Remuneration report 2025

Vattenfall

Introduction

This remuneration report provides an outline of how Vattenfall's guidelines for executive remuneration (the "remuneration guidelines"), adopted by the 2025 Annual General Meeting, have been implemented in 2025. In addition, the report provides information regarding Vattenfall's CEO and other members of the company's Executive Group Management. The report has been prepared in accordance with the Swedish Companies Act and the Government's Principles for remuneration and other terms of employment for senior executives of state-owned enterprises, resolved on February 20, 2025.

The report does not include remuneration to the Board that is subject to the Annual General Meeting. Such remuneration is reported in Note 11 on page 166 in the Annual and Sustainability Report 2025.

Information required in accordance with Chapter 5, Sections 40-44§§ of the Annual Accounts Act (1995: 1554) can be found in note 11 on page 166 in the company's Annual and Sustainability Report for 2025 (the "Annual Report 2025").

Information about the Remuneration Committee's work in 2025 can be found in the corporate governance report, which can be found on page 61 in the 2025 annual report.

Development in 2025

The CEO summarizes the company's overall results in her report on page 8 in the Annual Report 2025.

Remuneration guidelines

According to Vattenfall's remuneration guidelines, the total remuneration payable to senior executives must be reasonable and well considered. It also must be competitive, capped and appropriate, while fostering high ethical standards and a good corporate culture. The remuneration must not be market-leading in relation to comparable companies and should be moderate in character.

Remuneration to senior executives may consist of the following components: fixed base salary, severance pay, pension benefits and other benefits. Variable remuneration must not be paid to senior executives.

A prerequisite for the successful implementation of Vattenfall's business strategy and safeguarding of its long-term interests, including its sustainability, is that Vattenfall is able to recruit and retain qualified personnel. To this end, it is necessary that Vattenfall offers competitive remuneration. These guidelines enable Vattenfall to offer the executive management a competitive total remuneration.

The remuneration guidelines, adopted by the 2025 Annual General Meeting, is summarized on page 65 in the Annual Report 2025. In 2025, the company has followed these remuneration guidelines. No deviations from the guidelines were made during the year. The Board of Directors and the Remuneration Committee have dealt with remuneration in accordance with the process and the principles set out in the guidelines. The auditor's report on whether the company has followed the guidelines can be found on the company's website https://group.vattenfall.com.

The guidelines are designed in accordance with the Government's Principles for remuneration and other terms of employment for senior executives of state-owned enterprises.

These principles have also been guiding for other employees within the Group.

Total remuneration to CEO and other senior executives in the Executive Group Management

Table 1 – Total remuneration to CEO and other senior executives in the Executive Group Management during 2025

		Base salary[1]	Benefits[1]	Pension	Variable remuneration	Other remuneration	Total remuneration
Anna Borg, President & CEO	kSEK	19 253	117	5 666	-	-	25 036
	Share of total remuneration	76,9%	0,5%	22,6%	-	-	
Total Compensation, other senior executives of the Executive Group Management team	kSEK	61 450	1 054	14 102	-	-	76 606
	Share of total remuneration	80,2%	1,4%	18,4%	-	-	

[1] Base salary includes vacation pay and Benefits include value of car benefit, health insurance, parking benefit and in relevant cases annual travel cards (train or air travel).

Vattenfall does not offer any variable remuneration to senior executives.

Comparative information on changes in remuneration and the company's results

Table 2 - Changes in remuneration and the company's results during the last five reported financial years (kSEK)

Annual change	2021 vs 2020	2022 vs 2021	2023 vs 2022	2024 vs 2023	2024 vs 2025	Financial year 2025
Annual change in total remuneration to CEO [1]						
President & CEO	-2 373 (-10,1%)[2]	+1 415 (6,7%)[3]	+253 (1,1%)	+1 270 (5,6%)	+ 1 016 (4,2%)	25 036
Company's performance						
Operating profit (EBIT)[4]	+44 995 (+295%)	-47 626 (-79%)	+4 346 (+34%)	+21 860 (+129%)	-11 749 (-30%)	27 102
Average remuneration on a full-time equivalent basis of employees[5]						
Vattenfall[6]	+15 (2%)[7]	+33 (4%)	+64 (7%)	+18 (2%)	+11 (1%)	968

[1] The change in total remuneration refers to the annual change of the sum of all remuneration components as they are reported in Table 1. For the sake of exactness the change in % is provided with one decimal.
[2] The annual decrease in total remuneration is explained by the fact that remuneration to the President & CEO in 2021 consists of only remuneration to Anna Borg, while in 2020 it consisted of remuneration to both Anna Borg, as well as former President & CEO, Magnus Hall.
[3] The total remuneration includes retroactive salary review for income year 2021, inclusive of retroactive vacation pay, as well as the regular salary review for income year 2022.
[4] For more detailed information on the annual changes regarding operating profit and other relevant key figures, see page 155 in Vattenfall's Annual and Sustainability Report 2025
[5] The change of remuneration to other employees is equivalent to the sum of the remuneration components as they are reported to senior executives.
[6] Total remuneration for all other employees in Vattenfall AB Group divided by the number of full-time equivalents each year.
[7] In 2022, the method for calculating the number of full-time equivalents was updated, whereupon the number for 2021 was also adjusted in order to give a more accurate representation of Vattenfall's development regarding total remuneration to other employees.