

Proposals and Statement by the Nomination Committee of Arjo AB (publ) in respect of the 2026 Annual General Meeting

1. Background

In accordance with the resolution of Arjo's 2020 Annual General Meeting, the Nomination Committee in respect of the Annual General Meeting shall be composed of members appointed by the three largest shareholders in terms of voting rights as of August 31 of each year, and the Chairman of the Board of Directors. In addition, if the Chairman of the Board, in consultation with the member appointed by the largest shareholder in terms of voting rights, deems it appropriate, it shall include an, in relation to the company and its major shareholders, independent representative of the minor shareholders as a member of the Nomination Committee. The Nomination Committee in respect of the 2026 Annual General Meeting has comprised the Chairman of the Nomination Committee Carl Bennet (*Carl Bennet AB*), Jannis Kitsakis (*Fjärde AP-fonden*), Anders Oscarsson (*Svolder*), and the Chairman of the Board of Directors Johan Malmquist. After consulting with the Chairman of the Nomination Committee, the Chairman of the Board has not considered it justified to appoint a representative for the minor shareholders ahead of the 2026 Annual General Meeting.

In accordance with a resolution at Arjo's 2020 Annual General Meeting, the Nomination Committee has the task to present proposals regarding election of the Chairman at the General Meeting, election of the Chairman of the Board of Directors and other members of the Board of Directors and election of auditor, and proposals regarding remuneration to the Board of Directors and the auditors.

All shareholders have had the opportunity to present nomination proposals to the Nomination Committee prior to the 2026 Annual General Meeting.

2. Proposals by the Nomination Committee

The Nomination Committee makes the following proposals in respect of the 2026 Annual General Meeting:

Chairman of the Annual General Meeting:

The Chairman of the Board, Johan Malmquist, shall be elected Chairman of the Meeting.

Board of Directors:

The number of Board members elected by the General Meeting shall be eight, without deputy members. Johan Malmquist, Carl Bennet, Ulrika Dellby, Eva Elmstedt, Dan Frohm, Ulf Grunander, and Carola Lemne shall be re-elected as Board members and Andréas Elgaard shall be elected as new Board member. Johan Malmquist shall be re-elected as Chairman of the Board.

For more information regarding Andréas Elgaard, please see [Appendix A](#). Information about all members proposed for re-election is available on the company's website, www.arjo.com.

Board and Committee fees:

Board fees, excluding remuneration for Committee work, shall be paid in a total of SEK 6,315,600, of which SEK 1,775,400 (1,715,400) to the Chairman and SEK 756,700 (731,100) to each of the other Board members elected by the General Meeting who are not employees of the Group. Work in the Audit Committee shall be compensated with SEK 314,400 (303,800) to the Chairman and SEK 157,200 (151,900) to each of the other members, and work in the Remuneration Committee shall be compensated with SEK 168,800 (163,100) to the Chairman and SEK 120,000 (116,000) to each of the other members.

Auditor and auditor fees:

The registered auditing company Ernst & Young AB shall be re-elected as auditor for the period until the end of the 2027 Annual General Meeting in accordance with the Audit Committee's recommendation. If elected, Ernst & Young AB has informed that Karoline Tedevall will be auditor-in-charge. Fees to the auditor shall be paid in accordance with approved invoices.

3. Report by the Nomination Committee regarding its work prior to the 2026 Annual General Meeting

Ahead of the 2026 Annual General Meeting, the Nomination Committee has held two meetings at which minutes were kept. In addition, the members of the Nomination Committee have had ongoing contact and maintained further dialogue by telephone between the meetings. All members of the Nomination Committee have carefully considered whether there is a conflict of interest to accept the assignment as member of the Nomination Committee of Arjo.

The Nomination Committee has addressed all matters that the Nomination Committee must address according to the Swedish Corporate Governance Code (the "Code"), which is further described below. Furthermore, in order for the company to be able to fulfil its information obligations towards the shareholders, the Nomination Committee has informed the company of how the work of the Nomination Committee has been conducted and of the proposals the Nomination Committee has decided to submit.

As a basis for its work, the Nomination Committee has reviewed the annual accounts for the company's operations in 2025. Further, the Nomination Committee has reviewed the evaluation made of the Board and its work. The result of the evaluation has been presented in its entirety to the Nomination Committee. In addition, part of the Nomination Committee has interviewed one of the current Board members elected by the General Meeting. The Nomination Committee has not received any nomination proposals from the shareholders during the year.

In addition, the Nomination Committee has been informed of the Audit Committee's evaluation of the cooperation with the currently elected auditing firm and the Audit Committee's advocated proposal for election of auditor.

No remuneration has been paid to the members of the Nomination Committee.

4. Statement by the Nomination Committee on the proposed Board of Directors

The Board's evaluation, which the Nomination Committee has reviewed, shows that the current Board members represent a broad spectrum of expertise with sound industry knowledge, extensive financial know-how and knowledge regarding international conditions and markets. The evaluation also showed that the attendance rate at Board meetings was high and that all Board members demonstrated a high level of commitment.

Based on the result of the evaluation reviewed by the Nomination Committee, and the demands placed on the Board as a result of Arjo's position and future focus, the Nomination Committee proposes that the number of Board members elected by the General Meeting shall be extended to eight. In January 2026, Andrés Elgaard assumed the position as the new Chief Executive Officer of Arjo. In line with the Nomination Committee's view that the Board of Directors should normally include the Chief Executive Officer, the Nomination Committee proposes that Andrés Elgaard be elected as a member of the Board of Directors of Arjo.

All current Board members have declared themselves available for re-election to the Board.

The Nomination Committee has proposed that all members be re-elected: Johan Malmquist (Chairman of the Board), Carl Bennet, Ulrika Dellby, Eva Elmstedt, Dan Frohm, Ulf Grunander, Carola Lemne, and that Andréas Elgaard shall be elected as new Board member. The Nomination Committee's assessment is that the Board members together possess solid skills and experience, well adapted for the company and that Johan Malmquist, with his significant experience of the company and Board work, has proved to be and will continue to be well suited to organize and lead the Board's work.

In summary, the proposed Board of Directors is deemed to have the size, versatility and breadth of expertise, experience and background required and is appropriate with regard to the company's operations, phase of development and other relevant circumstances, including relevant sustainability aspects. The Nomination Committee applies rule 4.1 of the Code as diversity policy in the development of the proposal to the Board and is of the opinion that the proposal entails a Board composition that will continue to be appropriate to the company's operations, phase of development and other relevant circumstances as well as exhibit diversity and breadth with regard to the Board members' qualifications, experience and background, as set out in rule 4.1 of the Code.

The Nomination Committee strives for equal gender distribution on the Board, which are given specific attention in relation to election of new Board members. The proposed Board members comprise three women and five men (equivalent to approximately 37,5 and 62,5 per cent, respectively).

In addition, the Nomination Committee has assessed the independence of the Board members. It is the Nomination Committee's opinion that its proposal for Board members meets the Code's independence requirements. The Nomination Committee deems that Andréas Elgaard is to be regarded as dependent in relation to the company and the executive management, and that Carl Bennet and Dan Frohm are to be regarded as dependent in relation to major shareholders. The Nomination Committee deems the other proposed Board members – Johan Malmquist, Ulrika Dellby, Eva Elmstedt, Ulf Grunander, and Carola Lemne – to be independent in relation to the company and the executive management as well as the major shareholders.

In addition, in its preparations, the Nomination Committee has reviewed previously decided fee levels for the members of the Board. Taking such a review into account, the Nomination Committee has proposed some adjustment of the fee level.

In accordance with the Audit Committee's recommendation, the Nomination Committee has chosen to recommend to the Annual General Meeting re-election of the auditing firm Ernst & Young AB as auditor for the forthcoming term and that fees shall be paid according to approved invoice.

Malmö in March 2026

The Nomination Committee of Arjo AB (publ)

Andréas Elgaard

Education	Master of Science from Lund's Institute of Technology
Board assignments	Board member Nobia AB (publ)
Professional experience and previous assignments / positions	President and CEO of ITAB Shop Concept AB and senior positions within inter alia IKEA and Saint-Gobain Iover Board member of Byggmax AB (publ) between 2021-May 2026 and Munksjö Paper AB between 2022-2025
Independent in relation to Arjo and its management	No
Independent in relation to major shareholders	Yes
Shareholding in Arjo AB (own and related parties)	125 000 B-shares 1 184 834 synthetic call options