



Corporate governance report

Xspray Pharma AB is a Swedish public limited liability company and its shares have been traded on Nasdaq Stockholm since March 27, 2020. Previously, the company's shares were traded on Nasdaq First North Growth Market, Stockholm, since 2017. The company is governed by the Articles of Association, the Swedish Companies Act, the rules of Nasdaq Stockholm, the Swedish Corporate Governance Code (the Code) and other applicable laws and rules. There are no deviations from the rules of the Code to report on for financial year 2025. The corporate governance report has been reviewed by the company's auditor in accordance with the Swedish Annual Accounts Act.

Principles for corporate governance

Corporate governance refers to the systems through which the shareholders, directly or indirectly, control Xspray Pharma. Good corporate governance is an essential component in the work to create value for Xspray Pharma's shareholders. Xspray Pharma's corporate governance is based on Swedish law, Nasdaq Stockholm's regulations for issuers and internal rules and regulations. The company also applies the Swedish Code of Corporate Governance (the Code). The code applies to all Swedish companies whose shares are listed on a regulated market in Sweden. The company does not have to follow all the rules in the Code as the Code itself provides the opportunity to deviate from the rules provided that such possible deviations, and the chosen alternative solution, are described and the reasons for this are explained in the corporate governance report (according to the "comply or explain principle"). However, the company continued to fully apply the Code during the year.

Steering documents

- Articles of Association
- The rules of procedure of the Board and the committees
- CEO instruction
- Policy documents
- Important external regulations
- Swedish Companies Act
- Swedish Accounting Act
- Nasdaq Stockholm's rulebook
- Swedish Code of Corporate Governance

Shareholders

The share capital amounted to 41,742,340 shares with a quota value of SEK 1.00 on December 31, 2025. Flerie Invest, Anders Bladh (private and via Ribbskottet) and the Foundation for Baltic and East European Studies (Östersjöstiftelsen) were the shareholders on December 31, 2025 with holdings in Xspray Pharma exceeding 10

percent of the votes for all shares of the company. Flerie Invest's share of capital and votes amounted to 17.57 percent, Anders Bladh's holdings of shares and votes (private and via Ribbskottet AB) were 12.13%, and the Foundation for Baltic and East European Studies holdings were 10.40% at year-end.

All shares are ordinary shares and have equal rights to the company's earnings, and to one vote at the Annual General Meeting. All shareholders entitled to vote may vote at the Annual General Meeting for the full number of shares held or represented, without limitation of the number of votes.

Annual General Meeting (AGM)

Pursuant to the Swedish Companies Act (2005:551), the AGM is the company's chief decision-making body. Shareholders exercise their voting rights at AGMs. AGMs must be held within six months of the end of each financial year. Extraordinary General Meetings (EGMs) may also be convened in addition to AGMs. Apart from Solna, where the company has its registered office, the Articles of Association allow AGMs to be held in Stockholm. Pursuant to the company's Articles of Association, invitations to AGMs should be through an announcement in the Swedish Official Gazette, and by an invitation being uploaded on the company's website. Simultaneous with the invitation, the company should announce that the invitation has been made through an advertisement in Swedish daily newspaper Svenska Dagbladet.

Shareholders recorded in the share register six days prior to the AGM, and that have notified the company by that date and time stated in the invitation to the Meeting, are entitled to participate. Such day may not be a Saturday, Sunday, other public holiday, Midsummer's Eve, Christmas Eve or New Year's Eve, and may not occur earlier than six days prior to the Meeting.

2025 AGM

Xspray Pharma's AGM 2025 was held on 13 May 2025 in Stockholm. Apart from customary business, the AGM made the following resolutions:

- In accordance with the Nomination Committee's proposal to re-elect Anders Ekblom (chair), Anders Bladh, Christine Lind, Robert Molander and Carl-Johan Spak as Board members and elect Markus Haeberlein and Anne Prener as new Board members.
- In accordance with the Nomination Committee's proposal, principles were decided for election of a Nomination Committee. To summarize, the principles mean that the Nomination Committee shall consist of the Chairman of the Board and a representative of each of the four largest shareholders based on the ownership in the company as of 31 August.



- A long-term incentive program (LTIP 2025) was adopted and involves the issuance of at most 464,232 warrants.
- The Board of Directors was authorized to take decisions on share issues, with a waiver of the shareholders' preferential rights, on one or more occasions in the period until the following AGM, corresponding to a maximum of 20 percent of the total number of shares of the Xspray Pharma at the time of the AGM resolution.

2026 AGM

The AGM will be held on Tuesday, May 12, 2026. The notice will be published in a press release and announced in the Swedish Official Gazette and in Svenska Dagbladet, and published on Xspray Pharma's website.

The Board of Directors has decided that shareholders may exercise their right to vote at the AGM through physical presence, proxies or pre-voting.

Shareholders wishing to have a matter addressed by the AGM should make a written request to the Nomination Committee no later than March 24, 2026, seven weeks prior to the AGM. The Nomination Committee can be contacted by email at:

generalmeeting@xspray.com, write "Valberedningen" in the subject line. For entitlement to participate in the AGM, shareholders must:

- be recorded as a shareholder in the share register maintained by Euroclear Sweden AB as of Monday, May 4, 2026; and
- notify the company of their intention to participate by registering no later than Wednesday, May 6, 2026. Registration can be submitted via e-mail to generalmeeting@xspray.com or in writing to: Xspray Pharma AB, Scheeles väg 2, SE-171 65 Solna, Sweden.

Nomination Committee

Companies that comply with the Code must have a Nomination Committee with the task of, ahead of the AGM, preparing decisions on election and remuneration issues and, where appropriate, procedural issues for the next Nomination Committee. Pursuant to the Code, the AGM should appoint the members of the Nomination Committee, or state how members are to be appointed. Pursuant to the Code, the Nomination Committee should have a minimum of three members, and a majority of them should be independent of the company and its management. At least one member of the Nomination Committee should also be independent of the largest shareholder in terms of voting rights, or the group of shareholders that collaborate on the company's administration.

The Nomination Committee has especially considered the need for diversity in terms of skills, experience and backgrounds, considering factors including the company's strategic development, governance and controls. The Nomination Committee has discussed the diversity perspective based on its opinion that it plays a material role in the composition of the Board of Directors, and the Nomination Committee intends to attain an equal gender balance.

Instructions for the work and composition of the Nomination Committee

Pursuant to a resolution by the company's AGM on May 13, 2025, the Chairman of the Board should make contact with the four largest shareholders of the company in terms of voting rights according to Euroclear Sweden AB's printed register as of August 31, who should each be offered the opportunity to appoint a member, who will make up the Nomination Committee jointly with the Chairman of the Board. If one of these shareholders does not exercise its right to appoint a member, entitlement to appoint such a member defers to the next largest shareholder in terms of voting rights that has not already been entitled to appoint a member of the Nomination Committee. This process should continue until the Nomination Committee consists of four members apart from the Chairman of the Board. If the Nomination Committee does not decide otherwise, the Chairman of the Nomination Committee should be the member representing the largest shareholder in terms of voting rights. The Chairman of the Board may not serve as Chairman of the Nomination Committee.

The names of the Nomination Committee members should be published as soon as the Nomination Committee is appointed, although by no later than six months prior to the forthcoming AGM. The Nomination Committee is appointed for a term of office from the time when its composition is published until a new Nomination Committee has been appointed.

If changes to the company's ownership structure occur after August 31, but before the Nomination Committee's complete proposals for resolution have been published, and if a shareholder, who after this change, is one of the four largest shareholders in terms of votes, expresses a wish to become a member of the Nomination Committee to the Chairman of the Nomination Committee, that shareholder shall be entitled to appoint one further member of the Nomination Committee. Additionally, the Nomination Committee can decide that a member that has become significantly smaller than the four largest shareholders in terms of voting right of the company should leave the Nomination Committee, if considered appropriate.

If a member leaves the Nomination Committee during its term of office, or if such member is unable to render service, the Nomination Committee should require that shareholder that has appointed said member to appoint a new member in a reasonable time. If said shareholder does not exercise its right to appoint a new member, that right defers to the next largest shareholder in terms of voting right that has not already appointed or declined to appoint a member of the Nomination Committee. Alterations to the composition of the Nomination Committee should be published as soon as these occur.

The Nomination Committee should consult on proposals on the following issues to be presented to the AGM for resolution:

- Proposal for a Chairman of the AGM,
- Proposal for a Board of Directors,
- Proposal for a Chairman of the Board,
- Proposal for Board members' fees, divided between the Chairman and other Board members,
- Proposal for fees for members of the Remuneration and Audit Committees (where applicable),
- Proposal for a Auditor of the Board,
- Proposal for remuneration of the auditor, and
- where considered necessary, proposals for amending applicable rules for the Nomination Committee.

There are no specific provisions of the Articles of Association regarding appointing and dismissing Board members and on amending the Articles of Association.

Nomination Committee for the 2026 AGM

The members of the company's Nomination Committee for the 2026 AGM are

- Thomas Elderer, appointed by Flerie Invest AB
- Johan Gyllenswärd, appointed by Ribbskottet AB
- Mattias Klintemar, appointed by the Foundation for Baltic and East European Studies
- Johan Wadell, appointed by AP2
- Anders Ekblom, Chairman of the Board, Xspray Pharma AB

The Board of Directors is the company's chief decision making body after the AGM. The Swedish Companies Act stipulates that the Board of Directors is responsible for the company's administration and organization, which means that the Board has duties including setting goals and strategies, ensuring procedures and systems for evaluating predetermined goals are in place, continuously evaluating the company's results of operations and financial position and appraising executive management. The Board of Directors is also responsible for ensuring that annual accounts and interim reports are prepared on time. The Board of Directors also appoints the company's CEO.

Board members are normally appointed by the AGM for the period until the end of the following AGM. Pursuant to the company's Articles of Association, the Board of Directors should have a minimum of three and a maximum of seven Board members, with a minimum of zero and maximum of two deputies. The Chairman of the Board should be elected by the AGM and has special responsibility for leading the Board of Directors' work, and for this work being well organized and conducted efficiently.

The Board of Directors meets according to a pre-determined schedule. In addition to these meetings, other meetings may be convened to consider issues that cannot be dealt with at scheduled Board meetings. The CEO and CFO participate in the majority of the number of Board meetings. In addition to Board meetings, the Chairman and CEO maintain a continuous dialogue concerning management of the company. The Board of Directors complies with written rules of procedure that are revised yearly and adopted at the Board meeting following election in each year. The rules of procedure formalize activities including the Board's practices, functions and the segregation of duties between Board members and the CEO. At the Board meeting following election, the Board of Directors also adopts instructions for the CEO, and for financial reporting.

Board of Directors

Board members

Name	Position	Elected	Independent in relation to		Attendance, Board meetings
			Company and company management	Major shareholders	
Anders Ekblom	Chairman of the Board	2021	Yes	No	19/20
Maris Hartmanis (resigned May 13)	Board member	2015	Yes	Yes	6/20
Torbjörn Koivisto (resigned May 13)	Board member	2017	Yes	Yes	6/20
Carl-Johan Spak	Board member	2015	Yes	Yes	18/20
Christine Lind	Board member	2019	Yes	Yes	19/20
Anders Bladh	Board member	2021	Yes	No	20/20
Robert Molander	Board member	2022	Yes	Yes	18/20
Anne Prener (took office May 13)	Board member	2025	Yes	Yes	14/20
Markus Haerberlein (took office May 13)	Board member	2024	Yes	Yes	13/20



Remuneration Committee

Xspray Pharma has established a Remuneration Committee with three members: Anders Ekblom (Chairman), Anders Bladh and Robert Molander. The duties of the Remuneration Committee are formalized by the company's rules of procedure for the Remuneration Committee. This Committee consults on issues including the Board's decisions on remuneration principles, compensation and other employment terms for the CEO and senior executives.

Audit Committee

Xspray Pharma has established an Audit Committee with three members: Christine Lind (Chairman), Carl-Johan Spak and Anne Prener. The duties of the Audit Committee are formalized by the company's rules of procedure for the Audit Committee. The Committee's duties include supporting the Board of Directors in its efforts to ensure quality in the financial reporting, consider and prepare issues related to the company's internal control, and risk management. The Committee should also continuously monitor and appraise the work of the auditors, their independence and impartiality, as well as approve additional services that the company acquires from its auditor.

Remuneration for Board members

Remuneration to Xspray Pharma's Board members is resolved by the AGM. The AGM on May 13, 2025 resolved, in accordance with the Nomination Committee's proposal, to pay Board fees of SEK 560,000 to the Chairman of the Board, SEK 280,000 to each of the other Board members, SEK 110,000 to the Chairman of the Audit Committee and SEK 55,000 each to the Audit Committee's other members, and SEK 75,000 to the Chairman of the Remuneration Committee, and SEK 35,000 to the Remuneration Committee's other members.

Work of the Board of Directors in 2025

The Board of Directors held 20 minuted meetings in 2025. Individual Board members' participation at these meetings are stated in the table above. All meetings during the year followed an approved agenda, which members received before Board meetings. The CEO and CFO participate in the majority of the number of Board meetings. The Board annually performs a self-assessment that is designed to monitor its annual performance. Board meetings include a review of current business status, the company's results of operations and financial position, and outlook for the remainder of the year. The work of the Board of Directors in the year largely focused on:

- Developing the pipeline.
- Launching the company's first product candidates, Dasyloc[®] and XS003 nilotinib.

- Strategy, business development and business intelligence.
- Financial performance and raising capital.
- Interim reports, year-end report and the annual report.

Chief Executive Officer and other senior executives

The CEO is subordinate to the Board of Directors and is responsible for the company's continuous administration and daily operation. The segregation of duties between the Board of Directors and CEO is stated in the rules of procedure for the Board of Directors and instructions for the CEO. The CEO is also responsible for preparing financial statements and compiling information from management for Board meetings, and presents this material at Board meetings. Pursuant to the instructions for financial reporting, the CEO is responsible for the company's financial reporting, and consequently, should ensure that the Board of Directors receives sufficient information for the Board to be able to evaluate the company's financial position continuously.

They CEO should keep the Board of Directors continuously informed on progress of Xspray Pharma's operations and sales, the company's results of operations and financial position, the liquidity and credit position, significant business events, and each other event, circumstance or relationship that could be assumed to be of material significance to the company's shareholders.

The CEO and other senior executives are presented on page 40-41.

Audit

The auditor should review the company's annual report and financial statements, and the Board of Directors' and CEO's administration of the business.

The auditor should present an audit report to the AGM after each financial year. Pursuant to the company's Articles of Association, the company should have a minimum of one and a maximum of two auditors, and a minimum of zero and maximum of two deputy auditors. The company's auditor is KPMG AB, with Ola Larsmon as Auditor in Charge.

Total compensation to the company's auditors in 2025 was SEK 757 thousand (980), for more information see Note 6.

Internal controls

Pursuant to the Swedish Companies Act and the Swedish Annual Accounts Act, the Board of Directors is responsible for internal controls. The purpose of internal controls is to achieve expedient and effective operating activities, ensure reliable financial reporting and information on operating activities, and compliance with applicable laws, regulations, policies and guidelines.

The company's internal controls are based on principles produced by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).



Internal controls over financial reporting

Internal controls over financial reporting are designed to create reasonable reliability and assurance in financial reporting and to ensure that external financial reporting complies with applicable laws and accounting standards. The Board of Directors bears ultimate responsibility for internal controls, and continuously evaluates the company's risk management and internal control through the Audit Committee.

The company ensures internal controls over financial reporting through qualitative and quantitative analysis of the consolidated balance sheet and consolidated income statement. The purpose of the quantitative analysis is to identify risks associated with material and transaction-intensive items. The qualitative analysis is intended to identify risks associated with complexity and impropriety. Based on the outcome of this analysis, significant financial processes and risks have been identified.

The company has designed procedures and activities to monitor financial reporting and ensure that any misstatements are discovered and rectified. Key controls have been designed and followed up as part of the work of maintaining good internal controls.

Control environment and risk assessment

The company's control environment sets a framework for the orientation and culture that the company's Board of Directors and management communicate to the organization. To ensure expedient risk management and good internal controls, over and above policy documents such as the Board of Directors' rules of procedure, instructions for the CEO and associated delegation schedule and approvals list, the company has adopted a number of internal guidelines, business processes and procedures.

The Audit Committee's main duty is to monitor the company's financial position and effectiveness of the company's internal controls, internal audit and risk management, and to stay informed on the audit of the annual report and consolidated accounts, and review and monitor auditor impartiality and independence, and this work has continued during the year. Responsibility for continuous work on internal controls over financial reporting has been delegated to the company's CEO.

Each year, the company's group management should conduct a risk assessment regarding strategic, operational, legal and financial risks with the aim of identifying potential problem areas, and assess the company's risk exposure. The risk assessment includes identifying risks that may arise and could prevent the company from realizing its vision and achieving its goals, for example if the fundamental requirements of the company's financial reporting are not satisfied. Within each risk segment, the individual responsible for each risk segment identifies risks and the potential consequences, as well as likelihoods, and proposes actions. The Audit Committee is responsible for continuously evaluating the company's risk situation and should support the Board of Directors by making proposals for managing the company's financial risk exposure and risk management.

Control activities

The Board of Directors has adopted a risk management policy to identify and manage the risks associated with Xspray Pharma's operations. Risk management is a high priority within the company. The Board of Directors bears ultimate responsibility for risk management. The company's risk situation is evaluated each year, including an action plan. The company has based its control environment on the risks identified during the risk assessment process. The company has also appointed process owners who are responsible for individual processes.

The CEO and other senior executives all participate in ongoing work in managing risk associated with operating activities. Xspray Pharma has formulated procedures and activities to monitor financial reporting and ensure that any misstatements are discovered and rectified. These activities include monitoring and comparing earnings performance with accounting items, account reconciliations and balance specifications, as well as approvals of banking transactions and collaborative agreements, powers of attorney and approvals lists, as well as accounting and valuation policies. The company's CFO plays a key role in analyzing and monitoring the company's financial reporting and results of operations. Access to the accounting system is limited by authority, responsibility and role.