

Corporate Governance Report

SynAct Pharma AB (publ) ("SynAct") is a Swedish public limited company based in Lund whose shares have been traded on Nasdaq Stockholm since July 12, 2022. Before that, the Company's shares were listed on Spotlight since 2016. Since the listing on Nasdaq Stockholm, SynAct applies the Swedish Code for Corporate Governance (the "Code").

This corporate governance report has been prepared in accordance with the provisions of the Annual Accounts Act and the Code. The corporate governance report has been reviewed by the Company's auditor in accordance with the provisions of the Annual Accounts Act. The auditor's statement is attached to the report.

PRINCIPLES OF CORPORATE GOVERNANCE

Corporate governance refers to the systems through which the shareholders, directly or indirectly, control SynAct. Good corporate governance is an essential component in the work to create value for SynAct's shareholders. Corporate governance in SynAct is based on Swedish law, Nasdaq Stockholm's regulations for issuers and the Code. The Code applies to all Swedish companies whose shares are listed on a regulated market in Sweden. The company has not deviated from any of the rules laid down in the Code during the year.

In addition to the external regulations, there are also several internal regulations to support SynAct's corporate governance, such as the Articles of Association, Rules of Procedures for the Board and its committees, Chief Executive Officer (CEO) instructions and instructions for financial reporting. Furthermore, SynAct also has several policy documents and manuals that contain rules and recommendations, which contain principles and provide guidance in the Company's operations and for its employees.

SHAREHOLDERS

On December 31, 2025, SynAct had 15,589 shareholders. Further information on the ownership structure is presented on page 33.

GENERAL MEETINGS

The Annual General Meeting (AGM), or where applicable an Extraordinary General Meeting, is the ultimate decision-making body in SynAct where all shareholders are entitled to participate.

The Articles of Association contain no restrictions on the number of votes each shareholder can cast at a general meeting and no special provisions on amending the Articles of Association.

The AGM addresses the Company's progress and resolves on several key issues, such as the adoption of the income statement and balance sheet, allocation of result, discharge from liability for the Board of Directors and the CEO, and the election of Board of Directors until the next AGM. In addition, the annual general meeting elects an auditor for the Company and decides on his remuneration.

Annual General Meetings 2025

The 2025 Annual General Meeting held on 27 May resolved to adopt the income statement and balance sheet as well as the consolidated income statement and consolidated balance sheet. The Annual General Meeting also resolved to dispose of the company's result in accordance with the Board's proposal, to discharge the Board of Directors from liability and the CEO for the financial year 2024 and to determine remuneration to the Board of Directors and auditor. The Annual General Meeting also resolved to re-elect Anders Kronborg, Sten Scheiby and Sten Sörensen and to elect Jeppe Ragnar Andersen as a new member of the Board of Directors. Anders Kronborg was re-elected as Chairman of the Board. KPMG AB was re-elected as auditor with authorized public accountant Linda Bengtsson as auditor in charge. The Annual General Meeting resolved to approve the Board's remuneration report for the financial year 2024.

At the 2025 Annual General Meeting, the Board of Directors was authorized, on one or more occasions, during the period until the next Annual General Meeting, with or without deviation from the shareholders' preferential rights, and with or without provision for contribution in kind or set-off or other conditions, to resolve on a new issue of shares, convertibles and/or warrants. The increase in the share capital may correspond to a dilution of a maximum of 20 per cent of the share capital at the time the authorisation is exercised for the first time. The reason for deviating from the shareholders' preferential rights is to enable the Company to raise working capital, carry out acquisitions of companies or operating assets, be able to expand the shareholder base with owners of

strategic importance and enable issues to industrial partners within the framework of partnerships and alliances. To the extent that the issue is made with deviation from the shareholders' preferential rights, the issue shall be made on market terms. The full minutes are available on SynAct's website.

Extraordinary General Meeting 2025

An Extraordinary General Meeting was held on November 27, where the Meeting resolved on an employee stock option program, a directed issue of warrants, approval of transfer of warrants and authorization for the Board of Directors to resolve on acquisition and transfer of own shares.

Annual General Meeting 2026

The 2026 Annual General Meeting will be held in Stockholm on Thursday 11 June. Notice of the Annual General Meeting is published no earlier than six and no later than four weeks before the Meeting. Proposals for the meeting should be addressed to: SynAct Pharma AB, attn: Legal, Scheelevägen 2, SE-223 63 Lund, Sweden, or by e-mail to legal@synactpharma.com and sent well in advance of the issuance of notice of the meeting, no later than seven weeks before the meeting.

NOMINATION COMMITTEE

According to the resolution of the Annual General Meeting, the Nomination Committee (NC) shall consist of the Chairman of the Board as convener, as well as a representative for each of the Company's three largest shareholders per September 30 of the respective calendar year.

The Nomination Committee must prepare all elections and fee proposals that become relevant from the time a NC has been appointed until a new NC has been appointed. The Nomination Committee's task shall be to submit proposals before the upcoming Annual General Meeting regarding the election of the Chairman of the meeting, election of the Chairman of the Board and other Board members, decision on Board remuneration, divided between the Chairman, other members and potential remuneration for committee work, election of auditor and remuneration of auditors, as well as principles for the appointment of the Nomination Committee (if

the NC considers that the applicable principles and instructions should be updated). The Nomination Committee for the 2026 Annual General Meeting consists of the Chairman of the Nomination Committee, Niels Ankerstjerne Sloth, appointed by Bioinvest ApS, Mark Gandrup appointed by Sanos A/S, Thomas Ringberg and Anders Kronborg, Chairman of the Board of Directors. The Nomination Committee shall prepare proposals regarding the Chairman of the Meeting, the composition of the Board of Directors and remuneration to the Board of Directors. The Nomination Committee held two meetings, all of which were via video link.

An important part of the Nomination Committee's work is rule 4.1 of the Code regarding diversity policy. The objective of the policy is for the Board of Directors to have a composition appropriate to the company's operations, stage of development and other circumstances, characterized by diversity and breadth in terms of competence, experience and background, and that an equal gender distribution shall be strived for. The 2024 AGM resolved to appoint Board members in accordance with the NC's proposal, which resulted in the current Board. However, the Nomination Committee noted when developing its proposal that the Board composition consists of four men, which, according to the NC, does not comply with the requirement for an even gender distribution. The Nomination Committee noted that the most recent additions to the Board were men and that its ambition is for the gender distribution to improve over time.

The Code stipulates that the company shall, no later than six months prior to the Annual General Meeting, provide information about the names of the members of the Nomination Committee and, where applicable, which owner the member represents. The composition of the Nomination Committee for the 2026 Annual General Meeting was presented both as a press release and on SynAct's website on December 11., 2025

THE BOARD AND ITS WORK

SynAct's Board of Directors is elected annually at the Annual General Meeting for the period until the end of the next AGM, according to the Articles of Association, must consist of a minimum of four and a maximum of eight members. The Articles of Association lack special provisions on the appointment or dismissal of board members. The 2025 Annual General Meeting discharged the members of the Board of Directors and the CEO from liability.

Name	Role	Elected	Independent in relation to		Attendance (total ¹)
			Company and Management	Major Shareholders	
Anders Kronborg	Chairman	2024	No	Yes	7(7)
Sten Scheibye	Board member	2024	Yes	Yes	7(7)
Sten Sørensen	Board member	2024	No	Yes	7(7)
Jeppe Ragnar Andersen	Board member	2025	Yes	No	3(3)
Previous Board					
Jeppe Øvlesen	Board member	2024	No	Yes	4(4)

¹ Total refers to the number of meetings convened during the members term of office.

A more detailed description of the Board is presented on pages 20-21.

The Annual General Meeting 2025 resolved that remuneration to the Board of Directors shall be paid with SEK 300,000 to the Chairman of the Board and with SEK 200,000 to each of the other Board members who are not employed by the company. In addition, it was resolved that fees of (i) SEK 50,000 shall be paid to the Chairman of the Audit Committee and SEK 25,000 to each of the other members of the Audit Committee and (ii) SEK 25,000 to the Chairman of the Remuneration Committee and SEK 15,000 to each of the other members of the Remuneration Committee.

The Board's work is governed by Rules of Procedures (RoP) that are adopted at least once a year. The RoPs regulate, among other things, the Board's working methods, duties, decision-making order within the Company, the Board's meeting schedule, the Chairman's duties and the division of labor between the Board and the Chief Executive Officer. Instructions regarding financial reporting and instructions to the CEO are also established at least once a year. The Board meets according to an annually established schedule that includes six regular meetings. In addition to these Board meetings, additional Board meetings can be convened to deal with issues that cannot be scheduled for a regular Board meeting. The CEO and CFO attend most of the Board meetings.

In 2025, the Board held six ordinary meetings and seven extraordinary meetings. In most cases, extraordinary meetings have been prompted by major projects, such as financing and acquisitions. The Board of Directors has met with the company's auditors on three occasions, of which on one occasions without the presence of the CEO or other members of the company's management. The company's former CFO, Björn Westberg, has served as secretary to the Board of Directors. Fixed points at the Board meetings have been follow-up of the business against the budget and strategic plan. In addition, the Board of Directors has dealt with and made decisions on issues relating to research and development,

financing, intellectual property rights, strategic direction and planning, budget, significant contracts, auditing, financial reporting and compensation issues. The Board conducts an annual structured evaluation of the Board and the CEO and the results of this are shared with the Nomination Committee. The evaluation is carried out with the aim of developing the Board's working methods and efficiency. The evaluation consists of a questionnaire that is answered by the members, after which the answers are compiled and presented to the Board and then to the Nomination Committee through the Chairman of the Board.

THE REMUNERATION COMMITTEE

The Board's Remuneration Committee has consisted of Sten Scheibye (Chairman) and Sten R Sörensen. All members are independent in relation to the company and Sten Scheibye is independent in relation to the company management. The work is regulated in the Rules of Procedure for the Committee and includes dealing with and deciding on issues relating to remuneration and benefits to senior executives. The work also includes preparing other remuneration issues that are of great importance, such as incentive programs. In addition, the task is to monitor and evaluate programs for variable remuneration, both ongoing and those that have ended during the year, and to monitor and evaluate the application of the guidelines for remuneration to senior executives applicable during the year, as well as the current remuneration structures and remuneration levels, in Company. The Remuneration Committee reports to the Board of Directors. The Committee held two meetings in 2025.

Name	Role	Attendance (total ¹)
Sten Scheibye	Chairman	2(2)
Sten Sörensen	Member	2(2)

¹The total refers to the number of possible meetings that a member has been able to attend.

THE AUDIT COMMITTEE

The Board's Audit Committee has consisted of the Chairman of the Committee Anders Kronborg (Chairman) and Sten Scheibye. All members are independent of the company and Sten Scheibye independent of management. The members of the Audit Committee have the necessary accounting expertise. The Audit Committee, whose work is regulated in accordance with the rules of procedure for the Committee, is tasked with preparing matters for the Board concerning audit procurement and fees, and following up on the work of the auditors and the company's internal control system, follow up on the current risk picture, follow up external audits and the company's financial information, prepare interim reports and the company's annual report, prepare and follow up on issues relating to financing, prepare the adoption and revision of the finance policy and other matters that the Board of Directors assigns the committee to prepare. The CFO participates as a rapporteur and the CEO also participates in some of the committee's meetings. The Audit Committee reports to the Management Board. The Committee held four meetings in 2025, two of which the company's auditors attended.

Name	Role	Attendance (total ¹)
Anders Kronborg	Chairman	4(4)
Sten Scheibye	Member	4(4)

¹ The total refers to the number of possible meetings that a member has been able to attend.

AUDITORS

According to the Articles of Association, SynAct shall appoint one or two auditors, with or without deputies, or a registered auditing firm. At the 2025 Annual General Meeting, KPMG AB was continued to be elected as auditors, with Linda Bengtsson as auditor in charge.

MANAGEMENT

The Chief Executive Officer is responsible for the day-to-day management of the Company. The CEO, and under his leadership the other members of the management team, are responsible for the overall business operations and day-to-day management. The CEO regularly reports to the Board on the Company's business operations, financial results, and other issues relevant to the Company. At a Board meeting per year, the Board evaluates the CEO, whereby no one from the Company's Management is present. The CEO and the Management are presented on page 22-23.

REMUNERATION TO SENIOR EXECUTIVES

The guidelines for remuneration to senior executives were adopted at the 2025 Annual General Meeting and the Board of Directors has not proposed any changes to the guidelines for the 2026 Annual General Meeting. The principles mainly mean that market and competitive wages and other terms of employment must be applied to Company Management. In addition to the fixed annual salary, Management can also receive variable salary, which shall be limited to 50% of the fixed salary and based mainly on technical and commercial milestones within the own pharmaceutical projects. In addition to fixed and variable salary, the Company must be able to offer pension benefits. Compensation in the form of options or other share-related incentive programs decided by the general meeting is not covered by the guidelines. The complete principles can be seen in the management report on pages 31-32. Salary and other remuneration for the financial year 2025 was paid to the CEO and other senior executives in accordance with what is stated in note 9.

THE COMPANY'S INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM REGARDING THE FINANCIAL REPORTING FOR THE 2025 FINANCIAL YEAR

According to the Swedish Companies Act and the Code, the Board is responsible for internal control. This description has been prepared in accordance with the Annual Accounts Act Ch. 6. § 6, and thereby describes the Company's system and routines for internal control in connection with financial reporting.

Internal control and risk management regarding financial reporting is a process designed by the Board with the aim of providing the Board, Management, and other stakeholders within the organization with reasonable assurance regarding the reliability of the external financial reporting and whether the financial reports are prepared in accordance with good accounting practice, applicable laws and regulations and other requirements for listed companies.

The overall purpose of internal control is to reasonably ensure that the Company's operational strategies and goals are followed up and that the owners' investment is protected. The internal control must further ensure that the external financial reporting is reliable with reasonable certainty and prepared in accordance with good accounting practice, that applicable laws and regulations are followed and that requirements for listed companies are complied with.

The control environment forms the basis for the internal control, which also includes risk assessment, control activities, information and communication and follow-up. Said components are described in more detail below.

Control Environment

The Company's overall control environment follows Nasdaq's guidance for internal control and the principles for internal control defined in the so-called COSO¹ framework. The Board has the overall responsibility for the internal control regarding the financial reporting. To create and maintain a functioning control environment, the board has adopted several policies and governing documents that regulate the financial reporting. These mainly consist of the Board's Rules of Procedure, Instructions for the CEO, Rules of Procedures for committees established by the Board and Instructions for financial reporting. The board has also adopted a special policy for internal control, delegation of authority and a financial policy. The company also has a financial handbook that contains principles, guidelines, and process descriptions for accounting and financial reporting. The Board has also established an Audit Committee whose main task is to monitor the Company's financial reporting, to monitor the effectiveness of the Company's

internal control, internal audit (to the extent that such a function is established) and risk management, as well as to review and monitor the auditor's impartiality and independence. Responsibility for the day-to-day work of maintaining the control environment rests primarily with the Company's CFO, who reports continuously to the Board in accordance with established instructions.

In addition to the internal follow-up and reporting, SynAct's external auditors report during the financial year to the CEO and to the Board. The auditors' reporting gives the Board a good idea and a reliable basis for the financial reporting in the annual report.

Risk assessment and control activities

The risk assessment includes identifying and evaluating the risk of significant errors in the company's business processes, which includes accounting and reporting at group and subsidiary level, employee- and payroll management, and more. Risk assessment is carried out continuously and according to established guidelines with a focus on the Company's essential business processes. Within the Board, the Audit Committee is primarily responsible for continuously evaluating the Company's risk situation, after which the Board conducts an annual review of the risk situation.

Control activities have been designed to manage the risks that the Board and Company Management consider to be significant for operational activities, compliance with laws and regulations and for financial reporting. Defined decision procedures, including attestation instructions are established for, for example, investments and signing of agreements. Where appropriate, automatic controls especially related to financial reporting have been established. Most control activities are integrated into SynAct's key processes, such as investments, supplier contracts and purchasing. Special controls exist in IT systems related to the processes that affect financial reporting.

Information and communication

The most important governing documents regarding the financial reporting are continuously updated and communicated to the organization. Information channels are established to communicate

to affected employees as effectively as possible. SynAct also has an information policy regarding both internal and external communication.

Compliance

The compliance and effectiveness of the internal controls are continuously followed up through self-evaluation. The CEO ensures that the Board regularly receives reporting on the development of SynAct's operations, including the development of the Company's results and position, as well as information on important events, such as the development of individual projects. The CEO also reports on these issues at each Board meeting.

The Board and the Audit Committee review the Annual Report and interim quarterly reports and carry out financial evaluations in accordance with the established plan. The Audit Committee follows up the financial reporting and other related issues and regularly discusses these issues with the external auditors. The self-evaluation of the internal controls is reported to the Audit Committee and the board.

Internal audit

SynAct has developed steering and internal control systems whose compliance is followed up regularly at various levels within the company. Against this background, the Board has assessed that there is currently no need to establish an internal audit. This assessment is reviewed annually by the board.

Lund, April 15, 2026

The Board of Directors

1. Committee of Sponsoring Organizations (COSO) Internal Control Integrated Framework (May 2013).

AUDITOR'S REPORT ON THE CORPORATE GOVERNANCE STATEMENT

To the general meeting of the shareholders in SynAct Pharma AB, corporate identity number 559058-4826

Engagement and responsibility

It is the board of directors who is responsible for the corporate governance statement for the year 2025 on pages 71 - 74 and that it has been prepared in accordance with the Annual Accounts Act.

The scope of the audit

Our examination has been conducted in accordance with FAR's auditing standard RevR 16 *The auditor's examination of the corporate governance statement*. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

Opinions

A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6 the second paragraph points 2-6 the Annual Accounts Act and chapter 7 section 31 the second paragraph the same law are consistent with the annual accounts and the consolidated accounts and are in accordance with the Annual Accounts Act.

Malmö, April 15, 2026

KPMG AB

Linda Bengtsson

Authorized Public Accountant