, see [↳ elekta.com](https://www.elekta.com) at the time of the AGM 2026.

Further information on executive remuneration is available in [▶ Note 7](#). Information on the work of the compensation and sustainability committee during the fiscal year is set out in Elekta's corporate governance report available on [▶ page 27](#). Remuneration of the Board of Directors is not covered by this report, such remuneration is resolved annually by the AGM and disclosed in [▶ Note 7](#) and on [▶ page 38](#).

Key events and key figures in 2025/26

On [▶ page 4](#), the President and CEO summarizes the fiscal year 2025/26 and Elekta's result. In the summary, information about key events which have impacted the remuneration will be available in more detail.



Elekta's remuneration guidelines: purpose, scope and deviations

A prerequisite for the successful implementation of Elekta's strategy and safeguarding of its long-term interests, including its sustainability, is that the company can recruit and retain qualified personnel. To this end, it is necessary that Elekta offers competitive remuneration. The remuneration structures shall encourage employees to do their utmost to safeguard shareholders' interests and thereby Elekta's sustainability and long-term value creation.

According to the remuneration guidelines for executive management, they shall include a well-balanced combination of fixed salary, variable remuneration, long-term incentive programs, pension benefits and other benefits, as well as terms governing termination, where applicable. This combination of remuneration strengthens and supports short- and long-term targeting and target fulfilment. The total compensation shall be on market terms on the geographic market where the individual resides or works. Applied remuneration levels shall be reviewed annually in comparison with equivalent positions on the market, to ensure that Elekta is able to attract and retain skills critical for the business where so required.

The auditor shall review if the company has complied with the remuneration guidelines to executive management. The auditor's report will be available on Elekta's website, see [↳ elekta.com](https://www.elekta.com) at the time for the AGM 2026 together with other AGM material. No remuneration has been reclaimed during the fiscal year.

In addition to remuneration covered by the remuneration guidelines, the AGM of the company may resolve to implement long-term share-related incentive plans. Elekta has three outstanding share programs called Performance Share Plans and they are described in [Note 7](#).

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Total remuneration of the President and CEO in 2025/26 (TSEK)

| Name (position) | Fixed remuneration | | | Variable remuneration | | Total remuneration | Proportion of fixed and variable | |
|---|--------------------|---------|----------------|-----------------------------------|-------------------------------------|--------------------|----------------------------------|----------|
| | Annual base salary | Pension | Other benefits | One-year incentives ¹⁾ | Multi-year incentives ²⁾ | | Fixed | Variable |
| Jakob Just-Bomholt (President and CEO ³⁾) | 5,476 | 1,600 | 55 | 3,407 | 1,262 | 11,799 | 60% | 40% |
| Jonas Bolander (Acting President and CEO ⁴⁾) | 2,494 | 473 | 54 | 1,407 | 576 | 5,005 | 60% | 40% |

¹⁾ One-year incentives (STI 2025/26 and other bonus) earned in 2025/26.

²⁾ Multi-year incentive cost allocated in 2025/26. For actual vested reward 2025/26, see table multi-year variable remuneration (LTI 2022/2025) below.

³⁾ Jakob Just-Bomholt assumed the position of President and CEO September 1, 2025.

⁴⁾ Jonas Bolander served as Acting President and CEO until August 31, 2025.

**Performance of the President and CEO in 2025/26
One-year variable remuneration (STI 2025/26)**

| Name (position) | Performance criteria ¹⁾ | Relative weighting of performance criteria | Measured performance and Remuneration outcome (TSEK) |
|--|--|--|--|
| Jakob Just-Bomholt President and CEO | Group Revenue | 30% | Threshold for payout: 17,191 Cap for maximum payout: 24,831 Performance outcome ²⁾ : 18,247 |
| Jonas Bolander Acting President and CEO | Group operating margin (EBIT%) ³⁾ | 40% | Threshold for payout: 11,7% Cap for maximum payout: 16,9% Performance outcome: 12,3% |
| | Group cash flow ⁴⁾ | 30% | Threshold for payout: 1,040 Cap for maximum payout: 1,952 Performance outcome: 1,392 |

¹⁾ The performance criteria are reviewed and decided every year by the Board of Directors and the criteria shall support the short-term strategy but also have a long-term view. Therefore, the performance criteria can be changed year by year.

²⁾ Group revenue outcome adjusted to budgeted currency rates.

³⁾ Operating margin (EBIT%) excluding items affecting comparability.

⁴⁾ After continuous investments.

Multi-year variable (LTI 2022/25)

| Name (position) | Performance criteria | Relative weighting of performance criteria | Measured performance and Remuneration outcome |
|--|---|--|---|
| Jonas Bolander Acting President and CEO | Total shareholder return (TSR) development compared to OMXS30 share index ¹⁾ | 100% | Threshold for payout: +0.1% Cap for maximum payout: ≥15% Performance outcome: Below +0,1% |

¹⁾ Performance share plan LTI 2022/25 described in detail under share programs in [Note 7](#) in the Annual Report 2025/26.

Comparative information on the change of remuneration¹⁾ and company performance over the last five fiscal years (TSEK)

| | 2025/26 | Change | 2024/25 | Change | 2023/24 | Change | 2022/23 | Change | 2021/22 |
|--|---------|--------|---------|--------|---------|--------|---------|--------|---------|
| Total remuneration for President and CEO position ²⁾ | 17,699 | 12% | 15,834 | -9% | 17,459 | -5% | 18,348 | 8% | 16,932 |
| Group operating result (EBIT) ³⁾ | 2,051 | -2% | 2,097 | -2% | 2,145 | 23% | 1,743 | 4% | 1,678 |
| Average remuneration on full time equivalent basis employees ⁴⁾ in Sweden | 859 | 8% | 798 | -2% | 812 | 8% | 751 | -3% | 773 |

¹⁾ Fixed and variable remuneration earned during each fiscal year.

²⁾ CEO annualized total remuneration. Jakob Just-Bomholt assumed the position of President and CEO September 1, 2025.

³⁾ Operating result (EBIT) excluding items affecting comparability.

⁴⁾ Excluding members of the Executive Committee.