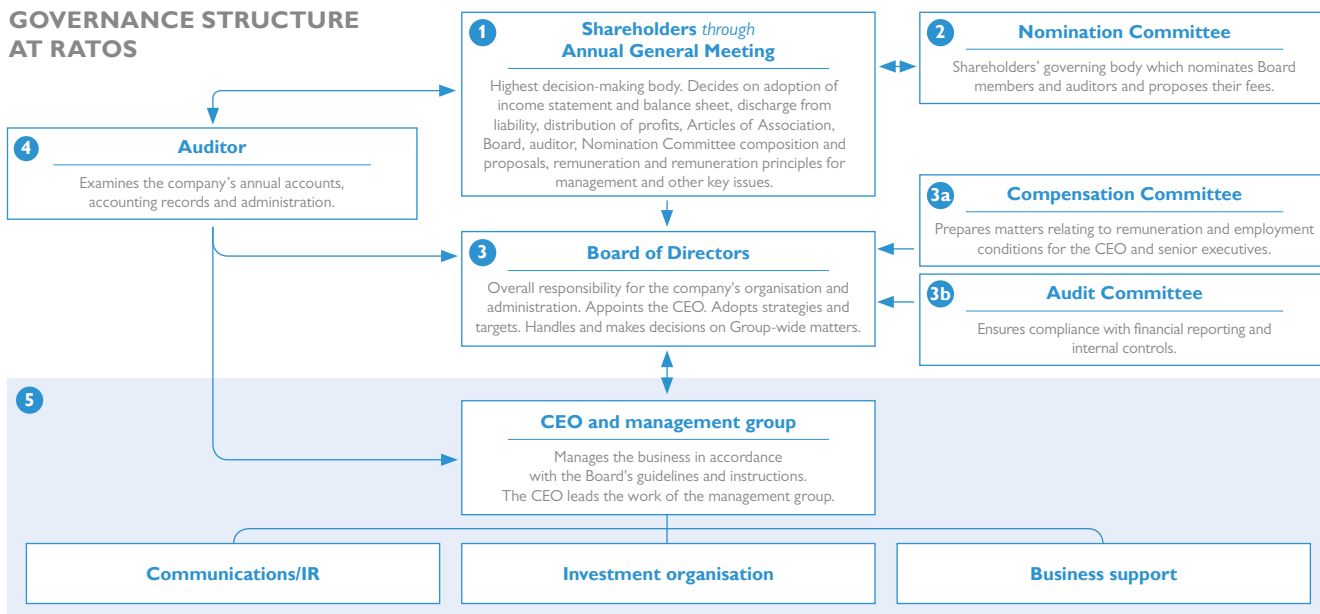


# Corporate governance report

## GOVERNANCE STRUCTURE AT RATOS



## Corporate governance in Ratos

Ratos AB is a public limited company and the basis for governance of Ratos is both external and internal regulations. In order to establish guidelines for the company's activities, the Board has prepared and adopted policy documents. These provide guidance to the organisation and employees based on the basic values and principles that must characterise the operations and conduct.

Ratos applies the Swedish Code of Corporate Governance (the Code) and does not report any non-compliance from the Code in the 2015 financial year, except with regard to the composition of the Nomination Committee (see Nomination Committee on ► page 76).

This corporate governance report seeks to avoid repetition of information that is included in applicable regulations and primarily to describe corporate governance for Ratos AB.

The company's auditors have performed a statutory examination of the Corporate Governance Report.

### Key external rules

- Swedish Companies Act
- Accounting legislation and recommendations
- Nasdaq Stockholm's Rules for Issuers
- Swedish Code of Corporate Governance

### Key internal rules and documents

- Articles of association
- The Board's formal work plan
- Decision-making procedures/authorisation instructions
- Reporting guidelines for Ratos's companies
- Internal guidelines, policies and manuals which provide guidelines for the Group's operations and employees, such as Ratos's information policy, owner policy, code of conduct, and policy for corporate responsibility and responsible investments

## 1 Shareholders and general meetings

### Share capital and shareholders

Ratos has been listed on Nasdaq Stockholm since 1954. At year-end 2015 the share capital amounted to SEK 1,024m divided among a total of 324,970,896 shares, of which 84,637,060 Class A shares, 239,503,836 Class B shares and 830,000 Class C shares (preference shares). The company's Class A shares carry entitlement to one vote per share while Class B shares and preference shares carry entitlement to one-tenth of a vote per share. Class A and B shares carry the same right to a share of the company's assets and to the same amount of dividend. The dividend on preference shares is regulated by the Articles of Association and includes preferential right before Class A and B shares to the company's assets. The Annual General Meeting decides on dividends.

At year-end Ratos had a total of 61,740 shareholders according to statistics from Euroclear Sweden. The ten largest shareholders accounted for 74% of the voting rights and 44% of the share capital. More information about Ratos's shares and shareholders is provided on ► page 25-27.

### General meetings

The general meeting is the highest decision-making body in Ratos and it is through attendance that Ratos's shareholders exercise their influence on the company. Normally one general meeting is held each year, the Annual General Meeting of Shareholders, which is convened in Stockholm before the end of June. Notice is published in the form of an announcement in the Official Swedish Gazette (Post- och Inrikes Tidningar) and on Ratos's website. Publication of the notice is announced in Svenska Dagbladet. All documentation required ahead of the Meeting is available on the website in Swedish and English.

## Read more about Ratos's corporate governance

Read more about Ratos's corporate governance on our website under About Ratos/Corporate governance:

- Articles of association
- Information from general meetings in previous years
- Nomination Committee
- The Board and its committees
- Corporate governance reports from previous years



A shareholder with at least one-tenth of the votes in Ratos is entitled to request an extraordinary general meeting. The Board and Ratos's auditor can also convene an extraordinary general meeting.

In order to have a matter considered at an Annual General Meeting a shareholder must submit a written request to the Board in good time so that the matter can be included in the notice of the meeting, normally approximately seven weeks before the Annual General Meeting. The closing date for such requests is stated on Ratos's website.

Shareholders who are registered on Euroclear Sweden's list of shareholders and who have notified their attendance to the company in due time are entitled to attend the Meeting, in person or through a proxy, and to vote for their holding of shares. Shareholders may bring an assistant to the meeting provided they have notified the company.

The following business shall be resolved at the Annual General Meeting:

- Adoption of the income statement and balance sheet
- Discharge from liability for the Board and CEO
- Disposition of the company's profit or loss
- Determination of fees to be paid to the Board of Directors and auditor
- Election of the Board of Directors and auditor
- Guidelines for remuneration to senior executives
- Amendments to the Articles of Association

#### Annual General Meeting 2015

The 2015 Annual General Meeting was held on 16 April at Stockholm Waterfront Congress Centre. The Meeting was attended by 642 shareholders, proxies and assistants, who together represented 77.3% of the voting rights and 46.4% of the capital.

Ratos's Board, management and auditor were present at the Meeting. Minutes and information about the 2015 Annual General Meeting, in both Swedish and English versions, as well as the CEO's address to the Meeting are published on [www.ratos.se](http://www.ratos.se)

# 61,740

## Ratos's shareholders

Decisions at the 2015 Annual General Meeting included the following:

- Dividend of SEK 3.25 per Class A and B share, a total of SEK 1,037m. Dividend of Class C preference shares issued on 19 June 2013 of SEK 25/share per quarter, although a maximum of SEK 100/year, a total of SEK 83m.
- Fees of SEK 1,050,000 to the Chairman of the Board and SEK 475,000 to each member of the Board as well as fees to auditors.
- Re-election of Board members Staffan Bohman, Arne Karlsson, Annette Sadolin, Charlotte Strömberg, Jan Söderberg and Per-Olof Söderberg. Election of Karsten Slotte as a new member of the Board. Arne Karlsson was elected as Chairman of the Board.
- Re-election of audit firm PricewaterhouseCoopers (PwC).
- Principles for how the Nomination Committee should be appointed.
- Adoption of guidelines for remuneration to senior executives.
- Offer to key people in Ratos on acquisition of call options in Ratos and of synthetic options relating to investments in the companies.
- Amendments to the Articles of Association to enable a new issue of Class D preference shares.
- Authorisation for the Board to acquire Ratos shares up to 7% of all shares.
- Authorisation for the Board to decide on a new issue of a maximum of 35 million Class B shares to be used for acquisitions.
- Authorisation for the Board to decide on a new issue of a maximum total of 1,250,000 Class C and/or Class D preference shares to be used for acquisitions.

The Annual General Meeting thanked Lars Berg who after fifteen years on the Board had declined re-election.

## Annual General Meeting 2016

Ratos's 2016 Annual General Meeting will be held on 14 April at 16.30 CET at Stockholm Waterfront Congress Centre, Stockholm.

For matters related to the Nomination Committee and the Annual General Meeting, refer to Ratos's website. For further information about the Annual General Meeting ► see page 145.

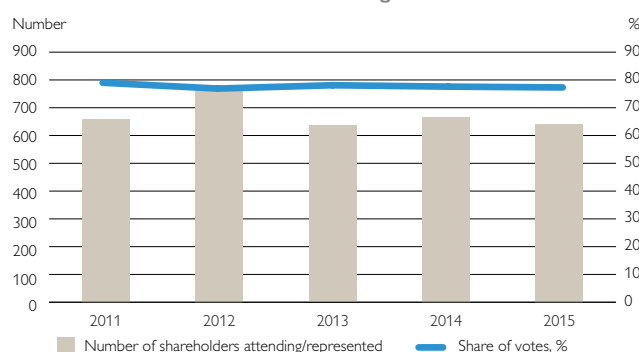


## 2 Nomination Committee

The Annual General Meeting decides principles for how the Nomination Committee should be appointed. The 2015 Annual General Meeting resolved that the company's Chairman in consultation with the company's major shareholders should appoint a nomination committee ahead of the 2016 Annual General Meeting. According to the resolution, the Nomination Committee shall comprise Ratos's Chairman plus a minimum of four members of the major shareholders in terms of voting rights registered in Euroclear Sweden at 31 August 2015. The majority of the members of the Nomination Committee shall be independent from the company and company management. The Committee's term of office extends until a new Nomination Committee is constituted. If an already appointed member resigns from the Nomination Committee, or the owner who the member represents considerably reduces its shareholding in the company, the Nomination Committee can offer another shareholder to appoint a replacement. The members of the Nomination Committee do not receive any remuneration from the company but are entitled to receive reasonable remuneration from the company for expenditure incurred with regard to evaluation and recruitment.

The current composition of the Nomination Committee was announced on Ratos's website and disclosed through a press release on 12 October 2015.

### Attendance at Annual General Meetings



### The work of the Nomination Committee

The duties of the Nomination Committee include:

- To evaluate the composition and work of the Board.
- To prepare a proposal to the Meeting regarding election of the Board and the Chairman of the Board.
- To prepare a proposal, in cooperation with the company's Audit Committee, to the Meeting regarding election of auditor.
- To prepare a proposal to the Meeting regarding fees to the Board, divided between the Chairman and other members, as well as any remuneration for committee work, and auditor.
- To prepare a proposal to the Meeting regarding a chairman for the Annual General Meeting.
- To prepare a proposal regarding principles for the composition of the next Nomination Committee.

### Nomination Committee's work ahead of the 2016 Annual General Meeting

Ahead of the 2016 Annual General Meeting the Nomination Committee held four minuted meetings and has had extensive contact in between. In its work the Nomination Committee has taken note of the evaluation of the Board's work performed by an external consultant (read more on ► page 78)

In its work the Nomination Committee has also taken note of the presentations by the Chairman of the Board and the CEO of the company's operations, goals and strategies.

Ratos's operational direction means, among other things, that strict requirements are placed on members of the Board to be able to evaluate acquisition and divestment opportunities of companies as well as having experience of operating and developing medium-sized and large companies within different sectors and phases of development. Arne Karlsson and Staffan Bohman have declined re-election. In the search for a new chairman, it has been important for the Nomination Committee to find an individual with good leadership qualities who has both a broad industrial background and documented ability to complete company acquisitions and to further develop operations. The Nomination Committee is of the opinion that Jonas Wiström has during his long-standing managerial career at ÅF documented these abilities. It is the assessment of the Nomination Committee that Jonas Wikström can devote the time and commitment to the role of chairman that is required. Ahead of the 2016 Annual General Meeting the Nomination Committee further proposes that Ulla Litzén be elected Board member.

The Nomination Committee is of the opinion that Ratos has a Board whose overall expertise and experience well meet the requirements placed on it.

The requirement for independence is also assessed as having been met.

The Nomination Committee has continued to discuss requirements for diversity, in particular the requirement for an even gender balance in the Board. In the proposed Board, the proportion of women Board members will be 43% and thereby fulfil the requirements for an even gender distribution set by both the Swedish Corporate Governance Board and various government representatives. The Nomination Committee notes that the proposed Board also represents a good breadth in terms of age, industry experience and market expertise.

Proposed fees to the members of the Board, as well as remuneration for committee work, have been prepared by the three members of the Nomination Committee who are not members of Ratos's Board.

Shareholders have been informed that proposals to the Annual General Meeting can be submitted to the Nomination Committee.

The Nomination Committee's proposals, an account of the work of the Nomination Committee ahead of the 2016 Annual General Meeting as well as complementary information on proposed members of the Board will be announced in conjunction with the Notice of the Meeting and also be presented at the 2016 Annual General Meeting.

### Deviations/violations

Ratos deviates from the Code's rule 2.4, second paragraph, which states that if more than one Board member sits on the Nomination Committee, a maximum of one of them may be non-independent in relation to the company's major shareholders. Two of the shareholders who have appointed members of the Nomination Committee have appointed Board members Per-Olof Söderberg and Jan Söderberg, both of whom are regarded as non-independent in relation to the company's major shareholders. Against the background of these persons' in-depth knowledge of Ratos, their roots in the ownership group and their network in Swedish industry, it was deemed beneficial to the company to deviate from the Code on this point. No violations of Nasdaq Stockholm's Rules for Issuers or good practice in the stock market have occurred.

### 3 Board of Directors Composition of the Board

Ratos's Board shall comprise a minimum of four and a maximum of nine members with a maximum of three deputies. The Board is appointed by shareholders at each Annual General Meeting. The mandate period is thereby one year.

The 2015 Annual General Meeting resolved that the Board shall consist of seven members and no deputies. The Meeting reelected Arne Karlsson (who was also elected as Chairman), Staffan Bohman, Annette Sadolin, Charlotte Strömberg, Jan Söderberg and Per-Olof Söderberg. Karsten Slotte was elected as a new member of the Board. The CEO is not a member of the Board but attends Board meetings. The composition of the Board and an assessment of each Board member's independence is presented in more detail on ► pages 83-84.

### Responsibilities and duties of the Board

The Board has overall responsibility for Ratos's organisation and management of its affairs, in the interests of both the company and its shareholders. The Board adopts financial targets and decides on the company's strategy, business plan, ensures good internal control, risk management and an adequate sustainability programme. The work of the Board is regulated, among other things, by the Swedish Companies

## NOMINATION COMMITTEE AHEAD OF 2016 ANNUAL GENERAL MEETING

Name	Appointed by	Share of votes at 31 Aug 2015	Share of votes at 30 Dec 2015
Jan Andersson	Ratos's principal owner and a number of Swedish institutions, Chairman of the Nomination Committee	0.0%	0.0%
Ulf Fahlgren	Akademiinvest	0.5%	0.5%
Arne Karlsson	Chairman of the Board Ratos, own holding	0.0%	0.0%
Jan Söderberg	Own and related parties' holdings, member of the Board	13.8%	13.8%
Maria Söderberg	Torsten Söderberg Foundation	12.6%	12.6%
Per-Olof Söderberg	Ragnar Söderberg Foundation and own and related parties' holdings, member of the Board	32.4%	32.4%
<b>Total, rounded off</b>		<b>59.3%</b>	<b>59.3%</b>

Act, the Articles of Association, the Code and the formal work plan adopted by the Board for its work. The Board's overarching responsibility cannot be delegated but the Board may appoint committees tasked to prepare and evaluate issues ahead of a decision by the Board.

Each year the Board adopts a formal work plan for its work designed to ensure that the company's operations and financial circumstances are controlled in an adequate manner. The formal work plan describes the special role and duties of the Chairman of the Board, decision-making procedures, instructions for Ratos's CEO as well as areas of responsibility for the committees. Furthermore, the Board also adopts annually a number of policy documents for the company's operations.

### Chairman of the Board

The main duty of the Chairman of the Board is to lead the work of the Board and ensure that Board members carry out their respective duties. Other areas of responsibility include the following:

- Responsible for ensuring that the work of the Board is carried out effectively.
- Ensuring that decisions are made on requisite matters and that minutes are kept.
- Responsible for convening meetings and ensuring that requisite decision material is sent to Board members.
- Acting as a contact and maintaining regular contact with the CEO and management.
- Maintaining regular contact with the auditor and ensuring that the auditor is summoned to attend a meeting in conjunction with the interim report as per September and the year-end report.
- Ensuring that an annual evaluation is performed of the Board and its members.
- Evaluating and reporting annually on the work of the CEO.

### Work of the Board in 2015

During 2015, a total of twelve minuted Board meetings were held: seven ordinary meetings, including one statutory meeting, and four extra board meetings. Board meetings have a recurrent structure with the key items as illustrated below. Information and documentation for decision ahead of Board meetings are usually sent out approximately one week before each meeting.

Extra Board meetings normally examine acquisition and divestment issues as well as financing, and are held when such matters requiring a Board decision arise. Senior executives at Ratos attended board meetings to present specific issues.

### Evaluation of the Board

The Board has decided that an annual evaluation of the work of the Board shall be performed where members are given an opportunity to express their opinions on working methods, Board material, their own and other members' work and the scope of the assignment. This evaluation is performed every other year internally and every other year with the help of an external consultant. For the 2015 financial year this evaluation was performed with the help of an external consultant.

As in evaluations performed in previous years the work of the Board was assessed as functioning very well. All members of the Board are considered to have made a constructive contribution to both strategic discussions and the governance of the company, and discussions are characterised by openness and dynamics. The dialogue between the Board and management was also perceived as very good.

### Committees

The Board has established a Compensation Committee and an Audit Committee in order to structure, improve efficiency and assure the quality of work within these areas. The members of these committees are appointed annually at the statutory Board meeting.

### 3a Work of the Compensation Committee

At Ratos, structured work with remuneration principles has been ongoing for many years. The Compensation Committee has both an advisory function (follow-up and evaluation) and a preparatory function for decision matters prior to their examination and decision by the Ratos Board.

The following matters are handled by the Compensation Committee

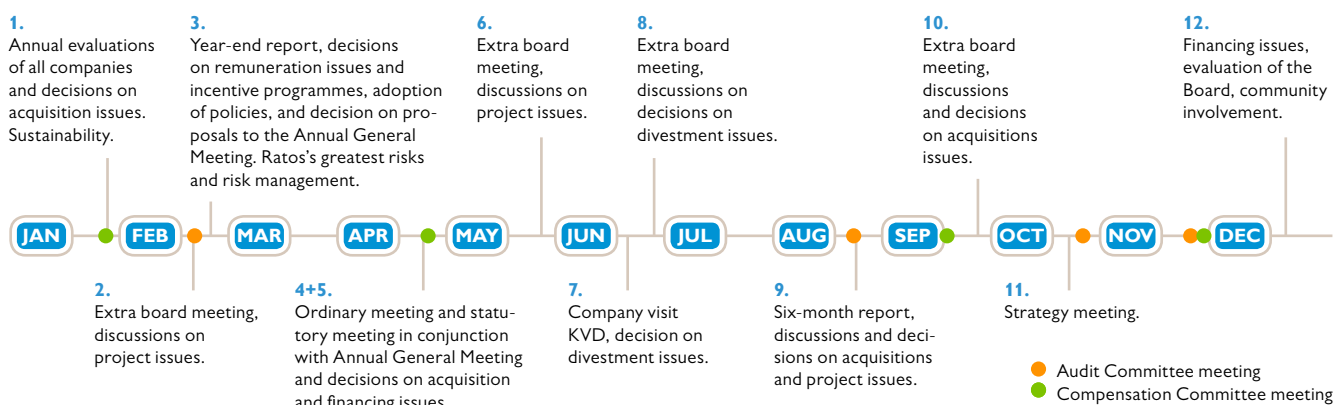
- The CEO's terms of employment and terms for employees directly subordinate to the CEO.
- Advice where required on general policy formulations.
- Matters of principle concerning pension agreements, severance pay, notice periods, bonus/earnings-related remuneration, fees, benefits, etc.
- Matters relating to the incentive systems for Ratos and the companies.
- The Board's proposal to the Annual General Meeting on guidelines for remuneration to senior executives.

The Compensation Committee works in accordance with an adopted formal work plan. Early in the autumn an examination is carried out to see whether there are any major remuneration-related issues of principle to prepare. If such issues exist they are processed ahead of a final proposal at the ordinary meeting in January. The Compensation Committee also prepares and processes guidelines for the structure of general salary development for the years ahead and conducts an annual review of Ratos's long-term incentive systems. No later than three weeks before the Annual General Meeting Ratos's Board submits an account of the results of the Compensation Committee's evaluation on the company's website ([www.ratos.se](http://www.ratos.se)).

During 2015 Arne Karlsson (chairman), Staffan Bohman (until and through the 2015 Annual General Meeting), Jan Söderberg and Per-Olof Söderberg were members of the Compensation Committee.

The Compensation Committee held four minuted meetings in 2015 and in between has been in regular contact. Ratos's CEO, Susanna Campbell, took the minutes.

## WORK OF THE BOARD IN 2015



### 3b Work of the Audit Committee

The Audit Committee includes Staffan Bohman, Arne Karlsson, who is also the chairman of the committee, and Charlotte Strömberg. The company's auditor presented his audit and observations to the Audit Committee on two occasions in 2015. The Audit Committee held four minutes meetings. The Audit Committee has both an advisory and preparatory function for decision matters prior to review and decision by Ratos's Board.

Annually the Audit Committee adopts an annual cycle for its working duties and areas for which the Audit Committee is responsible. The Audit Committee is responsible for and monitors according to an adopted schedule among other things accounting and reporting, audit, corporate governance, risk management, sustainability, financial policy, investment decisions, insurance, disputes and strategic accounting issues as well as compliance with rules and regulations. The CEO and senior executives or auditor can be summoned to attend the meetings of the committee.

The main duties of the Audit Committee are as follows:

- Monitor the financial reporting in regard to efficiency of internal control, internal audit and risk management.
- Discuss valuation issues and assessments in closing accounts.
- Keep itself informed about the audit of the annual accounts and consolidated financial statements, as well as review the audit process.
- Review and monitor the auditor's impartiality and independence and thereby giving particular attention if the auditor provides the company with other services than audit services.
- Assist with preparation of a proposal for a general meeting resolution on election of auditors as well as decision relating to fees to auditors.
- Ensure that the Group's nine-month report is reviewed by the Group's auditor.
- Discuss and prepare Board decisions regarding risk and sustainability.

The Audit Committee provides continuous oral reports to the Board and submits proposals on issues that require a Board decision.

Minutes are made available to all members of the Board and the auditor. The auditor also receives material from the Audit Committee. The Chairman of the Board maintains regular contact with the company's auditor.

#### Evaluation of the need for an internal audit

Ratos's core expertise is not industry-specific and Ratos's companies today are represented in widely differing sectors and with a wide geographic spread. Furthermore, Ratos's mission means that companies are acquired and divested. For these reasons a general internal audit function would be difficult to establish. With regard to Ratos and the need for an internal audit it has been judged more suitable to discuss

and decide for each individual company, so that this can accompany the company when it is sold, rather than setting up an internal audit at Group level. Ratos's management and Audit Committee annually perform a review of which of Ratos's companies that have internal audit functions and which do not have such a function and the reason for this choice.

The parent company Ratos AB with approximately 50 employees is a relatively small company which lacks complex functions that are difficult to analyse. The need to introduce an internal audit function for the parent company Ratos AB must therefore be regarded as negligible. Against this background, the Audit Committee has decided not to introduce an internal audit function at Group level or for the parent company Ratos AB.

#### Compensation to the Board of Directors

The 2015 Annual General Meeting resolved that compensation to the ordinary members of the Board should be paid of SEK 475,000 per member and year. Compensation to the Chairman of the Board should amount to SEK 1,050,000 per year. It was decided to pay an additional SEK 100,000 per year to the chairman of the Audit Committee and SEK 65,000 per year to other members of the committee. It was decided to pay SEK 50,000 per year to the chairman of the Compensation Committee and SEK 30,000 per year to other members of the committee.

### 4 Auditor

Ratos's auditor is appointed annually by the Annual General Meeting. Nominations are made by the Nomination Committee. The auditor is tasked on behalf of shareholders to examine the company's annual accounts and consolidated financial statements as well as the administration of the company by the Board and the CEO and the corporate governance work. The review work and auditor's report are presented at the Annual General Meeting.

At the 2015 Annual General Meeting the audit firm PricewaterhouseCoopers was elected as auditor until the next Annual General Meeting. PwC has appointed Peter Clemedtson as Senior Auditor. In addition to his assignment in Ratos, Peter Clemedtson is senior auditor for, among others, Nordea, SKF and Volvo.

#### Auditor's fees

Compensation is paid to the company's auditor in accordance with a special agreement on this matter in accordance with a resolution at the Annual General Meeting. For a specification of audit fees and fees for other assignments, see Note 10. The Board has established guidelines for the relation between auditing fees and consulting fees. These guidelines are continuously monitored by the Audit Committee which also evaluates the content of both auditing and consulting services.

## COMPOSITION OF THE BOARD

Name	Elected year	Independent of the company	Independent of major shareholders	Total fee <sup>1)</sup> , SEK 000s	Attendance at meetings 2015		
					Compensation Committee meetings	Audit Committee meetings	Board meetings
Arne Karlsson	1999	No	Yes	1,200	4/4	4/4	12/12
Staffan Bohman	2005	Yes	Yes	540	1/1 <sup>2)</sup>	4/4	12/12
Annette Sadolin	2007	Yes	Yes	475	–	–	12/12
Karsten Slotte	2015	Yes	Yes	475	–	–	7/8 <sup>3)</sup>
Charlotte Strömberg	2014	Yes	Yes	540	–	4/4	12/12
Jan Söderberg	2000	Yes	No	505	4/4	–	12/12
Per-Olof Söderberg	2000	Yes	No	505	4/4	–	12/12
<b>Total</b>				<b>4,240</b>			

<sup>1)</sup> Relates to fees for the Annual General Meeting year 2015/2016.

<sup>2)</sup> With effect until the 2015 AGM.

<sup>3)</sup> Elected at the 2015 AGM.

(Lars Berg declined re-election at the 2015 AGM)

## 5 Governance in Ratos

### Ratos's principles for active ownership and the exercise of its ownership role

Ratos is an investment company that acquires, develops and divests mainly unlisted Nordic companies. Over time, Ratos is to generate the highest possible return by actively exercising its ownership to realise the potential of a number of selected companies and investment situations. Ratos's owner policy includes specific strategic foundations that provide a basis for how we choose to act as owner and how we view corporate governance. One of these foundations is that Ratos's companies must be independent of each other, strategically, operationally and financially. As owner Ratos shall add and create value but value creation and governance are therefore not identical in all situations. Having a clear division of responsibility between owner, board and CEO is important for governance of Ratos's companies as well as for the parent company Ratos AB and is therefore a key part of the business model and for Ratos's success as an owner. Read more about Ratos's exercise of its ownership role on ► pages 8-12.

#### Investment decisions and evaluation of existing companies

The decision-making procedures for Ratos's Board and the CEO relating to investment activities stipulate that all significant acquisitions of, and add-on investment in, companies that are to be included among Ratos's companies must be decided by the Board. This also applies to the sale, wholly or partially, of a company. An evaluation of all the companies is performed every year in which an analysis of holding strategy, results and forecasts for future years are presented. These evaluations are presented to the Board by the person responsible for the holding in conjunction with the Board meeting in January.

#### CEO and management group

The CEO is appointed by the Board and is responsible together with the management group for daily operations in Ratos in accordance with the Board's instructions. The CEO provides the Board with regular updates on operations and ensures they receive information on which to base well considered decisions.

The management group at Ratos consists of the CEO, two deputy CEOs, head of Corporate Communications and one Investment Director. The role of the management group is to prepare and implement strategies, manage corporate governance and organisational issues and monitor Ratos's financial development and Ratos's sustainability programme.

Development of events in the companies as well as updating of ongoing investment processes are dealt with at weekly meetings in a broader group comprising the CEO, deputy CEOs, people responsible for companies, CFO, the head of Sustainability, Debt Manager and the head of Corporate Communications.

Ideas for acquisitions are analysed by the investment organisation together with the CEO and are also discussed in an internal new-investment group, whose main role is to provide feedback on bids made by Ratos in connection with investment processes. After completion of due diligence a basis for decision is sent to Ratos's Board ahead of a decision regarding a possible investment. (Read more about the development model in the section Ratos as owner).

#### Remuneration to senior executives

Guidelines for remuneration to senior executives was approved at the 2015 Annual General Meeting. More information about basic and variable salary is in Note 9 ► pages 108-112.

#### Internal control

The Board has overarching responsibility for ensuring that Ratos internally has an effective and adequate process for risk management and internal control. The purpose is to provide reasonable assurance that operations are conducted in an appropriate and effective manner, that external reporting is reliable and that laws as well as internal rules are complied with. This work is conducted through structured board work as well as by tasks being delegated to management, the Audit Committee and other employees. Responsibility and authority are defined in instructions for powers of authorisation, policies and manuals which provide guidelines and guidance for the Group's operations and employees.

Furthermore, the board of each subsidiary is responsible for ensuring that the company in question complies with laws and regulations as well as for compliance with internal policies and guidelines. During the year a routine was prepared to strengthen follow-up that will be implemented gradually in 2016.

#### Ratos's risk management process

Ratos performs an annual review of risks where significant risks in its own operations and the companies are summarised and discussed in Ratos's management and Board.

As part of good corporate governance, the companies are expected to have a continuous process for identifying, assessing and managing

## RATOS'S INTERNAL RISK PROCESS

Ratos's internal risk process takes into account a broad spectrum of risks, including external events, strategic, operational, financial risks as well as risks related to violations of laws and rules, including internal policies (compliance and sustainability issues). Annual planning has been updated as of 2016.

**Q1**  
JAN-MAR

- Collection of risk reports from subsidiaries established and approved by each subsidiary's board, confirmed by the chairman of the board to Ratos's CEO
- Each company team presents and discusses subsidiaries' risk analysis with the Head of Sustainability
- The Head of Sustainability aggregates and compiles an overall Group risk report

**Q2**  
APR-JUN

- Discussion and adoption of final risk report in Ratos's management group
- Risk report is presented and then discussed in Ratos's Audit Committee

**Q3**  
JUL-SEP

- Discussion and adoption of risk report by Ratos's Board
- Follow-up of items from Board discussion
- Relevant items are included where necessary in Ratos's as well as the subsidiaries' strategy discussions
- Review of risk process based on feedback from Board and Audit Committee

**Q4**  
OCT-DEC

- Short update to the Audit Committee regarding the Group's greatest risks
- Focus on major changes in the risk map and status update action plan for Group-wide risks

their risks. Each company's CEO and management have operational responsibility for having an appropriate risk management process in place which is approved by the company's board. All subsidiaries' chairmen are asked every year to confirm to Ratos's CEO that the company concerned has implemented an appropriate process for management of the company's risks, which was done in 2015.

Ratos continuously works to strengthen the internal and subsidiaries' risk processes. In 2015–2016, Ratos works to expand the risk management process with an assurance mapping, i.e. a clarification of responsibilities and validation of internal processes and identified risks. Ratos's greatest risks are summarised in the Directors' report ▶ on pages 72-73.

Ratos supports the subsidiaries with proposals for structure, models, etc., for work with risk management, see illustration below.

## RECOMMENDED RISK MANAGEMENT PROCESS FOR RATOS'S SUBSIDIARIES



**1 IDENTIFICATION:** Ratos recommends a broad process where all relevant operational and strategic areas are covered, in order to identify the companies' biggest risks. Each company should identify and discuss risks at a suitable level in the organisation in a company-adapted process.

**2 CLASSIFICATION:** classification and ranking of identified risks, based on probability, degree of impact, type of risk and time perspective.

**3 MANAGEMENT:** a plan for how identified risks should be managed is drawn up with activities and means to eliminate/ reduce/ monitor the risk and specifying who is responsible.

**4 REPORTING:** the risk assessment and management plans are presented and discussed in each company's board at least once a year.

**5 REPORT TO OWNER:** a report which summarises the biggest risks at Ratos and the companies is compiled and presented to Ratos's Board annually.

### Internal control of financial reporting

Internal control of financial reporting is based on how operations are conducted and how the Ratos organisation is built up. Each company is independent of other companies owned by Ratos and has a dedicated company team that consists of two Ratos employees, one of whom is responsible for the investment. The team works actively in the companies' boards.

Internal control of financial reporting is designed to be appropriate in Ratos AB, as well as in the companies, and is evaluated and decided by each board and management.

Authority and responsibility within Ratos are communicated and documented in internal guidelines, policies and manuals. This applies, for example, to the division of work between the Board and the CEO and other bodies set up by the Board, instructions for powers of authorisation, as well as accounting and reporting instructions. This also serves to reduce the risk of irregularities and inappropriate favouring of a third party at the company's expense.

Ratos's company teams evaluate reporting from the companies from an analytical viewpoint. Performance and risks that are identified are communicated monthly by the person responsible for the investment to the CEO who where appropriate in turn reports to the Board. Ahead of an acquisition a due diligence assessment of the company is performed which includes an analysis of accounting effects, a review of capital structure and a financial risk analysis.

The companies' application of IFRS in their reporting and how they comply with the principle choices Ratos has made are followed up in conjunction with the quarterly accounts. Ratos Accounts has, among other things, prepared a guide for Ratos's companies for their reporting for this purpose.

Accounts relating to acquisitions and investments, as well as major transactions and accounting issues, are discussed and regularly reconciled with Ratos's auditor. In parallel with the annual evaluation, which is described on ▶ page 80, impairment testing is performed for each company.

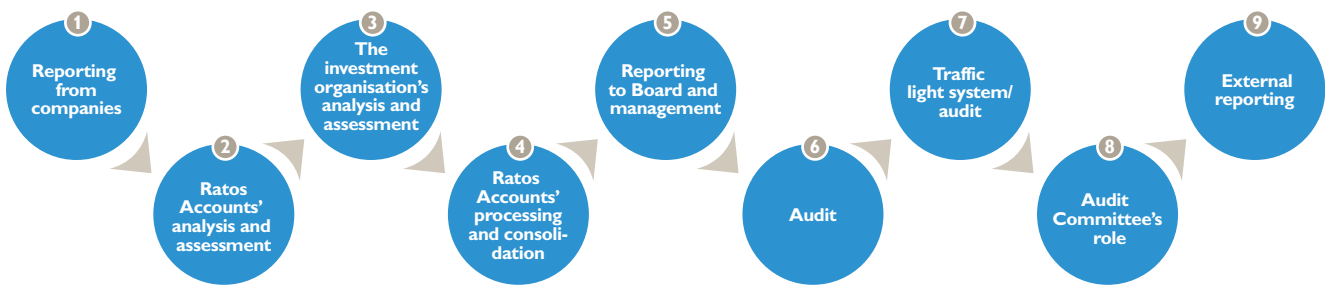
### Quality assurance for financial reporting

It is the opinion of the Board that the quality of a company's reporting is primarily determined by the organisation's competence in accounting matters as well as how the accounting, reporting and finance functions are staffed and organised. At Ratos, the entire investment organisation is deeply involved in reporting from the companies. This means that the quality of the accounting and reporting of the companies is continuously examined and developed.

Ratos Accounts is organised and manned on the basis of the need to ensure that the Group maintains a high accounting standard and complies with IFRS and other standards within accounting. Working duties include preparing regular accounts mainly for the parent company, and preparing closing accounts for both the parent company and the Group. A total of seven people are employed within the function headed by the company's Finance Manager. The employees have long professional experience in reporting and accounting. The Debt Management function comprises one person with many years of experience of banking and finance issues.

Ratos's mission includes investing in and developing wholly or partly owned companies. The aim is not that these companies' systems and reporting should be integrated into the Ratos Group but resources are used for follow-up and development of financial reporting from subsidiaries and associates. Ratos's aim, as part of the value-creating work with the companies, is to create independent and high-quality organisations with a quality of financial reporting that corresponds to that of a listed company.

## PROCESS FOR FINANCIAL REPORTING



### 1 REPORTING FROM COMPANIES

The companies report according to a set timetable an income statement every month and an extended reporting package every quarter. Complementary information is provided within several areas in conjunction with the annual accounts.

The reporting constitutes the basis both for the legal consolidated financial statements and for Ratos's analysis of all companies combined. Normally, the financial information is the same, but in some cases, the companies report an adjusted profit, so-called pro forma, to achieve comparable periods and comparable results.

The financial reporting is designed to follow the applicable laws and regulatory frameworks such as IFRS. Reporting is entered into a group-wide electronic consolidated reporting system. As guidance for this reporting, Ratos has prepared a reporting manual intended for the companies that provides clear instructions and a number of other supporting instructions and documents. The companies' accounting and finance functions are invited once a year to seminars organised by Ratos which mainly examine year-end reporting, other financial information and other reporting to Ratos, but also pending accounting changes and other relevant and topical issues.

### 2 RATOS ACCOUNTS' ANALYSIS AND ASSESSMENT

Ratos Accounts acts as financial controllers in analysis and assessment of each company's reporting. The material reported by the companies is examined analytically and evaluated regarding completeness and accuracy and compliance with Ratos's accounting principles. Ratos Accounts has an active dialogue with each company. Any deviations noted in the legal and operational follow-up as well as the analysis and reconciliation are corrected both in the legal consolidated financial statements and in the information presented at company level following a dialogue with the company concerned.

### 3 THE INVESTMENT ORGANISATION'S ANALYSIS AND ASSESSMENT

The investment organisation acts as business controllers in analysis and assessment of each company's reporting.

In parallel with Ratos Accounts, the reported material is analysed on the basis of the knowledge available on each company, based on among other things information provided to the companies' boards, to understand each company's financial development. The investment organisation writes a monthly report per company where activities in the company and the company's development is described and analysed. The report is submitted to Ratos's management each month and to Ratos's Board each quarter.

### 4 RATOS ACCOUNTS' PROCESSING AND CONSOLIDATION

Ratos Accounts prepares both a legal consolidated financial statement according to IFRS and various analyses of Ratos's companies combined, such as the table of companies found on ► page 33.

Consolidation includes a number of reconciliation controls. Reconciliation includes contributions to total equity per company and checking that changes in equity are in accordance with completed transactions.

### 5 REPORTING TO BOARD AND MANAGEMENT

Ratos Accounts prepares every month a report to management regarding the development in Ratos's companies combined, focusing on the development of sales, EBITA, adjusted EBITA and EBITA margins.

The Board and management receive at every quarterly closing extensive in-depth material about both the Group and the companies combined and individually. Ratos Accounts reports every month a formal result for the Ratos Group in accordance with IFRS to Ratos's management.

### 6 AUDIT

A review is performed of subsidiaries' closing accounts as per September (hard close) and as per December. A hard close is carried out in order to prepare and facilitate the audit of the complete report for the full year. In these periods the material reported in stage 1 is audited and approved by the auditor of each company. The audit of consolidated financial statements takes place in parallel. A review is performed of associates. In the third quarter a review is performed.

### 7 TRAFFIC LIGHT SYSTEM/AUDIT

Ratos Accounts receives all audit reports relating to the subsidiaries. Any observations made by auditors are followed up using a "traffic light system" where any observations are graded and assigned a red, orange or yellow light according to their significance and risk for each company. These observations are then followed up both overall for one company and within different areas, for example internal control and disputes. An assessment is also made if there are observations that should be followed up for the Ratos Group as a whole. A follow-up is performed three times a year in conjunction with a review of third-quarter accounts, review of year-end accounts and in the Audit Committee meeting in August. All observations made by auditors are followed up until they are resolved, i.e. when an observation in internal control is solved or a dispute is settled.

### 8 AUDIT COMMITTEE'S ROLE

The Audit Committee receives a summary of the traffic light control, described above, as well as an audit report from Ratos's auditor, both in conjunction with the third-quarter accounts and the year-end accounts. Ratos's auditors also then presents an oral audit report to the Audit Committee and there is then an opportunity for Ratos's Audit Committee to ask complementary questions. These meetings are attended by Ratos's CEO, Deputy CEO responsible for finance, administration and compliance as well as the CFO who presents Ratos's own traffic light follow-up as well as certain other related issues.

### 9 EXTERNAL REPORTING

Ratos publishes its interim and year-end reports as well as an annual report through press releases and publication on the website. Earlier reports can be downloaded from the website. The Annual Report is printed in Swedish and English and sent to those who wish to receive it. In addition, financial information about the companies is published on Ratos's website.



# Board of Directors and CEO

Board's and CEO's holdings at 31 December 2015

## Arne Karlsson

Non-independent Chairman of the Board since 2012. Non-independent Board member 1999–2012. CEO of Ratos 1999–2012.

MSc Econ. Born 1958, Swedish.

Chairman of Bonnier Holding, Ecolan, Einar Mattsson, the Swedish Corporate Governance Board, the Board of Trustees of SNS (Centre for Business and Policy Studies) and the World's Children's Prize Foundation. Board member of AP Møller-Maersk, Bonnier and Fortnox. Member of the Swedish Securities Council. Formerly CEO of Atle Mergers & Acquisitions 1996–98, Head Analyst Atle 1993–98, President of Hartwig Invest 1988–93, Aktiv Placering 1982–88.

*Shareholding in Ratos (own):* 8,264 Class B shares.



## Staffan Bohman

Independent Board member since 2005.

MSc Econ. Born 1949, Swedish.

Chairman of CibesLift and Höganäs, Deputy Chairman of Rezidor Hotel Group, the Board of Trustees of SNS and the Swedish Corporate Governance Board. Board member of Atlas Copco, Boliden and Upplands motor and member of the Royal Swedish Academy of Engineering Sciences.

Formerly President and CEO of Gränges and Sapa 1999–2004.

President and CEO of DeLaval 1992–99.

*Shareholding in Ratos (own):* 90,000 Class B shares.

## Annette Sadolin

Independent Board member since 2007.

LL.B. Born 1947, Danish.

Chairman of Østre Gasværk Teater.

Board member of Blue Square Re NL, DSB, DSV, Ny Carlsberg Glyptotek, Skodsborg Kurhotel and Topdanmark.

Formerly Deputy CEO of GE Frankona Ruck 1996–2004, CEO of GE Employers Re International

1993–96, Deputy CEO of GE Employers Re International 1988–93.

*Shareholding in Ratos (own):* 8,264 Class B shares.



## Karsten Slotte

Independent Board member since 2015.

MSc Econ. Born 1953, Finnish.

Chairman of Onninen. Board member of Fiskars, Onvest, Royal Unibrew and Scandi Standard.

Formerly President and CEO of the Karl Fazer Group 2007–2013.

Formerly CEO of Cloetta-Fazer 2002–2006.

*Shareholding in Ratos (own):* 8,600 Class B shares.

## SECRETARY TO THE BOARD

Lawyer Ingrid Westin Wallinder, Ramberg Advokater AB.

### Charlotte Strömberg

Independent Board member since 2014.

MSc Econ. Born 1959, Swedish.

Chairman of Castellum. Board member of Bonnier Holding, Intrum Justitia, Karolinska Institutet, Skanska and Rezidor Hotel Group. Member of the Swedish Securities Council.

Formerly CEO of Jones Lang LaSalle Nordic. Executive positions in Carnegie Investment Bank and Alfred Berg/ABN AMRO.

*Shareholding in Ratos (own and related parties):* 11,500 Class B shares, 280 preference shares.



### Jan Söderberg

Non-independent Board member since 2000.

MSc Econ. Born 1956, Swedish.

Chairman of Söderbergföretagen and My Big Day. Board member of Blinkfyrrar, Elisolation, Henjo Plåtteknik, NPG, ProVia and Smelink. Member of the Lund School of Economics Management Advisory Board and the Ragnar Söderberg Foundation.

*Shareholding in Ratos (own and related parties):* 14,973,776 Class A shares, 616,800 Class B shares, 6,600 preference shares.

### Per-Olof Söderberg

Non-independent Board member since 2000.

MSc Econ. MBA Insead. Born 1955, Swedish.

Chairman of Söderberg & Partners, Byggdialog, Stockholm City Mission and Inkludera Invest. Deputy Chairman of the Stockholm Chamber of Commerce and board member of Stockholm School of Economics, among others.

Formerly CEO of Dahl 1990–2004.

*Shareholding in Ratos (own and related parties):* 16,705,964 Class A shares, 18,000 Class B shares, 90 preference shares.



### Susanna Campbell

Not a member of the Board.

CEO of Ratos since April 2012.

MSc Econ. Born 1973, Swedish.

No significant assignments outside Ratos.

Employed by Ratos since 2003. McKinsey & Company 2000–03.

Alfred Berg Corporate Finance 1996–2000

*Shareholding in Ratos (own):* 19,000 Class B shares.

*Options in Ratos:* 150,000 call options/2012, 90,000 call options/2013, 100,000 call options/2014, 93,000 call options/2015.

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## AUDITOR

At the 2015 Annual General Meeting the auditing firm PricewaterhouseCoopers AB with authorised public accountant Peter Clemedtson as Senior Auditor, was elected for the period until the 2016 Annual General Meeting has been held.