







Information about the proposed Board of Directors

	<p><i>Per-Olof Söderberg, Chairman</i></p> <p>Board member since 2000 and Chairman of the Board since 2017. Independent in relation to the company and company management. Dependent in relation to major shareholders in the company.</p> <p>BA Econ, Stockholm School of Economics. MBA Insead. Born 1955, Swedish.</p> <p>Chairman of the Board and co-founder in Söderberg & Partners AB. Chairman of the Board and founder of the association Inkludera. Deputy Chairman of the Board in Stockholm School of Economics.</p> <p>Former CEO of Dahl.</p> <p>Shareholding in Ratos (own and related parties): 17,788,208 A shares, 5,370,122 B shares</p>
	<p><i>Gunilla Berg</i></p> <p>Board member since 2025.</p> <p>Independent in relation to the company, company management and major shareholders in the company.</p> <p>B.sc in Economics and Business Administration, Stockholm School of Economics. Born 1960, Swedish.</p> <p>Board member and Chairman of the audit committee of Atrium Ljungberg, Praktikertjänst and Nordion Energi.</p> <p>Former CFO of, among others, Post Nord, SAS and KF and Board member of Alfa Laval, LE Lundbergsföretagen, Vattenfall, Atlas Copco and Afry.</p> <p>Shareholding in Ratos (own and related parties): 4,000 B shares</p>
	<p><i>Mats Granryd</i></p> <p>Board member since 2024.</p> <p>Independent in relation to the company, company management and major shareholders in the company.</p> <p>M.Sc. Eng, KTH Royal Institute of Technology in Stockholm. Born 1962, Swedish.</p> <p>Chairman of the Board in Vattenfall and Business Sweden. Board member in Telenor.</p> <p>Active within DNV Counsel, the UN Broadband Commission and member of The B Team.</p> <p>Former Director General and member of the Board of the GSMA, 2016-2025. President and CEO of Tele2 Group, 2010-2016. Senior roles within Ericsson, 1995-2010. Management consultant Arthur Andersen and Arrigo, 1988-1995.</p> <p>Shareholding in Ratos (own and related parties): 30,000 B shares.</p>
	<p><i>Tone Lunde Bakker</i></p> <p>Board member since 2022.</p> <p>Independent in relation to the company, company management and major shareholders in the company.</p> <p>Master's degree in business administration from Arizona State University, USA. Born 1962, Norwegian.</p> <p>CEO of Export Finance Norway (Eksfin). Board member of Webstep ASA. Member of, and Chairman of the Control Committee, the Foundation DNV Counsel.</p> <p>Former senior positions in Nordic banks. 18 years at Danske Bank Norway, of which three years as country manager and most recently as CEO of Swedbank Norway.</p> <p>Shareholding in Ratos (own and related parties): 5,000 B shares</p>
	<p><i>Cecilia Sjöstedt</i></p> <p>Board member since 2024.</p> <p>Independent in relation to the company, company management and major shareholders in the company.</p> <p>M.Sc. mechanical engineering, KTH Royal Institute of Technology in Stockholm. Born 1967, Swedish.</p> <p>Vice President & Managing Director of Maquet Critical Care at Getinge.</p> <p>Deputy Chairman of the board of the Stockholm Chamber of Commerce. Board member of Pulsion Medical Systems (Germany).</p> <p>Former Site Leader & Managing Director and GSC Director Resins & Technology at Cytiva (Danaher)/GE Healthcare, Uppsala, 2018-2023. Plant & Site Director (Managing Director) at Galderma/Nestlé Skin Health, Uppsala, 2016-2018. Site Director Fresenius Kabi, Uppsala, 2010-2016. Leading positions in Swedish and international industry, mainly within the paper, graphical, food and beverage, and Life Science/MedTech industries.</p> <p>Shareholding in Ratos (own and related parties): 5,500 B shares</p>
	<p><i>Jan Söderberg, Deputy Chairman</i></p> <p>Board member since 2000 and Deputy Chairman of the Board since 2017. Independent in relation to the company and company management. Dependent in relation to major shareholders in the company.</p> <p>BA Econ, Stockholm School of Economics. Born 1956, Swedish.</p> <p>Chairman of the Board and founder of Söderbergföretagen.</p> <p>Former positions include the President and CEO of Bröderna Edstrand and senior positions in Dahl Invest AB, Fosselius & Alpen and Esselte.</p> <p>Shareholding in Ratos (own and related parties): 14,787,996 A shares, 4,931,750 B shares</p>