

CORPORATE GOVERNANCE REPORT

Bulten AB (publ) is a Swedish public limited company with its registered office in Gothenburg, Sweden. Bulten has been listed on Nasdaq Stockholm since May 20, 2011. The company conforms to Nasdaq Stockholm's regulatory framework for issuers and applies the Swedish Code of Corporate Governance (the "Code"). The Code is available on the website of the Swedish Corporate Governance Board at www.bolagsstyrning.se. The Code applies to all Swedish companies whose shares are listed on a regulated market in Sweden and is to be adhered to in full in connection with the first AGM held in the year following listing. Bulten started adapting to the Code in connection with its 2011 AGM and has since implemented it. The company does not need to observe all rules in the Code but has options for selecting alternative solutions which it may deem better suit its circumstances, provided that any non-compliance and alternative solutions are described and the reasons explained in the corporate governance report.

This corporate governance report has been prepared in accordance with the Swedish Annual Accounts Act and the Swedish Code of Corporate Governance. It has been checked by the company's auditors.

Composition of the Board in 2025

The tables below provide an overview of the composition of the Board in 2025. Additional information about Board members can be found on page 79.

NAME	BOARD ROLE	ELECTED/ APPOINTED	RESIGNED	AUDIT COMMITTEE	REMUNERATION COMMITTEE	INDEPENDENT OF THE COMPANY AND CORPORATE MANAGEMENT	INDEPENDENT OF THE COMPANY'S MAJOR SHAREHOLDERS
Styrelseledamöter							
Ulf Liljedahl	Chair	2015	-	Chair	Member ¹⁾	Yes	No
Karl-Fredrik Granlund	Member	2025	-	-	-	Yes	No
Karin Gunnarsson	Member	2020	-	Member	-	Yes	Yes
Christina Hallin	Member	2020	-	-	Chair ²⁾	Yes	Yes
Hans Peter Havdal	Member	2013	-	Member	-	Yes	Yes
Jonas Hård	Member	2023	-	Member	-	Yes	Yes
Malin Ruijsenaars	Member	2024	-	-	Member	Yes	Yes
Niko Ljevar	Employee representative	2025	-	-	-	-	-
Harri Aman	Employee representative	2020	-	-	-	-	-
Tarik Filiz *	Employee representative	2025	-	-	-	-	-
Niklas Malmberg *	Employee representative	2020	2025	-	-	-	-

*) Deputy 1) Chairman until 2025-01-31 then member 2) Chairmen from 2025-01-31

ANNUAL GENERAL MEETING

Under the Swedish Companies Act, the Annual General Meeting (AGM) is the company's highest decision-making body. At the AGM, shareholders exercise their voting rights over key issues, such as the adoption of income statements and balance sheets, the appropriation of the company's profits, the authorization to discharge the members of the Board of Directors and the President and CEO from liability for the financial year, the election of Board members and auditors and the remuneration for the Board of Directors and the auditors. The 2025 Annual General Meeting resolved to authorize the Board of Directors to acquire the company's own shares up to 10% of all outstanding shares and to authorize new share issues of up to 10% dilution of all shares in the company.

Besides the AGM, additional general meetings may be convened. In accordance with the Articles of Association, all general meetings of shareholders shall be convened through announcements in Post- och Inrikes Tidningar and by posting the convening notice on the company's website. It shall be advertised simultaneously in Swedish business daily Dagens Industri that the notice to attend has been issued.

Right to attend AGMs

All shareholders who are directly registered in the register of shareholders held by Euroclear Sweden AB five working days before the AGM and who have notified the company of their intention to attend (with any assistants) the AGM by the date stated in the notice of the AGM have the right to attend the meeting and vote in accordance with the number of shares they hold. Shareholders may attend the AGM in person or through a proxy and may also be accompanied by at most two people.

Initiatives from shareholders

Shareholders who wish to have a question addressed at the AGM must submit a written request to the Board. The request must be received by the Board at least seven weeks prior to the AGM.

Major shareholders

At the end of 2025 the company had a total of 10,657 (11,155) shareholders. The five largest shareholders controlled 41.2% (40.8) of capital and votes at the end of the year. The single largest shareholder, and the only shareholder to represent more than 10% of the shares, Volito AB, controlled 24.8% (24.8) of the capital and votes.

Annual General Meeting 2026

Bulten AB (publ) will hold its Annual General Meeting on Thursday April 23, 2026 at 5 pm CEST in Gothenburg.

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NOMINATION COMMITTEE

The nomination committee shall comprise four members: one representative for each of the three largest shareholders on the final banking day in September who wish to appoint a member to the committee and the Chair of the Board. The three largest shareholders are considered to be the three largest shareholders as registered with Euroclear Sweden AB on the final banking day in September. In the event of a major change in ownership a new major shareholder is entitled, if it so requests, to appoint a representative to the nomination committee.

The instructions for the nominations committee were adopted at the AGM held on April 28, 2025. The nominations committee shall, among other activities, submit proposals for the Chair of the AGM, the number of Board members elected by the AGM, the names of the Chair of the Board and other Board members elected by the AGM, the members of the Board's committees, the appointment of auditors and the remuneration to auditors. Mats Hellström was appointed Chair of the nomination committee.

NOMINATION COMMITTEE	COMPANY
Frank Larsson	Handelsbankens Fonder
Mats Hellström	Nordea Fonder
Viktor Henriksson	Carnegie Fonder
Ulf Liljedahl, Chair of the Board of Directors, Bulten AB	Volito AB

With regard to the composition of the Board, the provisions of paragraph 4.1 of the Code on Diversity Policy apply. The aim is for the Board of Directors as a whole to possess the requisite breadth in terms of both background and knowledge, taking into account the importance of even gender distribution.

The result of the nomination committee's application of the diversity policy is a Board of Directors that represents a breadth of both professional experience and knowledge as well as geographical and cultural background. Women elected by the AGM comprise 43% of the Board.

BOARD OF DIRECTORS

The Board of Directors is the highest decision-making body after the general meeting. Under the Swedish Companies Act, the Board of Directors is responsible for the company's management and organization, which means the Board of Directors is responsible for setting goals and strategies, for providing procedures and systems for the evaluation of established goals, for the systematic assessment of the company's financial position and profits, progress of sustainability work and for evaluating the operational management.

In addition, the Board of Directors is responsible for preparing and issuing the annual report and sustainability report including the consolidated financial statements and ensuring that the interim reports are prepared on time. Furthermore, the Board of Directors appoints the President and CEO.

Members of the Board of Directors are appointed annually by the AGM for the period until the end of the next AGM. According to the company's Articles of Association, the portion of the Board of Directors elected by the general meeting shall consist of a minimum of three and a maximum of ten members without deputies. In addition, employee representatives have been appointed.

Chair of the Board


The Chair of the Board is elected by the AGM. The Chair of the Board has special responsibility for leading the work of the Board of Directors and for ensuring that the Board of Directors' work is well-organized and carried out efficiently.

Board's procedures

The Board of Directors follows written rules of procedure, which are revised annually and are adopted by the constituting board meeting each year. Among other things, the rules of procedure regulate functions and the division of work between the members of the Board and the President and CEO. At the time of the constituting Board meeting, the Board of Directors also establishes instructions for financial and sustainability reporting and instructions for the President and CEO, in addition to rules of procedure for the Board's audit and remuneration committees.

The Board of Directors meets at least five times a year in addition to the constituting Board meeting in accordance with a predetermined annual schedule. Besides these meetings, additional meetings can be arranged to discuss issues which cannot be postponed until the next ordinary meeting. Besides the meetings of the Board, the Chair of the Board and the President and CEO regularly discuss the management of the company.

At present, the company's Board of Directors consists of six ordinary elected members and two ordinary employee representatives. Board members are presented in more detail in the section 'Board of Directors, senior executives and auditors' on pages 79-80.

 The section contains information that supplements the sustainability report with respect to ESRS 2 GOV-1 22b.

Board meetings in 2025

Attendance of members at Board meetings in 2025.


NAMES OF THE BOARD MEMBERS	ATTENDANCE/TOTAL NUMBER OF MEETINGS
Ulf Liljedahl	14/14
Karl-Fredrik Granlund (elected 2025-04-28)	10/14
Karin Gunnarsson	14/14
Christina Hallin	14/14
Hans Peter Havdal	11/14
Jonas Hård	14/14
Malin Ruijsenaars	14/14
Niko Ljevar (appointed 2025-05-22)	9/14
Harri Åman	14/14
Niklas Malmberg *	2/14

*) Deputy

Evaluation of Board activities in 2025

Each year the Board of Directors evaluates its work and this evaluation is presented and discussed at a Board meeting. The purpose of this evaluation is to develop work procedures and enhance efficiency. The evaluation is carried out with the support of external advisers and is based on a survey. The results and an analysis of the survey are reported to the Board of Directors and this is followed by a discussion and then an identification of focus areas for future work. The survey will be supplemented with an evaluation of the Board of Directors' work and competence linked to the company's sustainability work.

The nominations committee receives the report and the conclusions and outcomes of the Board of Directors in their entirety.

 The section contains information that supplements the sustainability report with respect to ESRS 2 GOV-1 23a.

The Board of Directors' work on sustainability matters in 2025

The Board of Directors carries out an annual evaluation of the sustainability work being carried out within the Group. Reporting and accounting take place and are discussed at one of the year's Board meetings. The purpose of the evaluation is to allow the Board of Directors to gain more detailed knowledge of interested parties' expectations and requirements regarding the working methods and efficiency measures developed during the year. Results and analyses are followed by discussion and identification of focus areas for future work. The Board of Directors' assessment is that the processes and working methods established and that are being further developed on a regular basis are relevant and effective.

Updating and information about news in sustainability occurs continuously with the board.

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THE AUDIT COMMITTEE

Bulten has an audit committee consisting of four members: Ulf Liljedahl (Chair), Karin Gunnarsson, Hans Peter Havdal, and Jonas Hård. The members of the committee may not be employed by the company. At least one member must have accounting or auditing skills. The committee shall appoint one of its members as its Chair. The audit committee shall, without it affecting the responsibilities and tasks of the Board of Directors, for example: monitor the company's financial and sustainability reporting; monitor the efficiency of the company's internal controls, internal auditing and risk management; inform itself of the auditing of the annual and sustainability reports and the consolidated financial statements; scrutinize and monitor the impartiality and independence of the auditors and pay close attention to whether the auditors are providing other services besides audit services for the company; and assist in drawing up proposals for the general meeting's decision on the appointment of auditors. The audit committee shall meet regularly with the company's auditors. The audit committee has no decision-making powers.

NAMES OF THE BOARD MEMBERS	ATTENDANCE/TOTAL NUMBER OF MEETINGS
Ulf Liljedahl	4/4
Karin Gunnarsson	4/4
Hans Peter Havdal	4/4
Jonas Hård	4/4

 The section on the Audit Committee contains information that supplements the sustainability report with respect to ESR5 2 GOV-1 22a, 22c, and ESR5 GOV-5 36e.

THE REMUNERATION COMMITTEE

Bulten has a remuneration committee consisting of three members: Ulf Liljedahl (Chair until January 31, 2025), Christina Hallin (Chair from January 31, 2025), Malin Ruijsenaars. The remuneration committee shall prepare matters concerning remuneration policies, remuneration and other employment terms for the President and CEO and all members of the company's management. In addition, the remuneration committee shall monitor and evaluate programs for variable remuneration to the company management that are ongoing and that are terminated during the year, and follow and evaluate the application of guidelines for remuneration to senior executives as adopted by the AGM, as well as applicable remuneration structures and levels in the company. The Chair of the Board may be the chair of the committee. Other members of the committee shall be independent of the company and the company management. The members of the committee must together possess the requisite knowledge and experience in matters relating to the remuneration of senior executives. The remuneration committee has no specific decision-making powers.

NAMES OF THE BOARD MEMBERS	ATTENDANCE/TOTAL NUMBER OF MEETINGS
Christina Hallin	5/5
Ulf Liljedahl	5/5
Malin Ruijsenaars	5/5

 The section on the Remuneration Committee contains information that supplements the sustainability report with respect to ESR5 2 GOV-1 29e and G1 ESR5 GOV-1 5a.

THE PRESIDENT AND CEO AND OTHER SENIOR EXECUTIVES

The President and CEO reports to the Board of Directors and is primarily responsible for the company's day-to-day administration and operations. The division of responsibilities between the Board of Directors and the President and CEO is set out in the rules of procedure for the Board and the instructions for the President and CEO. The President and CEO is also responsible for drafting reports and compiling information from the management ahead of Board meetings and for presenting the material at the meetings. Under the instructions for financial reporting, the President and CEO is responsible for financial and other reporting in the company and is thus required to ensure that the Board obtains sufficient information to enable it to continuously evaluate Bulten's profit and financial position and sustainable development. The President and CEO is therefore required to inform the Board of the company's development, sales volume, profit and financial position, liquidity and credit situation, important business events and other events or circumstances, knowledge of which cannot be assumed to be unimportant to the company's shareholders and directors. The President and CEO and other senior executives are presented in more detail in the section headed 'Board of Directors, senior executives and auditors' on pages 79–80.

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REMUNERATION TO THE BOARD OF DIRECTORS AND SENIOR EXECUTIVES

Remuneration to the Board

Fees and other remuneration to elected members of the Board, including the Chair, are determined by the AGM. The AGM on April 28, 2025 resolved that a total fixed remuneration of SEK 2,940,000 shall be paid to the Board of Directors for the period until the next AGM, of which SEK 515,000 shall be paid to the Chair and SEK 345,000 to each of the other Board members who are elected at a shareholder meeting and not employed by the company. A condition of payment is that the Board member is elected at the AGM and not employed by the company. In addition to the above, the AGM also decided that a fixed remuneration of SEK 105,000 should be paid to the Chair of the audit committee and SEK 55,000 to the other members of the committee. Remuneration of SEK 65,000 shall be paid to the Chair of the remuneration committee and SEK 10,000 to the other members of the committee.

The members of the company's Board shall not be entitled to any benefits once they cease to be members of the Board.

For further information about remuneration to Board members, see Note 8 to this annual report.

Remuneration for senior executives

Pursuant to the decision of the AGM on April 28, 2025, which is valid for up to four years if no new guidelines are adopted, the following guidelines shall generally apply to remuneration and other terms of employment for the President and CEO and other senior executives. Salaries and other terms and conditions of employment shall be such that Bulten can constantly attract and retain competent senior executives at a reasonable cost to the company. Remuneration at Bulten shall be based on the nature of the role, performance, competitiveness and fairness. Bulten uses what is referred to as a post evaluation system under license via an independent, external globally represented company and thereby receives relevant market data that enables it to evaluate the total remuneration of senior executives. The evaluation of senior executives' performance and total compensation does not include any interested parties other than the Board of Directors. That includes employee representatives and general meetings.

Remuneration for senior executives comprises an annual salary, variable remuneration, pension and other benefits. Every senior executive shall be offered an annual salary in line with market conditions and based on their responsibility, expertise and performance. The Annual General Meeting may also, if a resolution has been made to this effect, submit an offer of a long-term incentive program such as a share or share price related incentive program. These incentive programs are intended to contribute to long-term value growth and provide a joint interest in share value growth for shareholders and employees.

All senior executives may, from time to time, be offered cash bonuses. For the President and CEO and other senior executives, remuneration is proposed by the remuneration committee and adopted by the Board. For the President and CEO, variable short-term remuneration (STI) is capped at 50% of annual salary and variable long-term remuneration (LTI) is capped at 30% of annual salary. For other senior executives, variable remuneration (STI) is capped at 40% of annual salary and variable long-term remuneration (LTI) is capped at 25% of annual salary. Variable remuneration is based on performance in relation to established targets. During 2025, the STI included a sustainability target.

For further information on remuneration of senior executives, see Note 8 in this Annual Report, as well as the remuneration report to the Annual General Meeting at <https://www.bulten.com/en/investors/corporate-governance/annual-general-meeting/annual-general-meeting-2026/>. Bulten does not report comparative data, such as the CEO's salary increase in relation to the average salary increase for all employees, since those details are not considered to provide relevant information due to market differences and different total compensation systems in different countries.

EXECUTIVE MANAGEMENT

In 2025, the executive management consisted of seven members: the President and CEO, Chief Financial Officer (CFO), President Region Europe, President Region Asia, Managing Director Exim, Chief Product Officer, Chief Information Officer. From March 2026, the position also includes Chief Strategy Officer. The executive management team meets monthly to follow up business and financial results. Great importance is attached to maintaining close contact with the operational business. See page 80.

INTERNAL AUDIT

A special function for internal audits has not been established within Bulten. The Board makes an assessment each year whether to establish a special function for internal auditing. In 2025 the Board decided that this was not necessary. In reaching this decision the Board decided that internal controls are primarily exercised through the following:

- operations managers at various levels
- local and central finance functions
- Group evaluation of subsidiaries' self-assessments of internal control
- Group evaluation of specific areas
- the executive management team's supervising controllers

In light of the above points together and considering the size of the company, the Board believes that it is not economically viable to set up an additional administrative function.

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INTERNAL CONTROL

This section contains the Board's annual report on how internal control in relation to financial reporting is organised. The basis for this description is the Swedish Code of Corporate Governance's rules and guidelines prepared by task forces within the Confederation of Swedish Enterprise and FAR SRS.

The Board's responsibility for internal control is established in the Swedish Companies Act and internal control regarding financial reporting is covered by the Board's reporting instructions for the President and CEO. Bulten's financial reporting complies with the laws and rules for companies listed on the Stockholm stock exchange and the local rules that apply in all of the countries where business is carried out.

In addition to external rules and recommendations there are internal instructions, guidelines and systems as well as the internal delegation of responsibility and authority with the overall aim of providing good control over financial reporting.

Control environment

The control environment forms the basis for internal control. Bulten's control environment comprises, among other things, an organizational structure, instructions, policies, guidelines, reporting and defined areas of responsibility. The Board has overall responsibility for internal control in relation to financial reporting. The Board has established written procedures outlining the Board's responsibility and regulating the Board's and its committees' division of responsibilities. The Board has appointed an audit committee with the main task of safeguarding established policies for financial reporting and compliance with internal control. This committee is also responsible for maintaining appropriate relations with the company's auditors. The Board has also prepared instructions for the President and CEO and has agreed how economic reporting shall be submitted to the Board of Bulten AB (publ). The Group's Chief Financial Officer (CFO) reports the results of his or her efforts relating to internal control to the audit committee. The results of the audit committee's work in the form of observations, recommendations and proposals for decisions and measures are reported regularly to the Board. Bulten AB's significant steering documents in the form of policies, guidelines and manuals, to the extent they relate to financial reporting, are kept up to date and communicated through relevant channels to the companies in the Group. Systems and procedures have been established to supply the management with the necessary reports about business results in relation to established targets. Information systems have been established as necessary to ensure that reliable and up-to-date information is provided so that the management can perform its duties correctly and efficiently.

Risk assessment

Bulten's risk assessment regarding financial reporting aims to identify and evaluate the most significant risks that affect internal control relating to financial reporting of the Group's companies, business areas and processes.

The most significant risks relating to financial reporting that are identified in the Group's internal control activities are handled through control structures based on the reporting of non-compliance with established targets or norms for, for example, the valuation of inventories and other significant assets.

Internal control in relation to financial reporting

Financial reports are generated monthly, quarterly and annually for the Group and subsidiaries. In connection with reporting, comprehensive analyses and associated comments are prepared along with up-to-date forecasts aimed at ensuring, among other things, that financial reporting is accurate. Finance staff and controllers with functional responsibility for accounts, reports and the analysis of financial development work at the Group and unit levels.

Bulten's internal control activities aim to ensure that the Group meets its objectives for financial reporting.

Financial reporting shall:

- be correct and complete, and meet all applicable laws, rules and recommendations;
- provide a fair description of the company's business; and
- support a rational and informed valuation of the business.

In addition to these three objectives, internal financial reporting shall support proper business decision-making at all levels of the Group.

Information and communication

Internal information and communication aim to create awareness among the Group's employees of internal and external control instruments as well as of authorities and responsibilities. Information and communication about internal control instruments for financial reporting are accessible to all affected employees. The key tools for this are Bulten's manuals, policies, intranet and training activities.

Control activities

The Group's Chief Financial Officer (CFO) plays a key role in analyzing and monitoring the Group's financial reporting and results. The Parent Company has additional functions for the systematic analysis and follow-up of the financial reporting of the Group and subsidiaries.

A Group-wide internal control program for key processes at the subsidiary and Group levels has been implemented. The internal control program covers essential processes and aims to ensure that appropriate controls are designed and implemented to prevent errors in financial reporting.

The Group's reporting units also conduct regular self-assessments regarding the effectiveness of internal control in relation to financial reporting. The assessments are reported to the executive management, which summarizes the results for the audit committee to discuss measures and ongoing monitoring.

Follow-up of financial information

The Board publishes, and has responsibility for, the company's financial reporting. The audit committee supports the Board by preparing activities that assure the quality of the company's financial reporting. This is partly achieved by the audit committee checking the financial information and the company's financial controls.

The Board is informed monthly about business development, profit, financial position and cash flow. Outcomes and internal forecasts are assessed and monitored.

All of the Group's companies report financial information in accordance with an established format and established accounting policies. In connection with this reporting, an analysis and risk assessment of the financial situation are carried out.

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AUDITORS

Bulten's auditors are PricewaterhouseCoopers AB (PwC), with Johan Palmgren being the certified public accountant in charge of the audit. PwC audits Bulten AB (publ) and all major subsidiaries. Each year the audit includes a statutory audit of Bulten AB's annual accounts, a statutory audit of the Parent Company and all major subsidiaries, an audit of internal report packages, an audit of the year-end closing and a general review of one interim report. Reviews of internal control are included as part of the work.

During the second quarter a meeting was held with the executive management to determine an audit plan and to analyze the organization, operations, business processes and balance sheet items for the purpose of identifying areas with an elevated risk of errors in financial reporting.

In addition, a meeting was held with the audit committee for the reconciliation of strategy and aims. The auditor also attends at least one Board meeting each year pursuant to the rules of procedure of the audit committee meeting.

A general review of the year-end closing is performed for the period January to September. In October an early warning review is performed of the nine-month accounts, followed by an early warning meeting with the executive management where important questions for the annual closing are raised. A review and audit of the annual closing and annual accounts are performed between January and February.

During 2025, in addition to the audit engagement, Bulten mainly consulted PwC on taxes, transfer price matters and accounting matters. The expensed remuneration to PwC in 2025 is shown in Note 9 on page 99.

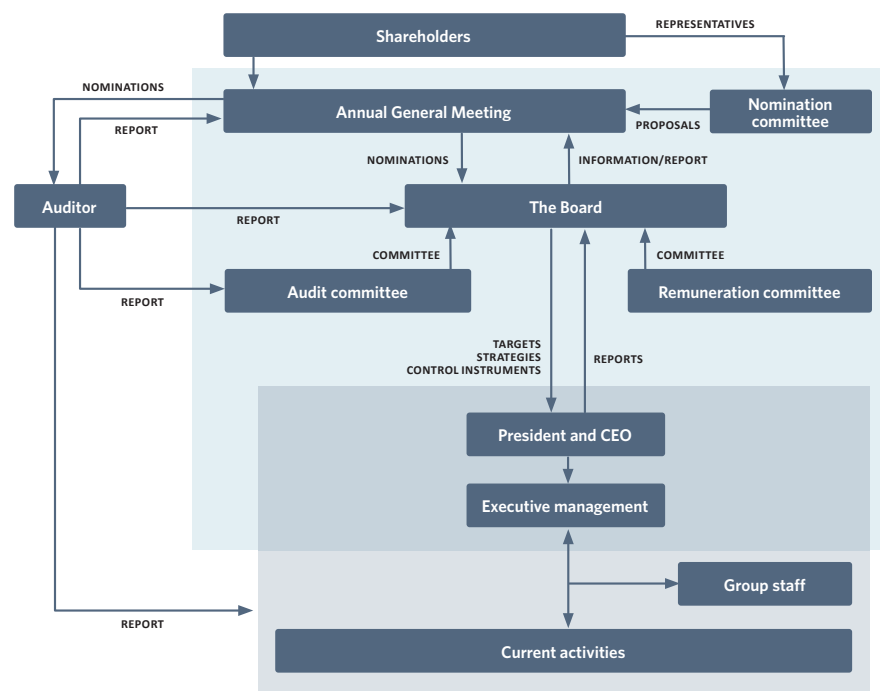
PwC has an obligation to examine its independence prior to decisions to provide independent advice to Bulten in addition to its auditing assignments.

In accordance with the company's articles of association, the company shall have at least one, and at most two, auditors, and at most two deputy auditors. In accordance with the articles of association, the mandate period for the auditors shall be one year.

COMMUNICATION

The company's information to shareholders and other stakeholders is supplied via the annual report, interim reports and press releases. All external information is published on the company's website at www.bulten.se.

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ULF LJLJEDAHL **KARL-FREDRIK GRANLUND** **KARIN GUNNARSSON** **CHRISTINA HALLIN** **HANS PETER HAVDAL** **JONAS HÅRD** **MALIN RUIJSENAARS** **NIKO LJEVAR** **HARRI ÅMAN**

	Chair of the Board since. Also chair of the nomination, audit and remuneration committees	Board member	Board member	Board member	Board member	Board member	Board member	Employee representative for IF Metall	Employee representative for Unionen
Year elected	2015	2025	2020	2020	2013	2023	2024	2025	2020
Current employment*	President and CEO of Volito AB	Working member of the Board of Directors of Aktiebolaget Axel Granlund	Own company focused on corporate governance and advisory services	Own company focused on corporate governance and advisory services	COO at Officer Hexagon Composites	Own company specializing in industrial consultancy	Chief People and Culture Officer at tretton37 Group	Incoming Quality Inspector for Tooling	Production planner at Bulten's Hallstahammar facility
Born*	1965	1987	1962	1960	1964	1971	1971	1964	1968
Education*	Master of Business Administration and Economics	Master in Industrial Engineering and Management from Lund University	Master of Business Administration	Master of Engineering	Master of Science in Mechanical Engineering	Master of Business Administration (MBA)	BSc from the HR Management program, Master of European Studies, and post-graduate studies		
Nationality*	Swedish	Swedish	Swedish	Swedish	Norwegian	Swedish	Swedish	Swedish	Swedish
Other duties*	Several board assignments for companies in the Volito Group and board member of Konecranes Plc.	Board member of Viarp Invest AB, Volito Aktiebolag, Aktiebolaget Axel Granlund and Pej AB	Board member of Ependion AB and Concentric AB	Board member of Norbit ASA and SEM AB		Board member of Ependion AB, as well as several early-stage companies	Board member of Vitec Software Group	None	None
Independent of the company and corporate management	Yes	Yes	Yes	Yes	Yes	Yes	Yes	-	-
Independent of the company's major shareholders	No	No	Yes	Yes	Yes	Yes	Yes	-	-
Previous experience*	Executive positions at Husqvarna Group, and Cardo Group, as well as a number of positions in finance at Alfa Laval		Executive positions at Hexpol, along with several roles primarily in accounting at Telelogic AB och Trelleborg AB	Executive positions at AB Volvo	Executive positions at Semcon and Kongsberg Automotive	Served as Chief Digital Officer at Autoliv Group, in addition to holding various senior positions at Nobia Group, Electrolux, and other companies	Executive positions at Axis Communications, Daimler and others primarily within People and Culture and Communications. Also Talent Manager and Corporate Governance at Grenska Företagsförvaltning AB	-	-
Shareholding at February 28, 2026	0	0	5,000	1,500	2,650	2,500	-	-	-

 *Contains information that supplements the sustainability report with respect to ESR5 2 GOV-121c, 21d, and G1 ESR5 GOV-15b.

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Executive Management and Auditors

FINANCIAL INFORMATION

EXECUTIVE MANAGEMENT AND AUDITORS



AXEL BERTTSSON **ANNA ÅKERBLAD** **MARKUS BAUM** **MICHAEL RICHARDS** **FELIX LIAN** **EMMY PAVLOVIC** **PETER SVENSSON** **MATHIAS HOLST**

Current position	President and CEO	Chief Financial Officer	President Region Europe	President region Asia	Managing Director EXIM	Chief Product Officer	Chief Information Officer	Chief Strategy Officer
Employed in company	2025	2021	2020	2024	2023	2020	2025	2025
Education*	MSc in Industrial Engineering and Management	MSc. Business Administration	PhD and degree in Business Administration	Master of Science in Industrial Administration (MBA)	Master of Business Administration (MBA) (Strategy) Bachelor of Commerce (Marketing)	M.Sc in Chemical Engineering with Engineering physics and PhD in Material Science	BSc. Informatics	Master of Business Administration
Previous experience*	Extensive experience from global industrial companies with several senior positions at Absolent Air Care Group, ESAB and CPS Color. Also experience from Accenture as a management consultant	Extensive experience from companies within the manufacturing industry as Group CFO of Absolent Group and Axel Christiernsson International. Several years as business consultant and auditor at Deloitte	Extensive experience of the supply chain in the automotive industry from Nedschroef, Benteler, TMD Friction and Visteon	Extensive experience in manufacturing and sales with companies such as Husqvarna, Positec and Arc International, as well as many years of experience working in Asia	Extensive experience in sales and marketing roles across the Asia Pacific region, most recently as the Regional Managing Director ASEAN for Klingspor, a leading German abrasives manufacturer	Positions within Nedschroef, Aston Harald, Arcam, and Volvo	Extensive experience in the field of IT from international manufacturing companies like SKF and Mölnlycke Healthcare	Extensive experience in finance, strategy and operations within the automotive industry as CFO and COO of Lynk & Co International. Also experience from EY as a management consultant.
Born*	1980	1975	1978	1968	1969	1980	1971	1989
Nationality*	Swedish	Swedish	German	American		Swedish	Swedish	Swedish
Other duties*	None	None	None	None	None	None	None	None
Shareholding at February 28, 2026	31,700 and 200,000 stock options	7,999	15,221	-	-	6,156	2,918	1,649

JOHAN PALMGREN

Öhrlings PricewaterhouseCoopers AB,
Chief Auditor

In current position: Auditor in the company since 2020

Education: Certified Public Accountant Born: 1974 Nationality: Swedish

Current and past assignments: Chief Auditor for HMS Networks AB (publ), Troax Group AB (publ), ABVolvo

* Contains information that supplements the sustainability report with respect to ESRS 2 GOV-121c, 21d, and G1 ESRS GOV-15b.

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