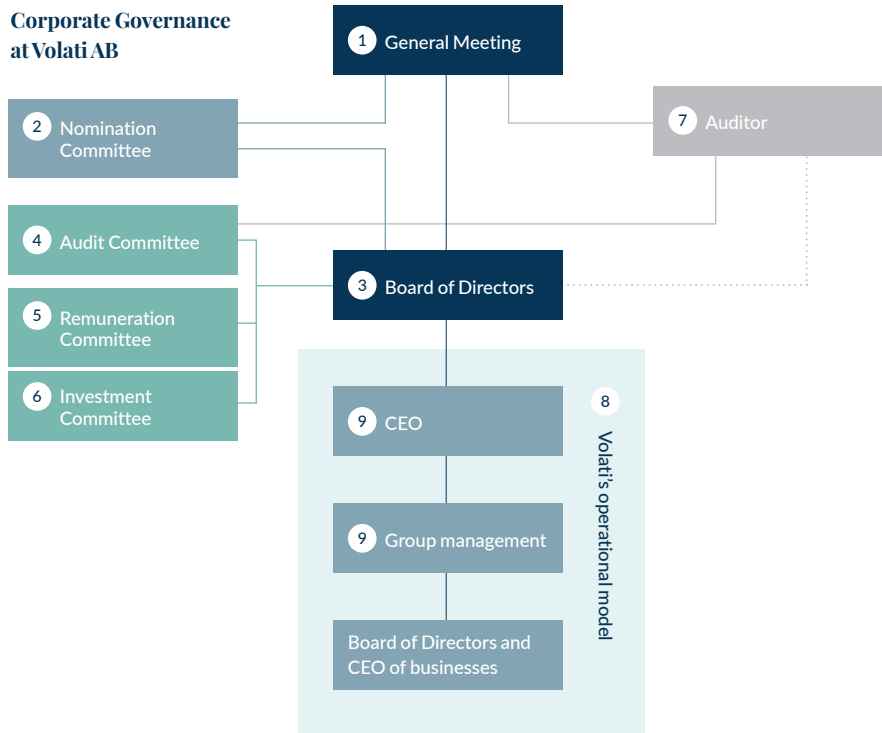


Corporate Governance Report

Volati AB is a public limited liability company whose ordinary and preference shares are listed on Nasdaq Stockholm (Mid Cap). Governance and control of Volati are exercised by shareholders at general meetings and otherwise by the Board, the CEO and other members of management. Governance and control are based on the Swedish Companies Act, the Articles of Association, Nasdaq's Rules, the Swedish Corporate Governance Code ("the Code") and internal rules and regulations. Volati believes that the Company has followed the Code throughout the year without any derogation. The Company's auditors have conducted a statutory review of the corporate governance report.

Corporate Governance at Volati AB



① General Meeting

The general meeting is Volati's highest decision-making body and it is by participating in general meetings that shareholders exercise their influence. The annual general meeting is held within six months of the end of the financial year. The financial statements are adopted at the AGM and resolutions are passed on matters that include appropriation of the Company's profit, Board and auditor elections, remuneration of Board members and auditors, and other statutory business to be dealt with at the AGM. Notice of the AGM and any extraordinary general meetings must be given in accordance with the Articles of Association. Shareholders who wish to have business dealt with at the AGM should submit a written request to bolagsstamma@volati.se or to Volati AB (publ), attn: CFO, Engelbrektsplan 1, SE-114 34 Stockholm, Sweden. To guarantee inclusion in the notice of the Annual General Meeting, the request must have been received well in advance of the AGM. Further information on how and when to provide notification of attendance will be published in advance of the Meeting.

Volati's ordinary shares entitle holders to one vote per share, while preference shares carry entitlement to one-tenth of a vote per share. Dividends on preference shares are regulated in the Articles of Association and have priority over ordinary shares. Preference shares represented 2.0 percent of Volati's shares at the end of the year. As preference shares carry entitlement to one-tenth of a vote, this means that the share of votes in Volati from preference shares corresponds to 0.2 percent.

2025 Annual General Meeting

At the Annual General Meeting on 28 April 2025, 68,240,426 ordinary shares and 44,393 preference shares were represented, totalling 68,244,878.3 votes, which corresponds to 84.3 percent of the total number of shares and 85.8 percent of the total number of votes in the Company. The minutes are available at

www.volati.se/en/investors/corporate-governance. The meeting was held in Swedish.

The AGM decided on, among other matters, the election of the Board and auditors, and a cash dividend to ordinary and preference shareholders. The AGM authorised the Board of Directors to decide on acquisitions of the Company's ordinary and preference shares and to decide on transfers of the Company's own preference shares and new issues of preference shares in accordance with the Board's proposal. Under this mandate, the Board may, on one or more occasions during the period until the next AGM, decide on the acquisition of ordinary shares and the acquisition, transfer or new issue of the Company's own preference shares. The acquisition may take place on Nasdaq Stockholm or in accordance with an offer to all preference shareholders to acquire a number of shares or preference shares that results in the Company's holding of its own shares or preference shares amounting to no more than one-tenth of each of the classes of shares in the Company. The purpose of the acquisition, transfer or new issue of own preference shares is to enable an optimised capital structure and to allow the Company to use its own preference shares as payment for or financing of acquisitions of companies or businesses. The Annual General Meeting also adopted incentive programmes for senior executives of Volati AB.

2026 Annual General Meeting

Volati AB's 2026 AGM will be held at 17.00 on 29 April 2026 at the Bond meeting room, GT30, Grev Turegatan 30, in Stockholm.

② Nomination Committee

The 2021 AGM adopted instructions for the Nomination Committee's composition and work in the Company. These instructions, which apply until further notice, require Volati's Nomination Committee to have a minimum of three members, one of whom may be the Chairman of the Board. If the Chairman of the

Board is on the Committee, the other members are appointed as follows: no later than six months before the AGM, the Chairman of the Board invites each of the two largest shareholders – based on Euroclear Sweden AB's list of registered shareholders on the last banking day of September of the current year – to appoint a representative to serve on the Nomination Committee. The instructions for the Nomination Committee can be found on Volati's website. Information on the Nomination Committee's composition, proposals and work prior to the 2026 AGM can also be found on Volati's website.

The Nomination Committee for the 2025 Annual General Meeting consisted of three members. Carin Wahlén, representing Patrik Wahlén, led the Nomination Committee's work. In the nomination work prior to the 2025 AGM, the Nomination Committee assessed both the composition and size of the current Board, and the Volati Group's operations. Special emphasis was placed on Volati's strategies and objectives, and what the Group's future direction is expected to mean for the Board. As a diversity policy, the Nomination Committee has applied point 4.1 of the Code, taking into account that the Board must have an appropriate composition, characterised by diversity and breadth with regard to Board members' skills, experience and background, that is appropriate to Volati's operations, stage of development and other circumstances. The Nomination Committee also worked on the goal of achieving a balanced gender distribution on the Board. The Nomination Committee recommended the re-election of Patrik Wahlén as Chairman of the Board and the re-election of Karl Perlhagen, Patrik Wahlén, Björn Garat, Christina Tillman, Anna-Karin Celsing, Magnus Sundström and Maria Edsman as Board members for the period up to the end of the next AGM. After the election at the AGM, three of the seven elected members were women. The corresponding figure as at 31 December 2025 was three out of a total of six members. The CEO is not included in the total number of Board members.

A report on the work of the Nomination Committee was submitted in the Nomination Committee's explanatory statement which was published prior to the 2026 AGM.

Nomination Committee for the 2026 AGM

On 20 October 2025, the Company published the composition of the Nomination Committee for the 2026 AGM: Carin Wahlén (chair) representing Patrik Wahlén, Jannis Kitsakis representing Fjärde AP-fonden, and Karl Perlhagen representing himself.

Shareholders wishing to submit proposals to the Nomination Committee can do so at the Company's address or by e-mail to bolagsstamma@volati.se.

The AGM resolves on the following:

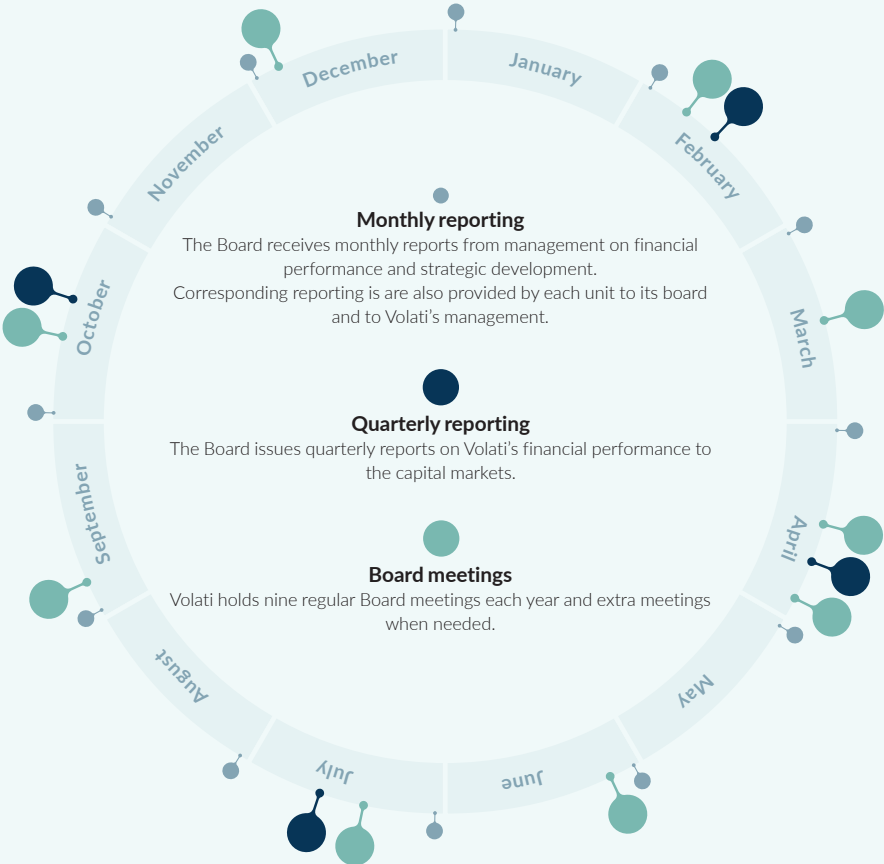
- Adoption of the Annual Report
- Dividend
- Discharge from liability for the Board and CEO
- Election of Board members and, if applicable, auditors
- Remuneration of the Board and auditors
- Guidelines for remuneration of Group management
- Other important business

The Nomination Committee's tasks include making recommendations to the next AGM concerning:

- Chairman of the Meeting
- Board members including number of members
- Chairman of the Board
- Fees to Board members
- Other remuneration for Board assignments and any committee work.
- Election of auditors, if applicable, and auditor's fees
- Changes to the Nomination Committee's instructions, as required

Structured and systematic follow-up

Volati operates according to an annual cycle in which the Board discusses selected topics at each scheduled Board meeting. Similarly, Volati's management maintains an annual schedule of board meetings within each business area and the Industry platforms.



③ Board of Directors

According to the Articles of Association, the Board of Directors of Volati shall consist of a minimum of three and a maximum of ten ordinary members.

The Articles of Association do not contain any provisions on the appointment or dismissal of Board members or amendments to the Articles of Association.

The Board and the Board's work

The Board's overall task is to manage the Company's affairs and be responsible for its organisation on behalf of shareholders. The work of the Board is led by the Chairman. The Board shall hold an annual statutory meeting each year following the Annual General Meeting. In addition, the Board shall meet at least five times per year. At the statutory Board meeting, the Company's authorised signatories are determined, and the Board's rules of procedure, the instructions for the CEO and the Board's reporting instructions are reviewed and adopted. The Company's Board meetings deal with business such as the Company's financial situation, acquisition-related matters, evaluation of the businesses and other relevant issues concerning Group companies. The Company's auditor attends and reports at the Board meetings at least once a year and more often when necessary. A quorum of the Board is attained when more than half of the members are present. At present, Volati's Board consists of six members. In 2025, 11 meetings of the

Volati Board were held and Board members' attendance is presented in the table below.

The Board has decided to perform an annual evaluation of the Board's work, whereby Board members are able to give their views on forms of work, Board materials, their own and other members' input, and the scope of the assignment. According to the evaluation, the work of the Board is considered to be functioning very well. All Board members are seen to be contributing constructively to strategic discussions and governance, and the discussions are viewed as open and dynamic. Dialogue between the Board and management is also considered to be very good.

④ Audit Committee

The Board has established an Audit Committee. The Audit Committee consists of three members: Magnus Sundström (Chairman), Patrik Wahlén and Björn Garat. The Committee includes the Chairman of the Board as a member, but the Committee Chairman must be a member who is independent of the Company and its shareholders. The Audit Committee shall fulfil the tasks specified in the Swedish Companies Act and the Auditing Ordinance. These obligations mainly include the following tasks

- monitoring the Company's financial reporting and making recommendations and proposals to ensure the reliability of the reporting;
- monitoring the efficiency of the Company's internal control, internal audit and risk management in the area of financial reporting;

Composition of the Board

Name	Position	Elected	Independent of the Company	Independent of major shareholders	Total fee (SEK million)	Meeting attendance,	
						In 2025	Audit committee 2025
Patrik Wahlén	Chairman	2006	No	No	0.6	11/11	4/4
Karl Perlhagen*	Member	2003	No	No	0.3	9/11	-
Björn Garat	Member	2015	Yes	Yes	0.3	11/11	4/4
Christina Tillman	Member	2016	Yes	Yes	0.3	11/11	-
Anna-Karin Celsing	Member	2018	Yes	Yes	0.3	11/11	-
Magnus Sundström	Member	2018	Yes	Yes	0.3	11/11	4/4
Maria Edsman	Member	2023	Yes	Yes	0.3	11/11	-

*Karl Perlhagen resigned from his position as a Board member on 19 November 2025 at his own request.

- staying informed about the audit of the annual accounts and consolidated accounts, and the conclusions of the quality control by the Supervisory Board of Public Accountants;
- informing the Board of the results of the audit, how the audit contributed to the reliability of financial reporting and what was the Committee's function;
- examining and monitoring the auditor's impartiality and independence and in doing so, noting in particular whether the auditor provides the Company with services other than audit services;
- assisting in the preparation of proposals for resolution on the appointment of auditors at general meetings; and
- preparing the Board's decisions in the above matters.

⑤ Remuneration Committee

The Board has decided not to establish a remuneration committee, as the Board considers it more appropriate for the full Board to carry out the tasks incumbent on a remuneration committee in accordance with the Swedish Companies Act and the Code.

In terms of remuneration matters, this means that the Board will:

- prepare decisions on matters concerning remuneration principles, remuneration and other terms of employment for senior executives;
- monitor and evaluate ongoing programmes and programmes concluded during the year for variable remuneration of senior executives; and
- monitor and evaluate the application of the guidelines for remuneration of senior executives, which are legally required to be decided on at the AGM, and remuneration structures and remuneration levels in the Company.

In this context, the term senior executives refers to the CEO of Volati AB and the other members of Volati's Group management. The

remuneration paid for 2025 is shown in note 5. The remuneration report for 2025 is published on the website. The current adopted guidelines for remuneration of senior executives are reproduced in full in note 5.

⑥ Investment Committee

The Board has established an Investment Committee. The Investment Committee consists of Chairman of the Board Patrik Wahlén (Chairman), Karl Perlhagen (external member) and CEO Andreas Stenbäck. The primary responsibility of the Investment Committee is to review and ensure the quality of decision documentation relating to acquisitions and divestments. The Board appoints the members and the Chairman of the Investment Committee, which shall consist of no fewer than three and no more than five members. The Investment Committee shall meet as required and minutes shall be kept.

⑦ Audit

The auditor is appointed annually by the Annual General Meeting. The auditor's duties are to audit, on behalf of the shareholders, Volati's annual accounts and consolidated accounts, as well as the administration of the Board of Directors and the CEO, and to examine the corporate governance report. The audit work and the auditor's report are presented at the AGM. At the 2025 AGM, KPMG Aktiebolag (KPMG) was elected as the auditing firm until the next AGM. KPMG has appointed Helena Nilsson as chief auditor. Auditor's fees are paid in accordance with a separate agreement made in accordance with the AGM's decision. In 2025, the Parent Company's audit fees to KPMG were SEK 2 million, the Group's audit fees were SEK 11 million and fees for other auditing services were SEK 0 million.

⑧ Volati's operational model

Volati's operational model is based on decentralised governance of the businesses, which means that daily decision-making takes place in the companies, with limited involvement by

Group management. The Group's strategy and governance model are based on the vision of being the best owner of medium-sized companies. This will be achieved by preserving the companies' independence while the Group creates long-term conditions and support for change. This is mainly accomplished through four areas: local entrepreneurship, active ownership, competence & leadership and value-creating add-on acquisitions. Volati has a flexible organisation which facilitates fast decision-making. A decentralised governance model creates a high level of entrepreneurship in the businesses, provides a clear responsibility framework and helps to ensure that Volati can continue to grow without excessive central resources. Volati believes that decentralised leadership is a key success factor for a scalable business model with several units operating in different sectors. A strong focus on local entrepreneurship creates the right conditions for effective and informed decisions. In order to secure value creation throughout Volati, a vision and a long-term strategy are developed for each unit. The long-term strategy is given concrete form through action plans and clear financial targets that are continuously monitored. The financial targets for each unit are focused on value creation and include growth, EBITA margin, cash conversion and return on capital employed.

Decentralised leadership involves great responsibility and confidence in the businesses' management, both in terms of delivering results and upholding Volati's values. Achievement of targets is promoted through clear incentives, including employee ownership, and through career development opportunities within the Group.

Corporate governance at Volati

To support value creation within its decentralised business model, Volati places strong

emphasis on maintaining a high standard of corporate governance throughout the Group.

Group management governs, controls and monitors the Group's operations, primarily through the appointment of business area Heads, as well as the CEOs and boards of the Industry business area platforms. Development is subsequently monitored through established board procedures and monthly reporting from the business areas. The boards within the business areas consist of one or more members of Group management and, where relevant, external board members.

The boards meet according to carefully planned meeting schedules aimed at maximising the long-term potential of the businesses while maintaining short-term profitability. At least four board meetings are held annually to address key matters, complemented by monthly reporting to monitor strategic and financial targets.

In addition to the established board meeting schedule, Volati applies a structured model for performance follow-up throughout the Group. Monthly Board reports are complemented by ongoing dialogue between Group management and the management teams of the businesses, continuous risk assessments of the units, and annual evaluations of profitability, market outlook and long-term strategy. Group management holds quarterly review meetings with the CEOs and CFOs of the Salix Group and Ettiketto Group business areas and the Industry platforms to monitor financial performance and strategic initiatives.

9 CEO and Management Group

Volati's CEO is responsible for the Company's day-to-day management in accordance with the Swedish Companies Act, as well as the CEO instructions and the reporting instruction adopted by the Board. The CEO's responsibilities include acquisitions and divestments, HR,

finance and accounting matters, as well as ongoing dialogue with the Group's stakeholders and the financial markets. The CEO is also responsible for establishing delegation rules for the Group's senior executives and for appointing, dismissing and determining the terms of employment for these individuals within the framework of the remuneration guidelines adopted by the Annual General Meeting.

The CEO reports to the Board and is responsible for implementing the Board's decisions. The CEO also ensures that the Board receives the information required to make well-informed decisions in accordance with the applicable reporting instructions. Furthermore, the CEO ensures that matters requiring Board approval under applicable legislation, the Articles of Association and internal policies and guidelines are submitted to the Board. The CEO attends and reports at all Board meetings, except when the CEO is being evaluated by the Board or when the Board meets the Company's auditors without the presence of executive management.

The CEO has appointed a Group management team responsible for the ongoing management of various parts of the business. Group management consists of the CEO, the CFO, the Heads of the Salix Group and Ettiketto Group business areas and Volati's Head of Strategic HR. Group management meets regularly to oversee and review ongoing projects, Group-wide development initiatives and organisational matters.

Internal control and risks

Under the Swedish Companies Act, the Board of Directors is responsible for the Company's internal control and governance. To maintain and further develop an effective control environment, the Board has adopted a number of fundamental documents relevant to financial

reporting, including the Board's rules of procedure, the CEO instructions and the reporting instructions. An effective control environment also requires a well-developed structure subject to ongoing review. Primary responsibility for the day-to-day maintenance of the control environment rests with the Company's CEO, who reports regularly to the Board in accordance with the applicable reporting instructions and the procedures described below.

To ensure an appropriate level of control, Group management and each unit establish control activities designed to mitigate the most significant risks identified in the risk analysis. These control activities form the basis for the minimum level of internal control required within the Group and the respective units.

The Group and its businesses maintain a register of identified risks and the control activities required to mitigate those risks, together with descriptions of how the effectiveness of these controls is monitored.

A self-assessment of these minimum control requirements is conducted annually and reported to the board of each business. The CEO of each business is responsible for the self-assessment process. The Group CEO annually presents a summary of the key conclusions from the businesses' self-assessments to the Company's Board.

Volati has not established an internal audit function, as this is not considered necessary to maintain the desired level of internal control. Instead, these responsibilities are performed by management, the boards and the external auditors.

Process for financial reporting

Volati has a Group-wide reporting system, Ocro, covering all units. The units also have separate accounting systems that are tailored to their respective operations. Each unit reports monthly basis through Ocro.

1 Reporting from the businesses

Volati has an established financial reporting timetable under which all companies submit a complete monthly reporting package comprising an income statement, balance sheet, cash flow statement, selected notes, employee data and investments. Reporting is structured by platform (within the Industry business area) or by business area to enable efficient monitoring and analysis. The reporting package complies with applicable laws, regulations and accounting standards. Volati continuously provides training to the units and further develops the reporting process to improve efficiency and strengthen the basis for business analysis in a cost-effective manner.

2 Qualitative reporting from the businesses

Each business area or platform (within Industry) reports monthly qualitative commentary on developments during the preceding month, covering financial performance, key strategic initiatives and other material matters. These reports are submitted to Volati's management and to the board of the relevant platform or business area.

3 Reconciliation procedures

Following receipt of the reports, reconciliations are performed to ensure that reporting has been completed accurately and in accordance with technical requirements. These reconciliation procedures are performed by Volati's Group accounting function.

4 Analysis

Volati's management analyses the reported financial information based on its knowledge of the respective business areas and units. Group management holds quarterly review meetings with the CEOs and CFOs of the Salix Group and Ettiketto Group business areas and the Industry platforms to monitor financial performance and strategic initiatives.

5 Consolidation

Any deviations identified during the preparation of legal and operational reporting or through analysis and reconciliation procedures are corrected following dialogue with the relevant business. The consolidation process includes reconciliations of equity, intra-Group balances, tax, investments and cash flow.

6 Reporting to the Board

Volati's management reports monthly to the Board on the Group's financial performance, business development, financial position, ongoing projects and selected performance measures. The Board continuously monitors financial performance against Volati's financial targets. Prior to each scheduled Board meeting, the Board receives more comprehensive documentation which, depending on the meeting agenda, may include more detailed analysis of relevant matters.

7 External reporting (quarterly)

Volati publishes interim reports on a quarterly basis and issues press releases. The Annual Report is printed and distributed to major shareholders, subscribers and other stakeholders. The Annual Report and previously published reports are available on the Company's website.

The Company is subject to the EU Market Abuse Regulation (EU) No. 596/2014 (MAR), which imposes strict requirements on how companies handle inside information. MAR regulates, among other things, how inside information must be disclosed to the market, the circumstances under which disclosure may be delayed, and the Company's obligation to maintain a list of persons with access to inside information (an insider list).

Volati uses the digital tool StrictLog to ensure that its handling of inside information complies with MAR and the Company's insider policy – from the decision to delay disclosure through to the notification submitted to the Swedish Financial Supervisory Authority (Finansinspektionen) once the insider matter has been concluded and the information disclosed. Access to StrictLog is restricted to authorised personnel.

8 Audit

KPMG is the auditor of the Parent Company and Group. The units generally appoint KPMG as their local auditor, with a limited number of exceptions for certain smaller subsidiaries that are newly acquired or based outside Sweden. During the autumn, the auditor conducts a review of internal control and administration,

the results of which are reported to the units and Volati's management. In connection with the year-end audit, the auditors attend physical inventory counts. Meetings are also held with Volati's finance function to discuss accounting estimates and other relevant matters during the year-end audit. The auditor reports significant observations from the audit and, when relevant, attends Board meetings. Audit reporting includes a traffic-light classification system in which observations are graded based on risk, materiality and control effectiveness. Each unit prepares an action plan to ensure that audit findings are addressed. At the subsequent review of internal control and administration, the auditor verifies that the agreed measures have been implemented.



Board of Directors

From left: Maria Edsman, Patrik Wahlén, Christina Tillman, Anna-Karin Celsing, Magnus Sundström and Björn Garat.

Patrik Wahlén

Chairman of the Board since 2018, Board member 2005–2017. Born 1969.

Education: Business and Economics studies at Lund University.

Other positions: Chairman of Bokusgruppen AB, Board member of Kristjansson & Wahlén AB, Destination Falkenberg AB and AB Salparono

Background: Patrik founded Volati in 2003 together with Karl Perlhagen. He has previously held positions in Kemira Group and Ernst & Young Management Consulting AB.

Shareholding in the Company: 18,581,509 ordinary shares.

Björn Garat

Board member since 2015. Born 1975.

Education: B.Sc., International Economics, Linköping University.

Other positions: CFO and Deputy CEO of AB Sagax (and positions in its subsidiaries), Board member of Fastighetsbolaget Emilshus AB, Vassvik Förvaltning Aktiebolag and Paco Holding AB, and Deputy Board member of Manolo Holding AB.

Background: Partner and Head of Corporate Finance at Remium Nordic AB and financial analyst. CFO and Deputy CEO of AB Sagax since 2012.

Shareholding in the Company: 200,000 ordinary shares.

Maria Edsman

Board member since 2023. Born 1968.

Education: MBA, Stockholm School of Economics. Board of Directors training, Styrelseakademien

Other positions: CEO of Bokusgruppen AB, Board member of Rusta AB and Bokhandlarföreningen.

Background: Board member of Lammhult Design Group AB and INTERSPORT AB. Served as CEO and Head of former business area Akademibokhandeln (now Bokusgruppen) and was part of Volati's management team. Former CEO of Brothers and Polarn O. Pyret.

Shareholding in the Company: 8,257 ordinary shares.

Christina Tillman

Board member since 2016. Born 1968.

Education: B.Sc. in Business and Economics, Stockholm University.

Other positions: Acting CEO of Hunter Sales i Stockholm AB, Board member of Corem Property Group AB and Grimaldi Industri AB and Deputy Board member of Stocksund Financial Services AB.

Background: Previous roles include CEO of Odd Molly International AB and Gudrun Sjöden Group AB.

Shareholding in the Company: 6,033 ordinary shares and 300 preference shares.

Anna-Karin Celsing

Board member since 2018. Born 1962.

Education: MBA, Stockholm School of Economics.

Other positions: Board member of Castellum, Peas Industries, Tim Bergling Foundation, Stiftelsen Beckmans Designhögskola, Stiftelsen Orienteatern, Stiftelsen Dansens Hus. Morrow Bank, Lannebo Kapitalförvaltning and Nordtech Group.

Background: Head of IR at Swedbank, Head of Communications at Ratos, Chairman of SVT. Advisory roles and directorships within strategy, finance and governance.

Shareholding in the Company: 10,000 ordinary shares and 2,000 preference shares.

Magnus Sundström

Board member since 2018. Born 1954.

Education: M.Sc., Industrial Economics, Linköping University.

Other positions: CEO and owner of 1909 Gruppen AB and joint owner (50%) of B2B IT-Partner AB.

Shareholding in the Company: 854,758 ordinary shares and 29,739 preference shares through associated company.

Karl Perlhagen resigned from his position as a Board member on 19 November 2025 at his own request.



Management Group

From left: Lars Ingman, Martin Hansson, Rikard Ahlin, Åsa Holmgren and Andreas Stenbäck.

Andreas Stenbäck

CEO since 2021. Born 1979.

Education: M.Sc., Royal Institute of Technology, and B.Sc. in Business Administration and Economics, Stockholm University.

Other positions: –

Background: Before becoming CEO, Andreas served as CFO of Volati. He has also held positions at Keystone Advisers and MCF Corporate Finance.

Shareholding in the Company: 716,433 ordinary shares, and warrants carrying the right to purchase 304,112 ordinary shares.

Lars Ingman

Interim CFO since October 2025. Born 1960.

Education: Economics studies at Uppsala University

Other positions: –

Background: Lars was previously CFO of Bonava AB, John Mattson, Asker Group and Cederroth.

Shareholding in the Company:

-

Martin Hansson

Head of Business Area Salix Group since 2021. Born 1975.

Education: Law degree, University of Gothenburg.

Other positions: –

Background: Martin worked for four and a half years at the German holding company Maxingvest and, prior to that, spent 17 years at IKEA in various roles.

Shareholding in the Company: 10,404 ordinary shares and 1.1 percent of the shares in Salix Group, and purchase options in Salix Group.

Rikard Ahlin

CEO of Ettiketto Group since 2016 and Head of Business Area Ettiketto Group since 2022. Born 1976.

Education: Engineering degree, Lund University (LTH, Faculty of Engineering).

Other positions: –

Background: Rikard has held several sales and production roles within Ettiketto Group since 1998 and was appointed CEO in 2016.

Shareholding in the Company: 2,500 ordinary shares and 4 percent of the shares in Ettiketto Group.

Åsa Holmgren

Head of Strategic HR since 2024. Born 1967.

Education: M.Sc., Royal Institute of Technology, and Exec Ed, Stockholm School of Economics.

Other positions: –

Background: Åsa has previously held positions at EQT, Axel Johnson International, Ernst & Young Management Consulting and ABB.

Shareholding in the Company:

-