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Accounting policies
Accounting policies on employee benefits such as short-term benefits, termination benefits and share-based payment transactions are presented below. Post-employment benefits are presented in note 27, Provisions for pensions and similar obligations.

Short-term benefits
Short-term employee benefits are measured on an undiscounted basis and are expensed as the related services are provided. A provision is made for the anticipated cost of variable cash salary and profit-sharing contracts when the Group has a current obligation to make such payments (because services have been provided by employees) and when the obligation can be reliably estimated.

Termination benefits
The cost of termination benefits is recognized only if the company is demonstrably committed (without any realistic possibility of withdrawing the commitment) by a formal plan to prematurely terminate an employee's employment.

Share-based payment transactions
Within the Investor Group both equity-settled and cash-settled stock option and share programs and cash-settled (synthetic) shares have been issued.

Accounting for equity-settled programs
The fair value of stock options and share programs issued is determined at the grant date in accordance with the Black & Scholes valuation model, taking into consideration the terms and conditions that are related to the share price.

The value is recognized in the income statement as a personnel cost allocated over the vesting period with a corresponding increase in equity.

The recognized cost corresponds to the fair value of the estimated number of options and shares that are expected to vest. This cost is adjusted in subsequent periods to reflect the actual number of vested options and shares. However, no adjustment is made when options and shares expire only because share price related conditions do not reach the level needed for the options to vest.

When equity-settled programs are exercised, shares are delivered to the employee. The delivered shares are treasury shares that are repurchased when needed. When exercised, the payment of the exercise price that was received from the employee is reported as an increase in equity.

Equity-settled programs issued to employees in Group companies
In the Parent Company, the value of equity instruments, which is offered to employees of other companies belonging to the Group, is reported as a capital contribution to subsidiaries. The value of participations in subsidiaries increases simultaneously to the Parent Company's reporting of an increase in equity. The costs related to employees in companies concerned are invoiced to the subsidiaries. The cash settlement of the invoices then neutralizes the increase of participations in subsidiaries.

Accounting for cash-settled programs
Cash-settled stock option and share programs and cash-settled (synthetic) shares result in an obligation that is valued at fair value and recognized as an expense with a corresponding increase in liabilities. Initial fair value is calculated and the grant value is recognized over the vesting period as a personnel cost, which is similar to the recognition of equity-settled programs. However, cash settled programs are revalued at fair value every balance sheet date and at final settlement. All changes in the fair value as a result of changes in share price or fair value of the underlying instruments are recognized in the financial net with a corresponding change in liabilities.

When cash-settled programs are exercised, the liability to the holder of the synthetic shares is settled.

Accounting for social security attributable to share-based payment transactions
Social security expenses attributable to share-based remuneration are recognized and accrued in accordance with the same principles as the costs for synthetic shares.

Guidelines for remuneration for the President and other Members of the Executive Leadership Team
The AGM 2020 decided on guidelines for remuneration for the President and other Members of the Executive Leadership Team. The complete guidelines can be found on page 58.

Average number of employees in the Group

	2022		2021	
	Total	Of which women	Total	Of which women
Parent Company, Sweden	76	38	73	37
Sweden, excl. Parent Company	1,659	808	1,753	876
Europe excl. Sweden	4,076	2,226	3,615	2,041
North- and South America	5,878	2,558	5,370	2,310
Africa	1	1	1	1
Asia	4,395	2,889	3,842	2,742
Australia	161	90	157	90
Total Group	**16,246**	**8,609**	**14,812**	**8,097**

Gender distribution in Boards and Senior management

	2022		2021	
	Men	Women	Men	Women
Gender distribution in percent				
Board of the Parent Company	64	36	64	36
Executive Leadership Team of the Parent Company incl. the President	43	57	43	57
Boards in the Group[1)]	66	34	75	25
Management Groups in the Group	67	33	66	34

1) Based on all Group companies including small, internal companies with minor activity.

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Expensed remunerations

The amounts in the table below are calculated according to the accruals concept, in which the terms basic salary and variable salary refer to expensed amounts, including any changes to the reserve for variable salary, vacation pay provisions, etc. Variable salary refers to the approved variable salary for the current financial year, unless specified otherwise.

Expensed remunerations to the President and other members of the Executive Leadership Team in the Parent Company

Total remunerations 2022 (SEK t)	Basic salary	Vacation remuneration	Change of vacation pay liability	Variable salary for the year	Cost of long-term share-based remuneration[1]	Total	Pension costs[2]	Other remuneration and benefits	Total expensed remuneration
President and CEO	13,500	195	–702	1,215	13,439	**27,646**	5,536	509	**33,691**
Executive Leadership Team, excl. the President	23,706	342	–154	4,697	18,786	**47,378**	10,596	1,477	**59,451**
Total	**37,206**	**537**	**–856**	**5,912**	**32,225**	**75,024**	**16,132**	**1,986**	**93,142**
Total remunerations 2021 (SEK t)									
President and CEO	12,600	180	827	1,197	11,165	**25,969**	4,623	131	**30,723**
Executive Leadership Team, excl. the President	21,059	300	1,374	6,223	15,369	**44,325**	9,822	982	**55,129**
Total	**33,659**	**480**	**2,201**	**7,420**	**26,534**	**70,294**	**14,445**	**1,113**	**85,852**

1) In the table above the cost is calculated based on the principles in IFRS 2 and allocated over the vesting period. The calculation is also adjusted for the actual outcome of allotted performance shares. Value at grant date for the president and CEO was SEK 13.500t (12.600). His own investment in long-term share-based remunerations was SEK 5,072t (4,908), corresponding to 37.6% of CEO basic salary pre-tax (39.0).
2) There are no outstanding pension commitments for the Executive Leadership Team including the President.

Total remuneration – expensed salaries, Board of Directors fees and other remuneration and social security costs

	2022							2021						
Total remuneration (SEK m), Group	Basic salary[1]	Variable salary	Long-term share-based remuneration	Pension cost	Cost for employee benefits	Social security contribu-tions	Total	Basic salary[1]	Variable salary	Long-term share-based remuneration	Pension cost	Cost for employee benefits	Social security contribu-tions	Total
Parent Company	128	12	56	35	9	59	298	111	11	56	31	12	62	282
Subsidiaries	8,239	1,049	261	557	761	1,239	12,106	6,532	1,781	91	537	564	999	10,503
Total	**8,367**	**1,060**	**317**	**592**	**770**	**1,298[2]**	**12,404**	**6,642**	**1,792**	**147**	**567**	**576**	**1,061[2]**	**10,785**

1) Includes vacation remuneration and change of vacation pay liability.
2) Of which SEK 36m refers to social security contribution for long-term share-based remuneration (109).

Expensed salaries and remuneration distributed between senior executives, Presidents and Boards in subsidiaries and other employees

	2022				2021			
Remuneration (SEK m), Group	Salary Senior executives Presidents and Boards in subsidiaries[1, 2]	Of which variable salary[1]	Other employees	Total	Salary Senior executives Presidents and Boards in subsidiaries[1, 2]	Of which variable salary[1]	Other employees	Total
Parent Company	56	6	83	139	55	7	66	121
Subsidiaries	157	49	9,131	9,288	143	42	8,169	8,313
Total	**213**	**55**	**9,215**	**9,427**	**199**	**49**	**8,235**	**8,434**

1) The number of people in the Parent Company is 17 (17) and in subsidiaries 81 (71).
2) Pension costs relating to senior executives, Presidents and Boards in subsidiaries amount to SEK 25m and are in addition to the amounts presented in the table (23).

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Long-term variable remuneration – program descriptions
The Board of Directors encourages employees to build up a significant shareholding in Investor. Through the long-term variable remuneration programs, part of the remuneration to employees is linked to the long-term performance of the Investor share. Investor has two programs for long-term variable remuneration: Investor's program and the program for Patricia Industries.

Investor's program for long-term variable remuneration
The program consists of the following two components:

1) Stock Matching Plan
Through the Stock Matching Plan, an employee could acquire or commit shares in Investor (Matching share) at the market price during a period (determined by the Board) subsequent to the release of Investor's first quarterly report for each year, respectively (the "Measurement Period"). After a three-year vesting period, two options (Matching Options) are granted for each Investor share acquired or committed by the employee, as well as a right to acquire one Investor share (Matching Share) for SEK 10.00. Matching Share may be acquired during a four-year period subsequent to the vesting period. Each Matching Option entitles the holder to purchase one Investor share, during the corresponding period, at a strike price corresponding to 120 percent of the average volume-weighted price paid for Investor shares during the Measurement Period.

The President, other members of the Executive Leadership Team and a maximum of 20 other executives within Investor ("holders of Business Critical Roles") are required to participate in the Stock Matching Plan with Participation Shares corresponding to a "Participation Value" of at least 5 percent of their fixed cash remuneration before taxes. "Participation Value" refers to the number of Participation Shares multiplied by the Participation Price.

In addition, holders of Business Critical Roles are offered to participate with Participation Shares to such an extent that the value of the allocated Matching Options and Matching Shares amounts to a maximum of between 10 and approximately 33 percent (for the President, approximately 33 percent) of their respective annual fixed cash remuneration before taxes, depending on position, performance, etc. Other employees are not obligated, but have a right, to participate with Participation Shares to an extent that the value of the allotted Matching Options and Matching Shares amounts to a maximum of 10 or 15 percent of fixed cash remuneration depending on position, performance, etc.

Under the Stock Matching Plan, the President is entitled to participate with (invest in) Participation Shares corresponding to a Participation Value of up to 40 percent of the annual fixed cash remuneration before taxes. If the President participates fully in the Stock Matching Plan, the possibility to receive a Matching Shares and Matching Options under the Stock Matching Plan corresponds to a theoretical value of approximately 33 percent of the annual fixed cash remuneration before taxes.

2) Performance Plan
Holders of Business Critical Roles have, in addition to the Stock Matching Plan, the right to participate in a Performance Plan. Under this plan, which presumes participation in the Stock Matching Plan, participants have, after a three-year vesting period, the right during a period of four years thereafter, to acquire additional Investor shares of class B ("Performance Shares") at a price corresponding to 50 percent of the Participation Price conditional upon the total return on the Investor shares exceeding a certain level during the vesting period. The total return is measured during a three-year qualification period (quarterly measurement on running 12-month basis where the total outcome is estimated as the average total return during the three years based on 9 measurement points). In order to give the participants the right to acquire the maximum number of Performance Shares, the average annual total return of the Investor share (including reinvested dividends) must exceed the interest on 10-year government bonds by more than 10 percentage points. If the total return does not exceed the 10-year interest on government bonds by at least 2 percentage points, then participants of the Performance Plan are not entitled to acquire any Performance Shares. If the total return is between the 10-year interest on government bonds plus 2 percentage points and the 10-year interest on government bonds plus 10 percentage points, then a proportional (linear) calculation of the number of shares that may be acquired shall be made. The theoretical value of the opportunity to acquire Performance Shares for the plan participants shall amount to between 20 and approximately 67 percent of the respective participant's fixed cash remuneration for 2022 (for the President, approximately 67 percent).

Dividend adjustment
When the Matching Shares and Performance Shares are acquired, the employee receives compensation for dividends paid during the vesting period and up to the date of acquisition in order for the program to be dividend neutral.

Hedge contracts for employee stock option and share programs
Investor's policy is to implement measures to minimize the effects on equity from the programs in the event of an increase in Investor's share price. For programs implemented in 2006 and later, Investor repurchases its own shares in order to guarantee delivery. Investor's program for long-term variable remuneration includes in total 4.3 million shares, which corresponds to approximately 0.1 percent of total number of shares and approximately 0.03 percent of total number of votes in the company.

Summary of Investor's long-term share-based variable remuneration programs 2016-2022[1)]
1) Where relevant in below tables, historic figures have been restated to reflect the 4:1 share split completed during 2021.

Matching Shares 2016-2022

Year issued	Number of Matching Shares granted	Number at the beginning of the year	Adjustment for dividend 2022	Matching Shares forfeited in 2022	Matching Shares exercised in 2022	Weighted average share price on exercise	Number of Matching Shares at year-end	Theoretical value[1)], SEK	Fair value[2)], SEK	Strike price, SEK	Maturity date	Vesting period (years)[3)]
2022	117,594	–	698				118,292[4)]	150.33	167.26	10.00	12/31 2028	3
2021	91,598	91,081	2,064	865	480	194.42	91,800[4)]	167.31	186.04	2.50	12/31 2027	3
2020	112,356	111,259	2,527	764	1,173	194.42	111,849[4)]	116.98	129.24	2.50	12/31 2026	3
2019	130,684	127,261	2,564		20,314	195.31	109,511	94.95	105.63	2.50	12/31 2025	3
2018	128,688	76,837	1,493		25,322	194.20	53,008	83.25	92.62	2.50	12/31 2024	3
2017	113,928	38,553	666		13,202	198.83	26,017	88.88	98.92	2.50	12/31 2023	3
2016	199,792	30,805	563	45	31,323	181.94	–	61.60	68.50	2.50	12/31 2022	3
Total	**894,640**	**475,796**	**10,575**	**1,674**	**91,814**		**510,477**					

1) The value of Matching Shares on the grant date was based on a theoretical value calculated in accordance with the Black & Scholes valuation model.
2) The fair value on the grant date was calculated in accordance with IFRS 2, which was also used for calculating recognized value. See page 106 for specification of the basis of calculation.
3) Under certain circumstances, in conjunction with the end of employment, Matching Shares can be exercised before the end of the vesting period. Matching Shares that have already vested must be exercised within 3 months from the end of employment if the employment lasted less than 4 years and 12 months if the holder has been employed longer.
4) Matching Shares not available for exercise at year-end.

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Matching Options 2016-2022

Year issued	Number of Matching Options granted	Number at the beginning of the year	Matching Options forfeited in 2022	Number of Matching Options exercised in 2022	Weighted average share price on exercise	Number of Matching Options at year-end	Theoretical value[1], SEK	Fair value[2], SEK	Strike price, SEK	Maturity date	Vesting period (years)[3]
2022	235,188	–				235,188[4]	15.11	17.74	211.70	12/31 2028	3
2021	183,196	183,196	3,600			179,596[4]	12.52	14.60	226.20	12/31 2027	3
2020	224,712	218,352	1,439	2,297	194.42	214,616[4]	7.24	9.39	158.15	12/31 2026	3
2019	261,368	243,304		30,612	196.59	212,692	5.49	6.11	129.80	12/31 2025	3
2018	257,376	120,736		20,000	188.81	100,736	5.38	5.99	114.15	12/31 2024	3
2017	227,856	73,564		27,260	199.94	46,304	6.89	7.68	121.73	12/31 2023	3
2016	399,584	53,052		53,052	183.68	–	7.08	8.17	85.23	12/31 2022	3
Total	**1,789,280**	**892,204**	**5,039**	**133,221**		**989,132**					

1) The value of Matching Options on the grant date was based on a theoretical value calculated in accordance with the Black & Scholes valuation model.
2) The fair value on the grant date was calculated in accordance with IFRS 2, which was also used for calculating recognized value. See table below for specification of the basis of calculation.
3) Under certain circumstances, in conjunction with the end of employment, Matching Options can be exercised before the end of the vesting period. Matching Options that have already vested must be exercised within 3 months from end of employment if employment lasted less than 4 years and within 12 months if the holder has been employed longer.
4) Matching Options not available for exercise at year-end.

Performance Shares 2016-2022

Year issued	Maximum number of Performance Shares granted	Number at the beginning of the year	Adjustment for dividend 2022	Performance Shares, forfeited in 2022	Performance Shares exercised in 2022	Weighted average share price on exercise	Number of Performance Shares at year-end	Theoretical value[1], SEK	Fair value[2], SEK	Strike price, SEK	Maturity date	Vesting period (years)
2022	630,046	–	3,410				633,456[3]	42.96	48.13	87.76	12/31 2028	3
2021	487,678	487,678	11,135				498,813[3]	43.01	47.98	91.73	12/31 2027	3
2020	518,904	528,634	12,071				540,705[3]	29.89	33.46	63.24	12/31 2026	3
2019	575,256	601,445	12,457		63,240	197.90	550,662	24.32	26.88	50.58	12/31 2025	3
2018	529,484	238,840	5,174		17,862	193.34	226,152	21.66	23.98	43.11	12/31 2024	3
2017	486,364	99,990	2,081		8,914	207.27	93,157	23.20	25.69	45.01	12/31 2023	3
2016	924,268	71,941	1,017		72,958	184.53	–	16.68	18.57	30.68	12/31 2022	3
Total	**4,152,000**	**2,028,528**	**47,345**	**–**	**162,974**		**2,542,945**					

1) The value of Performance Shares on the grant date was based on a theoretical value calculated in accordance with the Black & Scholes valuation model.
2) The fair value on the grant date was calculated in accordance with IFRS 2, which was also used for calculating recognized value. See tabel below for specification of the basis of calculation.
3) Performance Shares not available for exercise at year-end.

The difference between the theoretical value and fair value is mainly due to the fact that the anticipated personnel turnover is taken into consideration when determining the theoretical value. When estimating the fair value in accordance with IFRS 2, personnel turnover is not taken into account; instead the anticipated number of vested shares or options is adjusted. The adjustment is based on average historical outcome.

The calculation of the fair value on the grant date, according to IFRS 2, was based on the following conditions:

	2022			2021		
	Matching Share	Matching Option	Performance Share	Matching Share	Matching Option	Performance Share
Averaged volume-weighted price paid for Investor B shares	176.48	176.48	176.48	188.55	188.55	188.55
Strike price	10.00	211.70	88.24	2.50	226.20	94.28
Assumed volatility[1]	21%	21%	21%	21%	21%	21%
Assumed average term[2]	5 years	5 years	5 years	5 years	5 years	5 years
Assumed percentage of dividend[3]	0%	2.1%	0%	0%	2.2%	0%
Risk-free interest	1.62%	1.62%	1.62%	-0.05%	-0.05%	-0.05%
Expected outcome[4]			50%			50%

1) The assumed volatility was based on future forecasts based on the historical volatility of Investor B shares, in which the term of the instrument is an influencing factor. The historical volatility has been in the interval of 15 to 30 percent.
2) The assumption of average term for the instruments at grant is based on historical exercise patterns and the actual term of the instruments within each remuneration program.
3) The dividend for Matching Shares and Performance Shares is compensated for by increasing the number of shares.
4) Probability to achieve the performance criteria is calculated based on historic data and verified externally.

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Patricia Industries' program for long-term variable remuneration

It is the Board of Directors' ambition to continuously ensure a strong alignment between the variable remuneration of employees of Patricia Industries ("PI") and the value creation in the PI portfolio. The purpose of the PI program is to encourage employees to build up significant economic holdings in Investor shares as well as, directly or indirectly, in existing and future investments made by PI.

In summary, the PI program is built on the same structure as the Investor program, but is related to the value growth of PI. The instruments in the PI program are granted under two different Plans, as further described below: (i) The PI Balance Sheet Plan (the "PI-BS Plan") and (ii) The PI North America Subsidiaries Plan (the "PI-NA Plan"). The instruments have a duration of up to seven years and participants are granted, conditional upon making a personal investment in Investor shares or the use of already held Investor shares, instruments that vest after a three-year vesting period and may be exercised and/or settled during the four-year period thereafter (subject to applicable US tax laws).

Two categories of employees are offered to participate in the PI program: (i) PI Holders of Business Critical Roles and (ii) Other PI Employees. Participants employed within the PI Nordic organization are only offered to participate in the PI-BS Plan whereas participants employed within the PI North America organization are offered to participate with 60 percent of their grant value (determined as described below) in the PI-BS Plan and 40 percent of their grant value in the PI-NA Plan.

General terms of instruments

The instruments granted under the PI-BS Plan and the PI-NA Plan are governed by the following terms and conditions:

- Granted free of charge.
- Instruments granted to Other PI Employees under the two Plans will replicate the structure of the Stock Matching Plan in Investor.
- Instruments granted to holders of Business Critical Roles in PI under the two Plans consists both of instruments replicating the Stock Matching Plan in Investor and instruments subject to specific performance conditions replicating the structure of the Performance Plan in Investor.
- Vest three years after grant (the "Vesting Period").
- May not be transferred or pledged.
- Subject to vesting, the instruments may be exercised and/or settled during the four-year period following the end of the Vesting Period, subject to applicable US tax laws and provided that the participant, with certain exceptions, maintains the employment with PI and keeps the Participation Shares during the Vesting Period.
- Cash-settled.
- Participants receive remuneration for dividends paid from time of grant up to the date of exercise and/or settlement in order for the PI program to be dividend neutral.

Specific performance conditions for holders of Business Critical Roles in PI

The following performance conditions apply to the instruments under the PI program allocated to holders of Business Critical Roles in PI (replicating the structure of the Performance Plan in Investor).

Instruments granted under the PI-BS Plan: In order for participants to be awarded the maximum number of instruments, the compounded annual growth of the fair market value of PI's balance sheet must exceed the interest on 10-year Swedish government bonds by more than 10 percentage points. If the compounded annual growth of the fair market value of PI's balance sheet does not exceed the 10-year interest on Swedish government bonds by at least 2 percentage points, then participants will not be awarded any instruments. If the applicable compounded annual growth is between the 10-year interest on Swedish government bonds plus 2 percentage points and the 10-year interest on Swedish government bonds plus 10 percentage points, then a proportional (linear) calculation of the award shall be made. Performance is measured three times during the three-year Vesting Period, each measurement on a running 12-month basis.

Instruments granted under the PI-NA Plan: In order for participants to be awarded the maximum number of instruments the compounded annual growth of the North American subsidiaries of PI must exceed the interest on 10-year US government bonds by more than 12 percentage points. If the compounded annual growth of the fair market value of the North American subsidiaries of PI does not exceed the 10-year interest on US government bonds by at least 4 percentage points, then participants will not be awarded any instruments. If the applicable compounded annual growth is between the 10-year interest on US government bonds plus 4 percentage points and the 10-year interest on US government bonds plus 12 percentage points, then a proportional (linear) calculation of the award shall be made. Performance is measured once, at the end of the three-year Vesting Period.

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Summary of Patricia Industries' long-term share-based variable remuneration programs 2017-2022[1)]

1) Where relevant in the following tables, historic figures have been restated to reflect the 4:1 share split completed during 2021.

PI-BS Plan

Matching Shares 2017-2022

Year issued	Number of Matching Shares granted	Number at the beginning of the year	Adjustment for dividend 2022	Matching Shares forfeited in 2022	Matching Shares exercised in 2022	Weighted average share price on exercise	Number of Matching Shares at year-end	Theoretical value[1)], SEK	Fair value[2)], SEK	Strike price, SEK	Maturity date	Vesting period (years)[3)]
2022	75,762	–	1,636				77,398[4)]	150.33	167.26	10.00	12/31 2028	3
2021	65,702	66,948	1,366	720			67,594[4)]	167.31	186.04	2.50	12/31 2027	3
2020	79,028	82,292	1,726	788			83,230[4)]	116.98	129.24	2.50	12/31 2026	3
2019	95,644	99,692	1,888		8,650	146.71	92,930	94.95	105.61	2.50	12/31 2025	3
2018	101,120	94,108	1,927		1,277	132.66	94,758	83.25	92.61	2.50	12/31 2024	3
2017	83,320	66,048	1,304		1,864	155.36	65,488	88.88	98.94	2.50	12/31 2023	3
Total	**500,576**	**409,088**	**9,847**	**1,508**	**11,791**		**481,398**					

Matching Options 2017-2022

Year issued	Number of Matching Options granted	Number at the beginning of the year	Matching Options forfeited in 2022	Number of Matching Options exercised in 2022	Weighted average share price on exercise	Number of Matching Options at year-end	Theoretical value[1)], SEK	Fair value[2)], SEK	Strike price, SEK	Maturity date	Vesting period (years)[3)]
2022	151,524	–				151,524[4)]	15.38	18.08	211.70	12/31 2028	3
2021	131,404	131,404	1,414			129,990[4)]	13.51	15.81	226.20	12/31 2027	3
2020	158,056	158,056	1,512			156,544[4)]	8.45	11.35	158.15	12/31 2026	3
2019	191,288	186,760		17,300	146.71	169,460	6.57	12.09	129.80	12/31 2025	3
2018	202,240	174,016		2,556	132.66	171,460	6.22	8.54	114.15	12/31 2024	3
2017	166,640	120,944		3,655	155.36	117,289	7.88	11.00	121.73	12/31 2023	3
Total	**1,001,152**	**771,180**	**2,926**	**23,511**		**896,267**					

Performance Shares 2017-2022

Year issued	Number of Performance Shares granted	Number at the beginning of the year	Adjustment for dividend 2022	Performance Shares forfeited in 2022	Performance Shares exercised in 2022	Weighted average share price on exercise	Number of Performance Shares at year-end	Theoretical value[1)], SEK	Fair value[2)], SEK	Strike price, SEK	Maturity date	Vesting period (years) [3)]
2022	496,961	–	10,113				507,074[4)]	42.96	48.13	86.48	12/31 2028	3
2021	438,097	446,306	9,081				455,387[4)]	43.01	47.98	90.70	12/31 2027	3
2020	511,596	532,352	10,835				543,187[4)]	29.89	33.46	62.06	12/31 2026	3
2019	611,792	634,804	7,404	210,310	60,685	146.71	371,213	24.32	27.24	49.72	12/31 2025	3
2018	646,448	440,960	8,843		6,508	132.66	443,295	21.66	24.42	43.19	12/31 2024	3
2017	529,768	271,236	4,996		8,535	155.36	267,697	23.20	26.53	45.75	12/31 2023	3
Total	**3,234,662**	**2,325,658**	**51,272**	**210,310**	**75,728**		**2,587,853**					

1) The value of Matching Shares, Matching Options and Performance Shares on the grant date was based on a theoretical value calculated in accordance with the Black & Scholes valuation model.
2) The fair value on the grant date was calculated in accordance with IFRS 2, which was also used for calculating recognized values. See page 110 for specification of the basis of calculation.
3) Under certain circumstances, in conjunction with the end of employment, Matching Shares, Matching Options and Performance Shares can be exercised before the end of the vesting period. Instruments that have already vested must be exercised within 3 months from end of employment if employment lasted less than 4 years and within 12 months if the holder has been employed longer.
4) Matching Shares, Matching Options and Performance Shares not available for exercise at year-end.

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PI-NA Plan

Matching Shares 2017-2022

Year issued	Number of Matching Shares granted	Number at the beginning of the year	Adjustment for dividend 2022	Matching Shares forfeited in 2022	Matching Shares exercised in 2022	Weighted average share price on exercise	Number of Matching Shares at year-end	Theoretical value[1], SEK	Fair value[2], SEK	Strike price, SEK	Maturity date	Vesting period (years)[3]
2022	26,354	–					26,354[4]	150.79	167.81	10.00	12/31 2028	3
2021	28,036	28,036		3,345			24,691[4]	167.39	186.14	2.50	12/31 2027	3
2020	37,356	30,648		3,289			27,359[4]	117.04	129.33	2.50	12/31 2026	3
2019	46,272	37,996		3,929	4,631	255.27	29,436	95.21	106.03	2.50	12/31 2025	3
2018	52,440	38,164		518	713	228.14	36,933	83.54	93.08	2.50	12/31 2024	3
2017	41,928	25,800		337	1,006	262.41	24,457	89.08	99.24	2.50	12/31 2023	3
Total	**232,386**	**160,644**	**–**	**11,418**	**6,350**		**169,230**					

Matching Options 2017-2022

Year issued	Number of Matching Options granted	Number at the beginning of the year	Matching Options forfeited in 2022	Number of Matching Options exercised in 2022	Weighted average share price on exercise	Number of Matching Options at year-end	Theoretical value[1], SEK	Fair value[2], SEK	Strike price, SEK	Maturity date	Vesting period (years)[3]
2022	52,708	–				52,708[4]	18.06	21.31	211.70	12/31 2028	3
2021	56,072	56,072				56,072[4]	12.04	13.99	226.20	12/31 2027	3
2020	74,712	74,712				74,712[4]	8.83	11.91	158.15	12/31 2026	3
2019	92,544	92,544		11,278	255.27	81,266	7.45	13.40	129.80	12/31 2025	3
2018	104,880	90,692		1,671	228.14	89,021	6.83	9.26	114.15	12/31 2024	3
2017	83,856	59,368		2,362	262.41	57,006	7.46	9.80	121.73	12/31 2023	3
Total	**464,772**	**373,388**	**–**	**15,311**		**410,785**					

Performance Shares 2017-2022

Year issued	Number of Performance Shares granted	Number at the beginning of the year	Adjustment for dividend 2022	Performance Shares forfeited in 2022	Performance Shares exercised in 2022	Weighted average share price on exercise	Number of Performance Shares at year-end	Theoretical value[1], SEK	Fair value[2], SEK	Strike price, SEK	Maturity date	Vesting period (years)[3]
2022	173,346	–					173,346[4]	44.88	50.40	88.24	12/31 2028	3
2021	190,408	190,408		22,549			167,859[4]	44.38	49.61	106.94	12/31 2027	3
2020	254,780	209,756		21,434			188,322[4]	30.57	34.48	89.15	12/31 2026	3
2019	289,988	238,748		24,395	30,158	255.27	184,195	26.86	31.01	73.18	12/31 2025	3
2018	321,608	–					–	24.20	28.13	55.59	12/31 2024	3
2017	268,948	167,752		2,163	6,988	262.41	158,601	24.97	28.69	59.02	12/31 2023	3
Total	**1,499,078**	**806,664**	**–**	**70,541**	**37,146**		**872,323**					

1) The value of Matching Shares, Matching Options and Performance Shares on the grant date was based on a theoretical value calculated in accordance with the Black & Scholes valuation model.
2) The fair value on the grant date was calculated in accordance with IFRS 2, which was also used for calculating recognized values. See page 110 for specification of the basis of calculation.
3) Under certain circumstances, in conjunction with the end of employment, Matching Shares, Matching Options and Performance Shares can be exercised before the end of the vesting period. Instruments that have already vested must be exercised within 3 months from end of employment if employment lasted less than 4 years and within 12 months if the holder has been employed longer.
4) Matching Shares, Matching Options and Performance Shares not available for exercise at year-end.

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The calculation of the fair value on the grant date, according to IFRS 2, was based on the following conditions:

	PI-BS Plan						PI-NA Plan					
	Matching Share		Matching Option		Performance Share		Matching Share		Matching Option		Performance Share	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
Averaged volume-weighted price paid for Investor B shares	176.48	188.55	176.48	188.55	176.48	188.55	176.48	188.55	176.48	188.55	176.48	188.55
Strike price	10.00	2.50	211.70	226.20	88.24	94.28	10.00	2.50	211.70	226.20	88.24	94.28
Assumed volatility[1]	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%	21%
Assumed average term[2]	5 years	5 years	5 years	5 years	5 years	5 years	5 years	5 years	5 years	5 years	5 years	5 years
Assumed percentage of dividend[3]	0%	0%	2.0%	1.8%	0%	0%	0%	0%	2.0%	3.0%	0%	0%
Risk-free interest	1.62%	-0.05%	1.62%	-0.05%	1.62%	-0.05%	2.86%	0.73%	2.86%	0.73%	2.86%	0.73%
Expected outcome[4]					50%	50%					50%	50%

1) The assumed volatility was based on future forecasts based on the historical volatility of Investor B shares, in which the term of the instrument is an influencing factor. The historical volatility has been in the interval of 15 to 30 percent.
2) The assumption of average term for the instruments at grant is based on historical exercise patterns and the actual term of the instruments within each remuneration program.
3) The dividend for Matching Shares and Performance Shares is compensated for by increasing the number of shares.
4) Probability to achieve the performance criteria is calculated based on historic data and verified externally.

Other programs in subsidiaries

Incentive program for selected employees within Patricia Industries

A limited number of employees within the former Investor Growth Capital (IGC) participate in a profit-sharing program based on realized proceeds from investments that was made within IGC. During the year, a total of SEK 16m was paid out to employees from this program (82). The provision (not paid out) on unrealized gains amounted to SEK 61m at year-end (37).

Incentive programs in Patricia Industries' subsidiaries

Senior executives and selected senior staff in BraunAbility, Laborie and Sarnova, are offered the opportunity to invest in Stock Appreciation Rights and Stock Options in the respective subsidiary. These instruments are mainly cash settled and the participants do not need to make any initial investment.

Management Participation Programs

Board members and senior executives in unlisted investments, including Mölnlycke, Permobil, Piab, Vectura, BraunAbility, Sarnova, Laborie, Advanced Instruments and Atlas Antibodies are offered the opportunity to invest in the companies through management participation programs or similar. The terms of the programs are based on market valuations and are designed to yield lower return to the participants than that of the owners if the investment plan is not reached but higher return to the participants than that of the owners if the plan is exceeded.

Profit-sharing program for the trading operation

This program includes participants both from the trading organization and the investment organization. The participants in this program receive, in addition to their base salary, a variable salary equivalent to 20 percent of the trading function's net result. The program includes a clawback principle by which 50 percent of the variable salary allotment is withheld for one year and will only be paid out in full if the trading result for that year is positive. In order to receive full allotment, two consecutive profitable years are required. In total, approximately 10-15 employees participate in the program.

Accounting effects of share-based payment transactions

Costs relating to share-based payment transactions, SEK m	2022	2021
Group		
Costs relating to equity-settled share-based payment transactions	44	36
Costs relating to cash-settled share-based payment transactions	260	118
Social security relating to share-based payment transactions	36	109
Total	**340**	**263**
Parent Company		
Costs relating to equity-settled share-based payment transactions	41	34
Costs relating to cash-settled share-based payment transactions	12	20
Social security relating to share-based payment transactions	7	88
Total	**60**	**142**

Other effects of share-based payment transactions, SEK m	2022	2021
Group		
Effect on equity relating to Stock-Options exercised by employees	22	56
Carrying amount of liability relating to cash-settled instruments	812	552
Parent Company		
Effect on equity relating to Stock-Options exercised by employees	22	56
Carrying amount of liability relating to cash-settled instruments	73	62

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Remuneration to the Board of the Parent Company

At the 2022 Annual General Meeting (AGM), it was decided that Board remuneration should total SEK 12,885t (12,205), of which SEK 11,415t (10,865) would be in the form of cash and synthetic shares and SEK 1,470t (1,340) would be distributed as cash remuneration for committee work done by the Board of Directors.

Synthetic shares 2008-2022

Since 2008, Board members have been given the opportunity to receive a part of their gross remuneration, excluding committee fees, in synthetic shares. AGM's decision regarding synthetic shares 2022 is essentially identical to the decision of the AGM 2021. In 2022, Board members were entitled to receive 50 percent of the proposed remuneration before tax, excluding remuneration for committee work, in the form of synthetic shares and 50 percent in cash (instead of receiving 100 percent of the remuneration in cash). A synthetic share carries the same economic rights as a class B Investor share, which means that the value of the Board of Director's remuneration in synthetic shares, just like for class B shares, is dependent upon value fluctuations as well as the amount of dividends during the five-year period until 2027, when each synthetic share entitles the Board member to receive an amount corresponding to the share price, at the time, of a class B Investor share. At the statutory meeting in May 2022 the Board approved, as in 2021, establishment of a policy pursuant to which members of the Board (who do not already have such holdings) are expected to, over a five-year period, acquire ownership in Investor shares (or a corresponding exposure to the Investor share, for example in synthetic shares) for a market value that is expected to correspond to at least one year's remuneration for board work, before taxes and excluding remuneration for committee work.

The Director's right to receive payment occurs after the publications of the year-end report and the three interim reports, respectively, during the fifth year following the general meeting which resolved on the allocation of the Synthetic Shares, with 25 percent of the allocated Synthetic Shares on each occasion. In case the Director resigns as Board member prior to a payment date the Director has a right, within three months after the Director's resignation, to request that the time of payment shall be brought forward, and instead shall occur, in relation to 25 percent of the total number of allocated Synthetic Shares, after the publications of each of the year-end report and the three interim reports, respectively, which are made during the year after the year when such request was received by the Company.

Expensed remuneration to the Board 2022

Total remuneration for 2022 (SEK t)	Cash Board fee	Value of Synthetic Shares as at grant date	Committee fee	Total Board fee as at grant date	Effect from change in market value of previous years Synthetic Shares	Effect from change in market value of Synthetic Shares issued 2022	Effect from Synthetic Shares exercised 2022	Total fee, actual cost	Number of Synthetic Shares at the beginning of the year	Number of Synthetic Shares granted 2022[1]	Adjustment for dividend	Exercised Synthetic Shares, 2022	Number of Synthetic Shares on December 31, 2022
Jacob Wallenberg	1,535	1,535	420	3,490	–459	147		3,178	13,619	8,874	360		22,853
Marcus Wallenberg	1,785			1,785				1,785					
Josef Ackermann[2]					–134		–140	–273	7,494		124	3,569	4,050
Gunnar Brock[3]	410	410	220	1,040	–435	39	–140	505	16,429	2,370	341	3,569	15,572
Johan Forssell													
Magdalena Gerger	410	410	220	1,040	–178	39	–140	761	8,822	2,370	167	3,569	7,790
Tom Johnstone, CBE	410	410	105	925	–435	39	–140	390	16,429	2,370	341	3,569	15,572
Isabelle Kocher	410	410		820	–73	39		786	2,172	2,370	63		4,605
Sara Mazur[4]					–435			–435	12,894		295		13,189
Sven Nyman	820			820									
Grace Reksten Skaugen	820		400	1,220									
Hans Stråberg	410	410	105	925	–435	39	–140	390	16,429	2,370	341	3,569	15,572
Lena Treschow Torell[5]					–362		–140	–502	14,257		279	3,569	10,967
Sara Öhrvall	410	410		820		39	–140	719	3,535	2,370	46	3,569	2,383
Total	**7,420**	**3,995**	**1,470**	**12,885**	**–2,946**	**383**	**–980**	**9,343**	**112,079**	**23,095**	**2,357**	**24,980**	**112,552**

1) Based on weighted average stock price for Investor B in the period May 5 to May 11, 2022: SEK 172.98.
2) Member of the Board until 5/8 2019.
3) Additional remunerations of SEK 1,201t to Gunnar Brock have been expensed in the subsidiaries.
4) Member of the Board until 5/3 2022.
5) Member of the Board until 5/5 2021.

Expensed remuneration to the Board 2021

Total remuneration for 2021 (SEK t)	Cash Board fee	Value of Synthetic Shares as at grant date	Committee fee	Total Board fee as at grant date	Effect from change in market value of previous years Synthetic Shares	Effect from change in market value of Synthetic Shares issued 2021	Effect from Synthetic Shares exercised 2021	Total fee, actual cost	Number of Synthetic Shares at the beginning of the year[1]	Number of Synthetic Shares granted 2021[2]	Adjustment for dividend	Exercised Synthetic Shares, 2021	Number of Synthetic Shares on December 31, 2021
Jacob Wallenberg	2,925		400	3,325	997			4,322	13,365		254		13,619
Marcus Wallenberg	1,700			1,700				1,700					
Josef Ackermann[3]					597		199	796	12,538		179	5,222	7,494
Gunnar Brock[4]	390	390	210	990	1,048	102	199	2,339	19,174	2,161	316	5,222	16,429
Johan Forssell													
Magdalena Gerger	390	390	210	990	529	102	199	1,821	11,709	2,161	174	5,222	8,822
Tom Johnstone, CBE	390	390	100	880	1,048	102	199	2,229	19,174	2,161	316	5,222	16,429
Isabelle Kocher	390	390		780		102		882		2,161	11		2,172
Sara Mazur	390	390		780	766	102		1,648	10,522	2,161	211		12,894
Sven Nyman	780			780				780					
Grace Reksten Skaugen	780		320	1,100				1,100					
Hans Stråberg	390	390	100	880	1,048	102	199	2,229	19,174	2,161	316	5,222	16,429
Lena Treschow Torell[5]					1,048		199	1,247	19,174		305	5,222	14,257
Sara Öhrvall[6]					281		199	481	8,652		105	5,222	3,535
Total	**8,525**	**2,340**	**1,340**	**12,205**	**7,361**	**613**	**1,395**	**21,574**	**133,482**	**12,967**	**2,187**	**36,557**	**112,079**

1) Recalculated due to the 4:1 share split in May 2021.
2) Based on weighted average stock price for Investor B in the period May 6 to May 14, 2021: SEK 180.46.
3) Member of the Board until 5/8 2019.
4) Additional remunerations of SEK 1,534t to Gunnar Brock have been expensed in the subsidiaries.
5) Member of the Board until 5/5 2021.
6) Member of the Board until 5/8 2018.