



# Kindred

## 2023 Remuneration Guidelines and Long-Term Incentive Plans

Shareholder presentation

February 2023

## 2022 Kindred Long-Term Incentive (LTI) Plans

### Introduction/setting the context

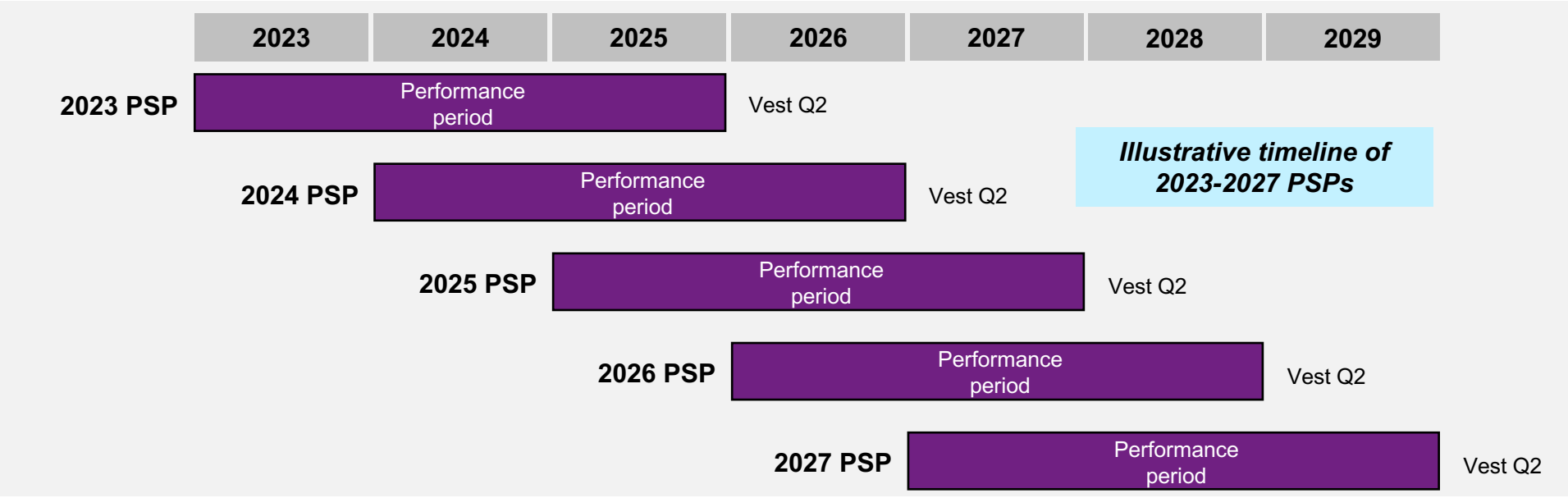
- In May 2023, the AGM mandate to operate Kindred's Performance Share Plan (PSP) is expiring and therefore we would like to seek for a new mandate at AGM 2023.
- We will be seeking shareholder approval for a 5-year mandate to operate the scheme that will cover 2023 – 2027 grants.
- We have outlined in this presentation the key features of the proposed PSP, and we welcome your comments and feedback.

# 2023 Kindred Performance Share Plan

## Proposed design

Proposed design of LTIP	
Vehicle	Performance shares
Eligibility	Senior Management only (from 203 today to 109 in the proposed plan)
Performance period	3 years
Performance metric	EBITDA
Payout and vesting curve	Threshold vesting is 20% and 100% at max, with linear interpolation in between 80% to 100% fulfilment of EBITDA target
Share ownership guidelines	Increased to 200% (of net salary) from 100%/50% for CEO and EMT previously.

LTIP performance shares award levels	Per individual (GBP)
CEO	285 000
Executive Management (8)	110 000
Senior Management (100)	22 000
Total	3 365 000



## 2022 Kindred LTIP

### Total dilution calculation

- Maximum number of shares for annual PSP grant is around 0.3%<sup>1</sup> of outstanding shares
- Kindred's historical practice of using non-dilutive shares (treasury shares) continues
- On an accumulated basis the five outstanding performance share plans of 2023-2027 will amount to around 1.1%<sup>2</sup>

Year (and share price)	2023 (100 SEK)	2024 (130 SEK)	2025 (169 SEK)	2026 (169 SEK)	2027 (169 SEK)	Total
Number of participants - PSP	109	109	109	109	109	
Max number of shares - PSP	698,813	537,548	413,499	413,499	413,499	2,476,858
Number of EM-participants – options <sup>3</sup>	15	15	No mandate approved as of today			
Max number of options	901,000	693,000				1,593,971
<b>Number of shares and options % of shares outstanding*</b>						<b>1.8%</b>
* Based on 230 million outstanding shares for 2023 LTIP (source: Bloomberg).						

1. Assumed share price at grant is SEK 100, and share appreciation of 30% p.a. over 2023-2025.
2. A lower share price will lead to a larger PSP allocation (and vice versa), but on the other hand a lower share price may also mean that some options will not be exercised.
3. Assumed share price at grant is SEK 100, warrant value of 8.98%, SEK/£ 12.5, and share appreciation of 30% p.a. over 2023-2025.