







Information about the proposed Board of Directors

	<p><i>Per-Olof Söderberg, ordförande</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): 17,739,153 A shares, 5,370,122 B shares</p>
	<p><i>Mats Granryd</i></p> <p>Board member since 2024. 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>Director General and a member of the Board of the GSMA.</p> <p>Former President and Chief Executive Officer of Tele2 Group 2010–2016. Senior roles at Ericsson, including Head of Northern Europe & Central Asia. Extensive experience as a management consultant in telecom. Serves on the UN Broadband Commission and was an early proponent of sustainability.</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. 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 Eksfin (Export Finance Norway).</p> <p>Former General Manager of Swedbank Norge 2017-2021 and Global Head of Cash Management at Danske Bank 2015-2017. Leading positions at Nordic banks.</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. Independent in relation to the company, company management and major shareholders in the company.</p> <p>MSc 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, vice ordförande</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. Board member of My Special Day Foundation.</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, 4,731,750 B shares</p>
	<p><i>Jonas Wiström, vd och koncernchef</i></p> <p>Board member since 2016. Chairman of the Board April 2016 - December 2017. President and CEO since 2017. Independent in relation to major shareholders in the company. Dependent in relation to the company and company management.</p> <p>MSc Eng. KTH Royal Institute of Technology in Stockholm. Born 1960, Swedish.</p> <p>Former President and CEO of ÄF, President and CEO of Prevas. CEO of Silicon Graphics northern Europe and positions within Philips, Saab-Scania and Sun Microsystems.</p> <p>Shareholding in Ratos (own and related parties): 400,000 B shares</p> <p>Warrants in Ratos: 450,000</p> <p>Convertible debentures in Ratos: 500,000</p>



Gunilla Berg

Board member as of AGM 2025.

Independent in relation to the company, company management and major shareholders in the company.

B.sc in Economics and Business Administration, Stockholm School of Economics. Born 1960, Swedish.

Board member and Audit committee chair in Atrium Ljungberg, Praktikertjänst and Nordion Energi.

Former CFO in PostNord Group, Executive Vice President and CFO in SAS Group and in KF Group. Board member and Audit committee member in Afry, Atlas Copco and Alfa Laval. Board member and Audit committee chair in Vattenfall. Board member in L E Lundbergföretagen.