

Corporate governance at Asker

The purpose of good corporate governance is to support the Group's long-term strategy and ensure that the operations are governed sustainably, responsibly and effectively. Corporate governance defines the systems and structures for decision making and the division of responsibilities and duties within the Group. It promotes a high level of risk awareness and effective internal control within the organisation and aims to maintain the confidence of the company's shareholders, employees and other stakeholders.

Corporate governance principles

Asker Healthcare Group's business operations are run under three business areas: North, West and Central. The subsidiaries report to the respective Business Area Director, who reports to the Group's COO, who is a member of the Group Management Team.

The Group's Parent Company is Asker Healthcare Group AB ("Asker" or "the Company"), which has its registered office in Danderyd, Sweden. The company's business operations are conducted in accordance with Swedish law and the company's legal form is regulated by the Swedish Companies Act (2005:551). As business activities are conducted in several countries, the Group is subject to a number of external laws, rules and regulations that affect its corporate governance. These include:

- The Swedish Companies Act
- Accounting legislation, including
 - the Swedish Accounting Act,
 - the Swedish Annual Accounts Act and
 - International Financial Reporting Standards (IFRS)
- EU regulations, including
 - Medical Device Regulation 2017/745 (MDR),
 - In Vitro Diagnostic Medical Devices Regulation 2017/746 (IVDR),
 - Registration, Evaluation, Authorisation and Restriction of Chemicals Regulation (Regulation EC 1907/2006, the "REACH Regulation"), and
 - General Data Protection Regulation 2016/679 (GDPR)

- EU directives such as
 - Corporate Sustainability Reporting Directive 2022/2464 (CSRD)
 - Corporate Sustainability Due Diligence Directive 2024/1760 (CSDDD),
 - Restriction of Hazardous Substances Directive (the RoHS Directive) and
 - Waste from Electrical and Electronic Equipment Directive (the WEEE Directive)

The Swedish Corporate Governance Code (the Code) is based on the principle of "comply or explain" and primarily applies to listed companies, but it also symbolises market expectations of good corporate governance. As a privately-owned company, Asker aims to implement the Code in its operations as far as possible, but any deviations are not noted separately in this report.

In addition to external legislation, the Group has established policies, procedures, guidelines, processes and routines that are applicable across the Group. More information is available on the Asker Management Standard on page 35.

More information on Asker's corporate governance is available on pages 31-37 and on [asker.com](https://www.asker.com).

Governance structure

Asker's corporate governance structure encompasses shareholders, the Board of Directors, the company's auditors, CEO and Group Management Team (GMT), three business areas led by the Business Area Directors and the country managers.

Shares and shareholders

Asker's shareholders have the overall responsibility for the company's long-term strategy and direction. They appoint the Board of Directors, decide on the Board's remuneration, appoint the external auditors and approve changes to the Articles of Association.

At year-end, the total number of issued shares in Asker was 115,402,106. The Articles of Association do not contain any voting restrictions. Shareholders that represent more than one-tenth of the company's votes are: Nalka Invest (68 percent) and AP6 (18 percent). See note 32.

General meetings

The general meeting is Asker's highest decision-making body, where shareholders exercise their decision-making power. At the Annual General Meeting (AGM), shareholders decide on central matters, such as adopting the income statement and balance sheet, dividends, the composition of the Board, discharge of liability for the Board members and the CEO and the election of auditors. Notice of the general meeting must be issued by mail or e-mail no earlier than six weeks and no later than two weeks before the meeting. Resolutions at a general meeting are normally made by a simple majority, however, certain resolutions, such as amendments to the Articles of Association, require a qualified majority. Asker's financial year is from 1 January to 31 December, and the general meeting must be held within six months after the end of the financial year.

Diversity policy

The shareholders aim to achieve diversity, breadth and an even gender distribution when electing Board members. Asker's majority owner, Nalka, has adopted a target for this purpose. There is regular follow-up of the gender distribution and proportion of independent Board members, and the current distribution is 33 per cent (2/6) women on the Board of Directors and 67 per cent (4/6) of the members are independent of the company's major shareholders, see further details on page 33.

2024 Annual General Meeting

The 2024 AGM authorised the Board to resolve on new issues of shares, issues of convertibles and warrants, with or without preferential rights for shareholders to a maximum amount corresponding to 11,540,210 shares.

Auditors

The auditors are independent and are appointed by the shareholders at the general meeting. They are responsible for auditing and reviewing Asker's Annual and Sustainability Report, consolidated financial statements and accounts, and for ensuring that these are prepared in accordance with applicable laws and recommendations. In accordance with the Articles of Association, the company is to have one or two auditors and a maximum of two deputy auditors or one registered public accounting firm. As in prior years, the 2024 AGM decided that auditor fees would be paid according to submitted and approved invoices. The fees invoiced by the auditors are reported in Note 9.

The 2024 AGM elected Ernst & Young Aktiebolag (EY) as the external auditor until the end of the 2025 general meeting. Authorised Public Accountant Stefan Andersson Berglund is the auditor in charge. EY is also the auditor for the majority of the local companies in the Group. The Audit Committee and the Board meet the company's auditors once a year without the attendance of senior executives. The company's auditor follows an audit plan and reports their observations to the Board and the Audit Committee, both during the audit process and when the annual report is adopted.

The independence of the auditors is guaranteed by statutory professional ethics and the internal guidelines of the auditing firm. The independence of the external auditors is regulated in a policy adopted by the Board that stipulates the areas in which the external auditor may be engaged in matters outside of the

normal auditing activities, and matters that require the approval of the Audit Committee. The company's auditor provides written assurance of its independence to the Board every year.

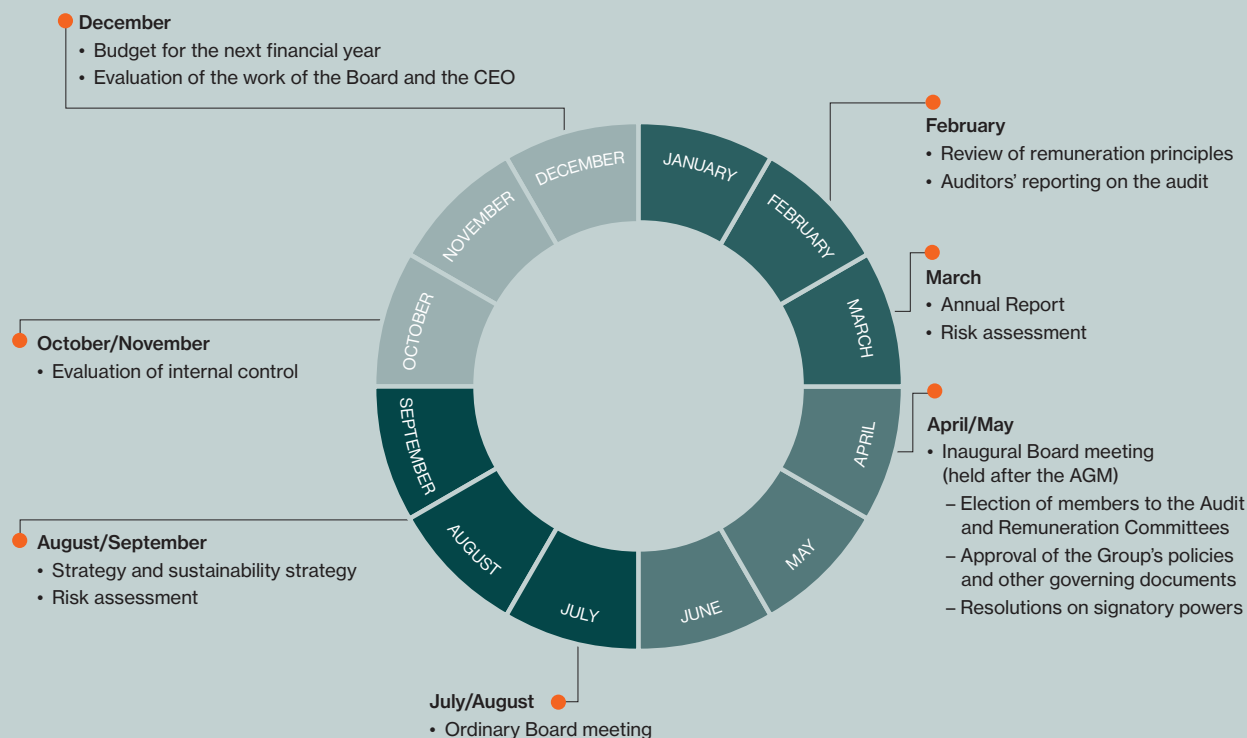
Board of Directors

The Board of Directors role is to lead Asker's business affairs in the interests of the company and its shareholders, and to safeguard and promote a good corporate culture. Accordingly, the

Board makes decisions on the Group's strategy, annual reports, investments and divestments, appointing the CEO and matters concerning the Group's organisational structure. Sustainability and business ethics are embedded within Asker's strategy and the Group's operations, and the Board adopts both financial and sustainability targets. The work of the Board and the CEO is evaluated every year to improve work practices and efficiency. Actions are taken pursuant to the outcomes of this evaluation.

Annual cycle for the Board

The agenda for Board meetings is summarised below in accordance with the established annual cycle for the Board's work. In addition to the below, all ordinary meetings of the Board include a financial update and a business operations update, review of outstanding items from the prior meeting, and reports on whistleblowing and IT security.



CORPORATE GOVERNANCE

Sustainability is an integral part of Asker's business strategy and goal to deliver products and solutions that improve health-care by improving patient outcomes, reducing the total cost of care and minimising environmental impact. Asker has performed a materiality assessment in accordance with applicable ESRS standards.

The 2024 Annual Report has voluntarily been prepared in accordance with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS), one year in advance.

Every year the Board provides its input to and approves the materiality assessment. Asker's Board, Group Management Team and Business Area Directors are regularly updated on material consequences, risks and opportunities, as well as the effectiveness of the due diligence processes. This ensures that strategic decisions are made with full understanding of the potential consequences for the company and its stakeholders. The outcome of the 2024 materiality assessment is reported on page 56.

In addition to legislation, the work of the Board is regulated by the Board's Rules of Procedure, which include rules on the segregation of duties between the Board of Directors, its committees and the CEO, as well as rules on financial reporting. The Rules of Procedure are updated as required and are adopted at least once per year.

The Board held seven in-person meetings in 2024. The company's General Counsel is the Board secretary. All Board meetings follow an approved agenda based on the Board's established annual cycle, which is provided to Board members well in advance

of Board meetings together with documentation for each item on the agenda. Potential conflicts of interest or disqualification situations are continuously addressed and should any arise, the Board member concerned neither takes part in the discussion nor in the decision regarding the matter. Related-party transactions are managed in accordance with Asker's policy for related-party transactions, and are reported on page 62.

Composition of the Board of Directors

According to the Articles of Association, the Board is to consist of between one and ten members and no more than five deputies. Board members are elected by the general meeting and are appointed until the end of the next general meeting. The Board includes no employee representatives. None of the members of the Board are in the Group Management Team. Asker's Board member's have extensive experience that is relevant to the company's sectors, products and geographic areas. This expertise is crucial to overseeing sustainability matters, ensuring that Asker remains competitive and maintaining high standards of governance. Specific sustainability-related expertise and how this relates to impacts, risks and opportunities for Asker are listed on page 62.

Chairman

The Chairman leads the work of the Board and maintains regular contact with the CEO to remain up-to-date about the Group's operations and performance. The Chairman ensures that the work of the Board is well organised and conducted efficiently, and that the Board fulfils its obligations. The Chairman is also responsible

for ensuring that other Board members receive the introduction, information and documentation needed to maintain a high level of quality in discussions and decision-making, and for ensuring that the Board's decisions are executed.

Board committees

The Board's responsibility cannot be delegated but the Board can establish committees for preparatory work and to investigate certain matters before decisions are made. Asker's Board has established two committees: the Audit Committee and the Remuneration Committee. The matters addressed at the committee meetings are minuted and presented at the next Board meeting.

Audit Committee

The main task of the Audit Committee is to assist the Board in monitoring the financial reporting and sustainability reporting, reporting and accounting procedures, and monitoring the audit of the company's and the Group's annual accounts. The Committee also evaluates the quality of the Group's reporting, internal control and risk management, and reviews reports and statements from Asker's external auditors. The Audit Committee follows up the external auditors' assessment of their impartiality and independence and ensures that procedures are in place that stipulate which non-auditing services they provide to the company and the Group. The Audit Committee also monitors compliance with the rules on auditor rotation. In 2024 the Audit Committee received advanced training in the CSRD.

Composition of the Board of Directors

The Board consisted of six members at the end of 2024.

Member	Position	Elected	Audit Committee	Remuneration Committee	Independent in relation to the company and Management Team	Independent in relation to the company's major shareholders
Håkan Björklund	Chairman	2019		x	Yes	Yes
Martin Lagerblad	Member	2021		x	Yes	No
Nina Linander	Member	2021	x		Yes	Yes
Anders Nyman	Member	2019	x		Yes	No
Birgitta Stymne Göransson	Member	2020	x		Yes	Yes
Mikael Vinje	Member	2023		x	Yes	Yes

Member	Attendance at Board meetings	Attendance Audit Committee	Attendance Remuneration Committee
Håkan Björklund	7(7)	-	3(3)
Vidar Andersch ¹	3(3)	-	1/1
Johan Hesser ²	1(1)	-	-
Martin Lagerblad ³	7(7)	5(6)	3(3)
Nina Linander	6(7)	6(6)	-
Anders Nyman ⁴	6(6)	6(6)	-
Niklas Rohdin ⁵	2(2)	-	-
Birgitta Stymne Göransson ⁶	7(7)	3/3	-
Mikael Vinje ⁷	7(7)	-	1/1

1) Stepped down on 11 September 2024, 2) Stepped down on 25 April 2024, 3) Stepped down on 28 January 2025, 4) Elected on 25 April 2024, 5) Elected on 11 September 2024, stepped down on 8 November 2024, 6) Elected on 16 July 2024, 7) Elected on 25 September 2024

Remuneration Committee

The main task of the Remuneration Committee is to prepare recommendations for Board decisions on the appointment or dismissal of the CEO, and the salary and other remuneration of the CEO and members of the Group Management Team. The Remuneration Committee also prepares recommendations for the Board's decisions on incentive programmes and examines the outcome of variable remuneration components.

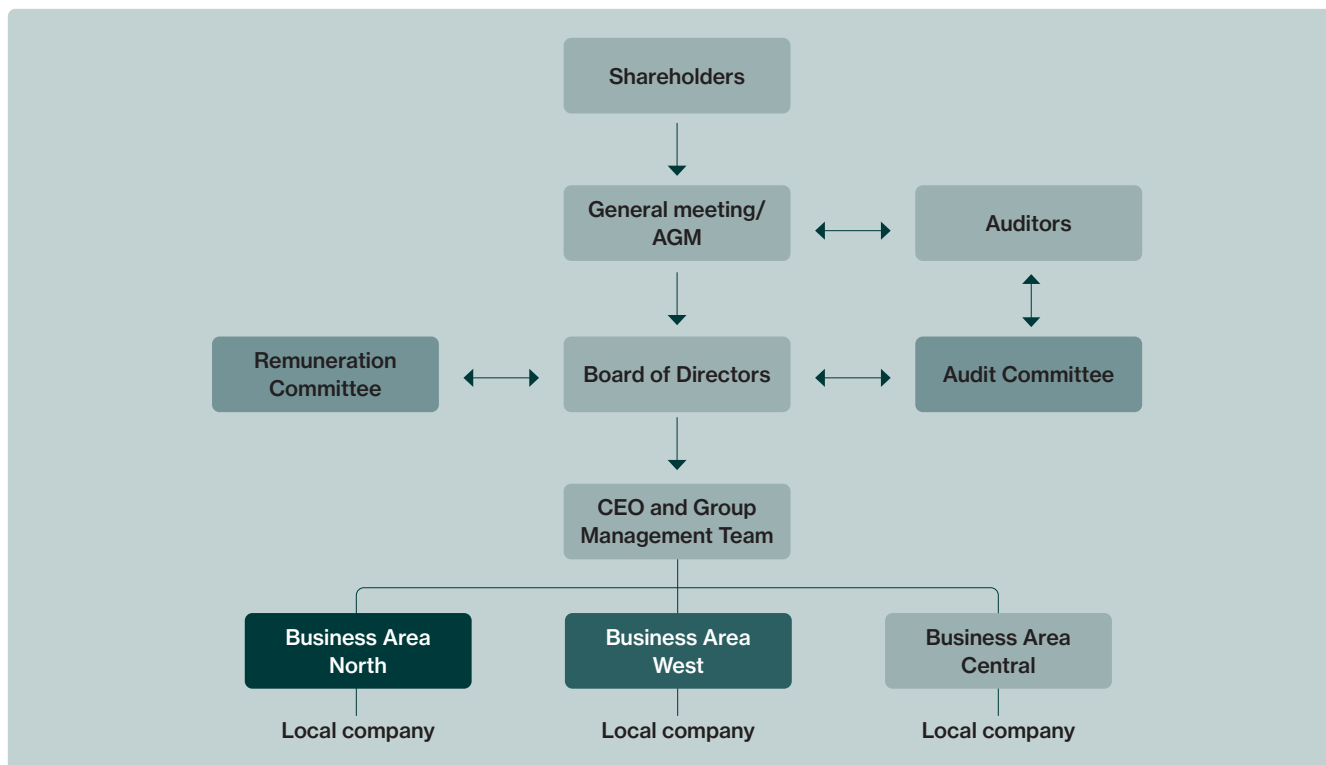
Remuneration of Board of Directors

The 2024 general meeting resolved that fees for the Chairman for the period until the end of the following general meeting should amount to SEK 420,000 and each of the other independent Board members should receive SEK 315,000. Fees for the Chairman of the Audit Committee amount to SEK 75,000. The total fees for the Board amounted to SEK 1,125,000 at the time of the general meeting.

CEO and Group Management Team

The CEO leads the company and the Group in accordance with the instructions adopted by the Board. The CEO is responsible for the ongoing operations and is supported by the other members of the Group Management Team. The CEO's work is evaluated every year at a Board meeting without the attendance of senior executives. Diversity, and varied experience and backgrounds within Asker's leadership are important. The Group Management Team is also responsible for preparing the Annual and Sustainability Report. Sustainability is a regular item on the agenda of the Group Management Team meetings, when the Head of ESG reports on progress and current initiatives. The central ESG team works alongside the local ESG representatives in each area of the business.

In 2024, the Group Management Team held 13 scheduled meetings focusing on strategy, business updates, sustainability, M&A, IT security, risk mitigation and establishing a good corporate culture. Information about the CEO and other members of the Group Management Team is presented on page 40. The CEO has no material business connections to Asker or its Group companies.

**Guidelines for remuneration of the CEO and members of the Group Management Team**

Asker's remuneration is to be competitive and market-based, and may comprise the following components: fixed remuneration, short-term variable remuneration, pension and other benefits. Total remuneration also includes participation in an investment programme for the Group Management Team and certain key individuals.

Fixed remuneration is re-evaluated every year and forms the basis for calculating variable remuneration. The aim of short-term variable remuneration is to promote the achievement of Asker's business strategy and long-term interests, including its sustainability activities. The short-term variable remuneration may also be dependent on the fulfilment of annually set, individual criteria. This

means that remuneration is clearly linked to the individual's efforts and performance. The criteria may be financial or non-financial, qualitative or quantitative. Pension benefits, including health insurance, are defined-contribution based. Other benefits may include preventive healthcare, medical insurance and a company car.

The outcome of short-term variable remuneration is followed up every year. Fulfilment of the criteria is assessed when the measurement period for criteria fulfilment for paying the short-term variable remuneration has ended. The Remuneration Committee is responsible for this assessment. Short-term variable remuneration for the CEO is subsequently approved by the Board. Asker shall have the right, in accordance with the law and any related restrictions, to reclaim variable remuneration paid on incorrect grounds. In 2024, 5 per cent of the variable remuneration



for the Group Management Team and Business Area Directors was linked to environmental targets, and 10 per cent was linked to targets for implementation of the Asker Management Standard.

Asker has developed incentive programmes that are linked to sustainability performance. These programmes include specific sustainability-related targets, which ensures that the company's management is aligned with Asker's long-term sustainability targets. Sustainability criteria are part of the Group's variable remuneration system for the Group Management Team, Business Area Directors and Managing Directors in the companies. The Remuneration structure is compiled by the CEO in consultation with the Remuneration Committee, and is approved by the Board.

Asker Management Standard - operational control

Given that the healthcare systems in Europe vary between different countries, the operations of Asker's companies are decentralised to the management teams of the local companies. This is to retain a strong focus on local knowledge, skills and responsibility.

The Asker Management Standard is the framework for Asker's corporate governance of the local companies and the group-wide corporate governance, and encompasses the Group's shared core values as well as internal and external requirements and regulations.

The purpose of the framework is to ensure high standards and control in order to uphold both Asker's and the local companies' reputation and legal requirements. Asker Management Standard contains policies and procedures for financial reporting and control, risk management, values, HR and health & safety, IT security, communication, corporate governance, legal, M&A, quality, environment and business ethics, as well as other internal policy documents such as the Articles of Association and the Rules of Procedure for the Board and its committees, as well as the instructions for the CEO.

Asker's Code of Conduct is the most important governing document and is compulsory for all employees to sign. All governance documents are available to all employees on the group-wide intranet.

Over and above the Asker Management Standard, each company has responsibility for the strategy and results of its local business operations. The governance model thus encourages local autonomy and an entrepreneurial culture, allowing the local managers to make the best business decisions for their companies by using their expertise to quickly be able to take advantage of market opportunities. At the same time, the model gives the local companies the economies of scale that come from being part of a larger group providing best practice, knowledge sharing, a larger network, more advanced approaches and constant support to the Group companies in the initiatives described above.

Asker Business School is the Group's own academy, where the management teams of the local companies meet, both remotely and in person. The purpose of Asker Business School is to build a sustainable entrepreneurial culture and to create a common knowledge base and work environment that promotes good ethics and knowledge sharing. The objective is to foster a high level of quality in products and solutions, compliance with Asker's policies, high standards of ethics, and a shared understanding of Asker's strategy, benefits and requirements. Asker Business School also enables the management teams of the local companies to build a strong network with similar companies within the organisation to share best practice and approaches. The central training within Asker Business School and individual staff training amounts to about 53,000 training hours in the Group per year, which corresponds to 12-13 hours of training per employee.

The Asker Management Standard has been adopted by Asker's Board and Group Management Team. It is reviewed annually and is updated depending on the outcomes of the risk assessment, internal control processes, new or updated regulations and so on. To enable good internal cooperation and knowledge sharing within Asker Management Standard, a GRC (Governance Risk and Compliance) forum has been established. The person in charge of each chapter of the Asker Management Standard is invited to the regular meetings to provide updates and news about their area of responsibility.

Acquisitions and onboarding of new companies

The Asker Management Standard is an integral part of the acquisition process. Once acquired, the acquired company has to prepare a plan for how it will fulfil the requirements set out in the Asker Management Standard within twelve months after the acquisition.

Business ethics, transparency and whistleblowing

It is important for companies working in the healthcare sector, like Asker, to always act ethically, transparently and responsibly. This applies to all its relationships and partnerships - from suppliers to customers. Ethics, sustainability and risk management are integrated into Asker's operations.

Asker's Code of Conduct is applicable to all employees in the Group and reflects Asker's view on corporate responsibility. The Code of Conduct translates Asker's values into behaviour and provides guidance on how employees are expected to act. All employees receive training to ensure they have a thorough understanding of the content. The Code of Conduct includes information on how to prevent corruption and bribery. It also clarifies Asker's view on equality and diversity. It stipulates that Asker makes all employee-related decisions, such as recruiting, employing, developing and promoting employees, based on their merits, and does not take into consideration their sex, gender identity or expression, age, sexual orientation, disability, ethnicity, religion or other beliefs. The Code of Conduct is followed up and adopted every year by the Board.

Asker also has a Supplier Code of Conduct, which is based on Asker's internal Code of Conduct and internationally acknowledged conventions and declarations. It includes these areas: Human rights and labour; Occupational health and safety and well-being; Environment; Responsible value chain; and Business ethics. The Code of Conduct is followed up and adopted every year by the Group Management Team. Asker has analysed its due diligence processes as part of the sustainability reporting, providing an overview of how these processes are integrated into the company's broader governance framework. This ensures that all sustainability-related risks are adequately managed and mitigated.

Asker is committed to creating an open corporate culture in which employees are encouraged to discuss, react and take action to address anything that goes against the Group's values. A whistleblowing channel has been implemented for this purpose. The channel is managed by a third party to ensure anonymous reporting. It is available 24 hours a day all year round, and allows reporting in different languages. Local independent channels have been set up for companies with more than 50 employees. Employees are encouraged to report conduct that could breach laws, or Asker's internal regulations, processes or Code of Conduct, or suspicions of other ethical violations. All reports are

followed up and investigated by the whistleblower team, which is made up of the CEO, Head of HR and the General Counsel, who investigate problems and implement measures if needed. Asker does not tolerate any form of reprisals against persons who, in good faith, have reported suspected violations. All whistleblowing cases are reported to the Board. One whistleblowing case was reported and followed up in the whistleblowing channel in 2024.

Control and compliance

The process for control is structured as a self-evaluation coupled with validation via key controls. This includes sustainability, IT, legal, corporate governance, quality and regulatory and more. The outcomes are reported regularly to the Group Management Team and once per year to the Board. The General Counsel is in charge of planning and support for the controls set up as well as compliance, together with the quality manager who monitors regulatory compliance, and the ESG team that monitors the sustainability components.

The results have generally been satisfactory, and where discrepancies have been identified corrective actions have been taken. Best practices are shared to ensure seamless and effective approaches and processes, and all employees have access to training, for example on the MDR and IVDR regulations, via Asker Business School, as well as access to related documentation via Asker's intranet.

An independent, third-party review of the control model was also carried out in 2024, and the results were good. Based on the existing structures for internal control of financial reporting, control of compliance and risk assessment, the Board has decided not to implement a separate internal audit function. This decision is reassessed every year. Internal control processes for sustainability reporting will be further developed in 2025.

Internal control over financial reporting

Internal control over financial reporting is integral to the corporate governance, and is part of the Asker Management Standard, which ensures reliable financial reporting and compliance with applicable laws and regulations.

Asker uses the COSO framework for internal control (the Committee of Sponsoring Organisations of the Treadway Commission) as a basis for its internal control. The COSO model defines five components (control environment, risk assessment, control activities, information and communication, and monitoring) which form the basis of internal control.

Asker's framework for internal control over financial reporting (ICFR) is regularly updated to reflect relevant changes in processes, tools, results of risks assessments and new or amended legislation. Continuous improvement ensures relevance and effectiveness of the framework.

Control environment

The control environment forms the foundation of internal control and consists mainly of the company's values, policies and related guidelines and instructions. The Board has the ultimate responsibility for internal control of financial reporting and has adopted the necessary policies to govern the processes related to financial reporting, such as the Rules of Procedure of the Board, the CEO Instruction, Code of Conduct etc. The guidelines for financial reporting are regulated by the Asker Financial Manual which contains detailed instructions on accounting policies and procedures for financial reporting that are to be applied in all the companies in the Group. Asker's ICFR framework defines a minimum level of mandatory control activities that help reduce the risk of errors in the financial reporting. The framework must be adopted by all companies in the Group, and compliance with the controls is audited every year through a self-evaluation process.

Risk assessment

Enterprise Risk Management (ERM) within Asker also includes the financial reporting area. More information about ERM can be found on page 87. Risk assessment includes identifying and evaluating the risk of material errors in accounting and reporting, both at a Group and local level. The most critical risks that Asker has identified specifically linked to the financial reporting are errors in key financial processes such as Purchase-to-pay, Order-to-

Cash, Inventory, Salaries, Record-to-Report, M&A and Treasury. Material risks identified in local assessments and notes from internal and external audits are also taken into account to ensure that adequate controls are in place to manage these risks. Risks identified are managed through well-defined business processes with integrated risk management measures and controls, as well as clear division of responsibilities and duties.

Control activities

The ICFR framework consists of controls at entity level, business process or transaction level, as well as general IT controls. The entity level controls have been implemented within the local companies and they focus on the control environment and compliance with policies and directives for financial reporting. Control activities at the transaction level have been designed to prevent or detect errors in financial reporting and reduce risks through both automated and manual controls. General IT controls have been designed to capture key risks related to access management, change management and system maintenance.

Business processes include financial controls linked to approval and reporting of business transactions. Financial reporting processes include controls linked to accounting, valuation and provision of information. These controls include application of significant accounting principles and estimates in the individual local companies and at the Group level.

There is regular analysis of the financial results of each local company, market and business area. This analysis includes items such as assets, liabilities, income, costs and cash flow. Along with the analysis that is carried out at Group level, this process has been designed to provide reasonable assurance that the financial reporting does not contain material errors.

The Group has introduced controls to ensure that financial reporting is performed according to internal accounting principles and reporting as well as IFRS. Detailed documentation is kept of the internal control over financial reporting, and the result of the controls are documented. Action plans are established for any deviations. The ICFR function monitors and reports regularly on the effectiveness of key controls and progress made on the action plans to provide reasonable assurance that financial reporting processes are robust throughout the entire organisation.

Information and communication

Efficient communication ensures that information flows as intended within the organisation. Policies and guidelines that are of particular importance for correct accounting, reporting and provision of information are communicated to all employees concerned via Asker's group-wide intranet, along with regular updates on changes in these areas. Training on new accounting principles is given via Asker Business School and internal accounting forums.

Information about the efficiency and effectiveness of the ICFR framework, and the status of any action plans or other risk mitigation activities, is regularly reported to relevant parties within the organisation.

Monitoring

The Group Management Team and the Group Finance department perform monthly detailed analyses of the financial reporting. The effectiveness of the ICFR activities is monitored regularly in accordance with the ICFR annual plan. This involves the companies in the Group performing a self-evaluation of both the design and operational functionality of the controls in the ICFR framework. The Audit Committee monitors financial reporting and receives reports from the company's external auditors regarding their observations and recommendations. The Audit Committee also monitors the effectiveness of the ICFR and risk management and reports to the Board regularly on the status of these processes. The Board receives monthly financial reports and reviews the Group's financial situation at every meeting.

Board of Directors



Håkan Björklund

Chairman of the Board and member of Remuneration Committee

Year of birth: 1956

Elected: 2019

Education: PhD, Neurosciences, Karolinska Institutet.

Current positions: Chairman of the Board of Intervacc and Bohus. Board member of Bonesupport and Gyllebo Slott. Partner and Board member of Tellacq. Advisor to Rothschild private equity.

Professional experience: CEO of Nycomed. Chairman of the Board of Qiagen, Jordberga, Lundbeck and Swedish Orphan Biovitrum. Board member of Nordic Biosite, Alere, Coloplast and Danisco.

Independent of Asker: Yes

Independent of major shareholders

(>10 per cent): Yes



Martin Lagerblad

Board member and Chairman of Remuneration Committee

Year of birth: 1982

Elected: 2021

Education: MSc, Industrial Engineering, KTH Royal Institute of Technology.

Current positions: Managing Director of Nalka Invest. Chairman of the Board of Best Transport. Board member of Precis, Nimbus, Norstat, Open Air Group and Radiomasten.

Professional experience: Management consultant at Bain & Company. Board member of Forsbergs Fritidscenter.

Independent of Asker: Yes

Independent of major shareholders

(>10 per cent): No



Nina Linander

Board member and Chairman of Audit Committee

Year of birth: 1959

Elected: 2021 and OneMed Group (2015–2019)

Education: BSc, Economics, Stockholm School of Economics and MBA, IMD Business School, Lausanne.

Current positions: Board member and member of the Audit Committee of Vattenfall. Board member and Chairman of Audit Committee of Swedavia and Suominen Corporation.

Professional experience: Chairman of the Board of GreenIron H2 and AWA Holding. Board member and Chairman of Audit Committee of Telia Company, Castellum, Specialfastigheter and Neste Oil. Board member and member of the Audit Committee of Industrivärden and Skanska. Head of Product Area Energy at Vattenfall. Senior Vice President and Head of Treasury at Electrolux. Partner at Stanton Chase International.

Independent of Asker: Yes

Independent of major shareholders

(>10 per cent): Yes

CORPORATE GOVERNANCE



Anders Nyman

Board member and member of Audit Committee

Year of birth: 1987

Elected: 2019 (deputy 2019-2024)

Education: MSc, Finance & Accounting, Stockholm School of Economics.

Current positions: Investment Director of Nalka Invest. Board member of Cibes and Avoki.

Professional experience: Deputy Board member of Ryds Bilglas. Management Consultant at Boston Consulting Group.

Independent of Asker: Yes

Independent of major shareholders (>10 per cent): No



Birgitta Stymne Göransson

Board member and member of Audit Committee

Year of birth: 1957

Elected: 2020

Education: MBA, Harvard Business School and MSc, Chemical Engineering and Biotechnology, KTH Royal Institute of Technology.

Current positions: Chairman of the Board of Berling Media and Industrifonden. Board member of Bentley Endovascular Group, Bure Equity, Pandora, Rhenman & Partners Asset Management and RVRC.

Professional experience: Chairman of the Board of Min Doktor, BCB Medical, Cinder Invest and MAG Interactive. Board member and Chairman of the Audit Committee of Elekta and Leo Pharma. Board member of Enea. CEO of Memira Group and Semantix Group. COO/CFO at Telefonos. CFO at Åhléns. Management consultant at McKinsey. Product manager at Gambro.

Independent of Asker: Yes

Independent of major shareholders (>10 per cent): Yes



Mikael Vinje

Board member and member of Remuneration Committee

Year of birth: 1979

Elected: 2023

Education: MSc, Business Economics, Stockholm School of Economics.

Current positions: Adviser to private equity customers in conjunction with new investments.

Professional experience: Regional President for Anticimex North America. COO and Head of M&A and Strategy at Anticimex Group. Investment Director at Arle Capital Partners. Investment Manager at Candover Partners. Management consultant at L.E.K. Consulting. Deputy Board member of FW Growth.

Independent of Asker: Yes

Independent of major shareholders (>10 per cent): Yes

Group Management Team



Johan Falk

Title: CEO

Year of birth: 1971

Joined: 2012

Education: MSc, Mechanical Engineering, KTH Royal Institute of Technology

Professional experience: Management positions at Getinge and B&B Tools. Management consultant at McKinsey.



Mattias Jaran

Title: Head of IT Integrity

Year of birth: 1972

Joined: 2014

Education: MSc, Engineering Physics, Uppsala University

Professional experience: CIO at Arjo-Huntleigh, IS/IT Director & Head of IS/IT Post Merger Integration at Nycomed.



Ola Nordh

Title: Head of Mergers & Acquisitions

Year of birth: 1977

Joined: 2022

Education: MSc, Economics, Lund University

Professional experience: Head of M&A at Anticimex, Corporate development & M&A at MTG.



Jennie Espelund

Title: General Counsel

Year of birth: 1984

Joined: 2021

Education: Law degree (LLM), Lund University

Professional experience: Legal Counsel at Skanska, Senior Associate at Setterwalls law firm, Law clerk at Malmö District Court.



Kerstin Mjömark

Title: Head of Human Resources

Year of birth: 1979

Joined: 2022

Education: MSc, Business and Economics, Uppsala University

Professional experience: Director of Corporate Responsibility at Boliden, Senior HR positions at Tele2 and Telia.



Sanna Norman

Title: Head of ESG

Year of birth: 1976

Joined: 2018

Education: MEng, Chalmers University of Technology

Professional experience: Senior Purchasing Manager at Procter & Gamble, Senior Director Procurement at SC Johnson.



Peter Gustafsson

Title: Chief Operating Officer

Year of birth: 1972

Joined: 2013

Education: MSc, Mechanical Engineering, KTH Royal Institute of Technology

Professional experience: Management positions at B&B Tools. Management consultant at McKinsey.



Thomas Moss

Title: CFO and Head of Investor Relations

Year of birth: 1973

Joined: 2019

Education: BA, MEng, University of Cambridge

Professional experience: Senior positions within finance at Diageo, Vattenfall and Intrum.



Emma Rheborg

Title: Head of Communication

Year of birth: 1972

Joined: 2021

Education: MSc, Financial Economics, School of Business, Economics and Law, University of Gothenburg

Professional experience: Head of Communication & IR at Internationella Engelska Skolan, Head of Communication at Nordea Sweden, Head of External communication at Nordea Group, Head of Communication & IR at Ratos.