



Corporate Governance

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Corporate Governance at Arjo

Arjo AB (publ) is a Swedish public limited liability company listed on Nasdaq Stockholm, Mid Cap segment. Arjo's corporate governance is based on Swedish legislation, Arjo's Articles of Association, the Swedish Corporate Governance Code, Nasdaq Stockholm's Rule Book for Issuers, and other applicable rules and recommendations. The 2025 Corporate Governance Report is presented here.

Introduction

Arjo is a global supplier of medical devices and solutions. By enabling increased mobility in healthcare environments, the company helps improve clinical and financial outcomes in healthcare, which in turn contributes to a more sustainable healthcare system. Arjo creates value by preventing complications and improving the quality of care for patients, and enabling a safer and more effective work environment for healthcare professionals. Arjo's main customers are public and private institutions providing acute and long-term care. Confidence in Arjo and its products is entirely decisive for continued sales successes.

Corporate governance is aimed at ensuring the continued strong performance of the Group by ensuring that Arjo fulfills its obligations to shareholders, customers, employees, suppliers, creditors and society. The Group's corporate governance and internal regulations are consistently geared toward business objectives and strategies. The Group's risks are well-analyzed and risk management is integrated in the work of the Board and in operational activities. Arjo's organization and governance are designed to be able to react quickly to changes in the market. Operational decision-making is decentralized and close to the customer, while overall decisions on strategy and approach are made by Arjo's Board of Directors and Management Team.

External and internal regulations

Arjo's corporate governance is based on Swedish legislation such as the Companies Act and the Annual Accounts Act, and external governing instruments, including Nasdaq Stockholm's Rule Book for Issuers, and the Swedish Corporate Governance Code (the "Code"). The Code is based on the "comply or explain" principle, which means that a company that applies the Code does not always have to comply with every rule in the Code and instead can choose alternative solutions that are deemed to be more suitable to the company's specific circumstances. This requires that each deviation is reported, the chosen solution is

2026 Annual General Meeting

Arjo's Annual General Meeting will be held on April 22, 2026 in Malmö, Sweden, with the option of postal voting. For further information, visit Arjo's website, www.arjo.com

Main decisions at 2025 Annual General Meeting

- Adoption of the income statement and the balance sheet for the Parent Company and the consolidated income statement and the consolidated balance sheet for the 2024 fiscal year
- Dividend of SEK 0.95 per share
- Discharge from liability for the Board members and CEO for their administration of the company for the 2024 fiscal year
- Re-election of all Board members: Johan Malmquist (Chairman), Carl Bennet, Ulrika Dellby, Eva Elmstedt, Dan Frohm, Ulf Grunander and Carola Lemne
- Remuneration of Board and auditors
- Election of Ernst & Young AB as new auditor with Karoline Tedevall as auditor in charge
- Authorization to the Board of Directors to resolve, on one or more occasions during the period until the 2026 Annual General Meeting, to acquire the company's own B shares
- Approval of the Board's remuneration report in accordance with Chapter 8, Section 53 a of the Swedish Companies Act

More information about the Annual General Meeting and the complete minutes are available on Arjo's website

ARJO'S CORPORATE GOVERNANCE

described and that an explanation for the deviation is presented. Arjo's only deviation from the Code's rules in 2025 was from item 2.4, that the Chairman of the Board or another Board member may not be the Chairman of the Nomination Committee. The Nomination Committee appointed Carl Bennet, Board member and owner of the company's largest shareholder Carl Bennet AB, as Chairman of the Nomination Committee since the Nomination Committee believes it to be important to have a representative of the largest shareholder as the Chairman of the Nomination Committee. The company complies with the Swedish Securities Council's statement on good practice in the Swedish stock market. The internal governing documents relating to Arjo's corporate governance include Arjo AB's Articles of Association, instructions and formal work plan for the Board of Directors, Board committees and CEO, various policies and guidelines as well as Arjo's Code of Conduct and Guiding Principles. The Articles of Association are available on Arjo's website, www.arjo.com, under corporate governance.

General Meetings

Shareholders exercise their rights to make decisions concerning Arjo's affairs at the General Meeting (Annual General Meeting and Extraordinary General Meetings), which is Arjo's highest decision-making body. The Annual General Meeting will be held

each year before the end of June in Malmö, Sweden. Extraordinary General Meetings can be convened when required. The General Meeting resolves on a number of issues, including the adoption of the income statement and balance sheet, appropriation of Arjo's profit or loss, discharge of Board members and the CEO in relation to the company, the structure of the Nomination Committee, the election of Board members (including the Chairman) and auditors. The General Meeting also resolves on remuneration of Board members and auditors, guidelines for the remuneration of the CEO and other senior executives, and any amendments to the Articles of Association. At the Annual General Meeting, shareholders are entitled to address questions about the company and its results for the year in question. Notices of Annual General Meetings and Extraordinary General Meetings at which amendments to the Articles of Association are to be addressed shall be served not earlier than six weeks and not later than three weeks prior to the meeting. Notices of other Extraordinary General Meetings shall be served not earlier than six weeks and not later than two weeks prior to the Meeting. Notification of the convening of General Meetings is issued through an advertisement being placed in Post- och Inrikes Tidningar and on www.arjo.com. At the time of notice, an announcement that the notice has been issued is to be published in Svenska Dagbladet. Shareholders who wish to partici-

pate in a general meeting shall be recorded in a print-out or other representation of the entire share register as per the record date of the general meeting, as determined in accordance with the Swedish Companies Act and notify the company of their intention to participate by the date specified in the notice convening the Meeting. The last mentioned day must not be a Sunday, other public holiday, Saturday, Midsummer's Eve, Christmas Eve or New Year's Eve and not fall earlier than the fifth weekday prior to the Meeting.

Shareholders

For more information about the shareholders and the share, see pages 138-139 and www.arjo.com.

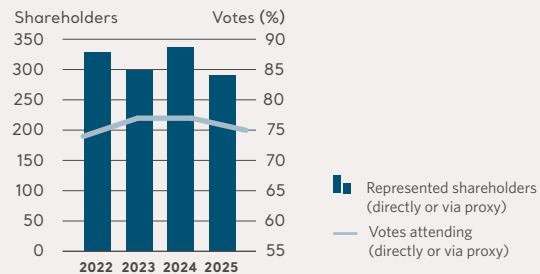
2025 Annual General Meeting

The AGM was held on April 29, 2025. The AGM resolved to adopt the income statement and balance sheet presented and to approve the Board's proposed appropriation of profits.

2026 Annual General Meeting

Arjo's Annual General Meeting will be held on April 22, 2026 in Malmö, Sweden, with the option of postal voting. For further information, visit Arjo's website, www.arjo.com.

Attendance at the AGM



Nomination Committee ahead of the 2026 Annual General Meeting

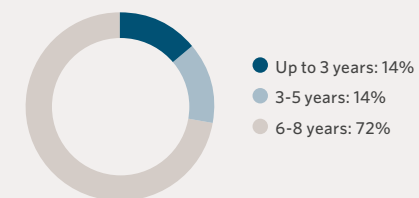
Carl Bennet, Chairman of Nomination Committee and Vice Chairman of the Board, Carl Bennet AB

Jannis Kitsakis, Fourth Swedish National Pension Fund

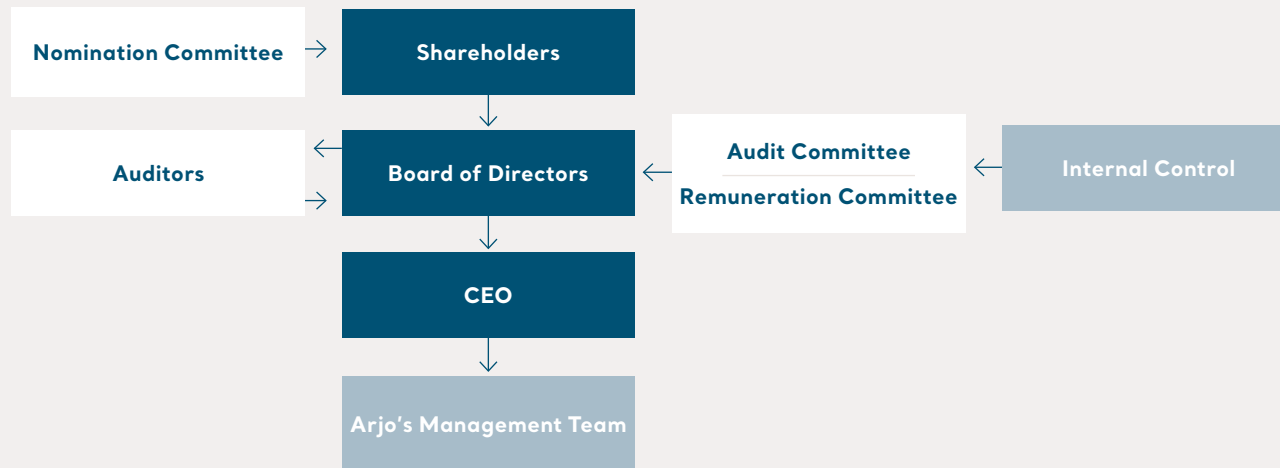
Anders Oscarsson, Svolder AB

Johan Malmquist, Chairman of the Board

Tenure, Board members



ARJO'S CORPORATE GOVERNANCE



External governing instruments (selection)

- Swedish Companies Act
- Swedish Annual Accounts Act
- Nasdaq Stockholm Rulebook for Issuers
- Swedish Corporate Governance Code ("the Code")

Internal governing instruments (selection)

- Articles of Association
- Instructions and formal work plan for the Board of Directors, Board committees and CEO
- Policies and guidelines (e.g. in finance, HR, communication, internal control and compliance)
- Code of Conduct
- Guiding Principles

Nomination Committee

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, based on a list of owner-registered shareholders from Euroclear Sweden AB or other reliable ownership information, 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 Committee member representing the largest shareholder in terms of the number of votes is to be appointed Chairman of the Nomination Committee. The Nomination Committee is to present proposals on the Chairman of General Meetings, the Board of Directors, the Chairman of the Board, auditors, Board fees as specified between the Chairman and other Board members, remuneration for Committee work and fees to the company's auditors.

Nomination Committee ahead of 2026 Annual General Meeting

Ahead of the 2026 Annual General Meeting, Arjo's Nomination Committee comprised Chairman Carl Bennet (Carl Bennet AB), Jannis Kitsakis (Fourth Swedish National Pension Fund), Anders Oscarsson (Svolder), as well as Board Chairman Johan Malmquist. From its statutory meeting until the submission of the Annual Report, the Nomination Committee held two meetings. As a basis for its proposal to the 2026 AGM, the Nomination Committee made an assessment as to whether the current Board

ARJO'S CORPORATE GOVERNANCE

Elmstedt, Dan Frohm, Ulf Grunander, Carola Lemne, Ulrika Dellby and Johan Malmquist were elected Board members. Joacim Lindoff stepped down from the Board when he left his position as President & CEO of Arjo in January 2025. Arjo's Executive Vice President of Legal & Business Compliance serves as secretary to the Board and other executives of Arjo participate in Board meetings as rapporteurs for special issues. According to the Code, a majority of the Board members elected by the Meeting are to be independent in relation to Arjo and the Management Team. In addition, in accordance with the Code, at least two of the Board members who are independent in relation to Arjo and the Management Team, must also be independent in relation to the company's major shareholders. The composition of Arjo's Board meets the requirements of independence stipulated in the Code. The Board members' individual shareholdings, their independence in relation to the company, executive management and major shareholders as well as their other assignments in other companies are found in the presentation of Board members on pages 34-36. It is the responsibility of each Board member to continuously assess whether assignments outside the company may entail a conflict of interest, such as participating on other Boards or shareholdings with suppliers, etc. The Board members must, when necessary, inform and consult the Chairman of the Board.

Board Chairman's responsibility

The Chairman of the Board follows Arjo's operations through continuous contact with the CEO. The Chairman organizes and heads the Board's work, and is responsible for ensuring that the other Board members receive satisfactory information and documentation for decision-making. The Chairman is also responsible for ensuring that new Board members continuously update and deepen their knowledge of Arjo and otherwise receive the continuous training required to enable Board work to be conducted efficiently. It is also the Chairman who is responsible for contacts with shareholders regarding ownership issues and for

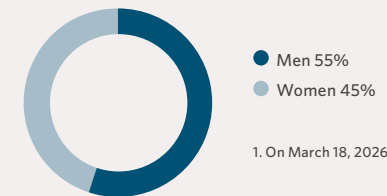
ensuring that the Board evaluates its work annually. The Board's work and management of financial and sustainability issues are evaluated in cooperation with an external partner. The entire results are presented to the Board and the Nomination Committee.

Board of Directors' responsibility and work

The work of the Board of Directors is governed mainly by the Swedish Companies Act, the Code and the Board's formal work plan. The Board's formal work plan also states that the Board's overall assignment is to assume responsibility for the Group's organization and management of its business, adoption of the Group's overall goals, development and follow-up of the overall strategies, decisions about major acquisitions, divestments and investments, decisions regarding potential placements and loans in accordance with the finance policy, continuous follow-up of the operations, adoption of the quarterly reports and year-end reports, and the continuous evaluation of the CEO. The Board is also responsible for ensuring the quality of the financial reporting and sustainability reporting, including systems for monitoring the internal control of Arjo's financial reporting and position as well as sustainability reporting (see "Internal control"). The Board receives monthly updates from management about critical events and regular updates take place between meetings as necessary. In addition, the Board shall ensure that Arjo's external information disclosure is characterized by openness and is correct, relevant and clear. The Board is also responsible for adopting the required guidelines and other policy documents, such as the communications policy and the insider policy. Recurring items on the agenda of the Board's meetings include the following: business situation, project status, market issues, succession and leadership questions, risk management, monitoring the company's work on quality, regulatory compliance, business ethics and sustainability, adoption of the interim report, strategic review, future outlook, and economic, financial and sustainability reporting that includes collecting important information from internal and external stakeholder groups. The

Board held its statutory meeting on April 29, 2025 and convened 13 times in 2025, with an average attendance rate of 95 percent of the elected members. At its scheduled meetings, the Board addressed fixed agenda items in accordance with the Board's formal work plan and other ongoing accounting and legal business matters.

Gender distribution of the Board, including employee representatives (regular and deputies)¹⁾



2025 Annual General Meeting

Arjo AB's Annual General Meeting was held on April 29 in Malmö.

Work of the Board of Directors in 2025

The Board met on 13 occasions in 2025. The key matters addressed during the year are summarized below.

January

- Year-End Report
- Review of the company's purchasing and supply chain strategy
- Auditor's Report
- Board evaluation
- Report from Audit Committee
- Report from Remuneration Committee

April

- Interim Report Q1
- Review of the company's IT strategy
- Review of the company's work on quality and regulatory compliance
- Report from Audit Committee
- Statutory Board meeting

September

- Visit to Arjo's US division in Chicago
- Review of the overall strategy process
- Review of product portfolios
- Review of the company's purchasing and supply chain strategy
- Review of the company's IT strategy

December

- Establishment of annual plan for 2026
- Adoption of long-range plan for 2028
- Review of the company's risk map
- Succession planning and Talent Management
- Report from Remuneration Committee

March

- Adoption of Annual Report incl. corporate governance report, sustainability report and remuneration report

July

- Interim Report Q2
- Report from Audit Committee
- Appointment of new President & CEO

October

- Interim Report Q3
- Review of the company's sustainability efforts
- Review of the company's work on ethics and compliance
- Review of the company's work on quality and regulatory compliance
- Report from Audit Committee
- Report from Remuneration Committee

ARJO'S CORPORATE GOVERNANCE

Board committees

From among its own numbers, the Board established two committees, the Audit Committee and the Remuneration Committee, both of which work within the instructions established by the Board.

Audit Committee

The Audit Committee is to monitor the processes in Arjo's financial reporting and sustainability reporting, and ensure and monitor the efficiency of the company's internal control by reporting from the Internal Control Group function. Part of the work is to remain informed about the external audit of the annual report and consolidated financial statements, including the sustainability reporting, review and monitor the impartiality and independence of the auditors and, in particular, whether the auditors have provided the company with services other than auditing services. In regards to sustainability and as instructed by the Board, the Audit Committee has worked with Arjo's sustainability efforts with a particular focus on monitoring sustainability activities and strengthening the internal control program for sustainability reporting.

The Audit Committee meets regularly with the auditor to discuss the coordination of internal control and external auditing. Additionally, the Audit Committee is to assist the Nomination Committee in proposals for the AGM resolution on the election of auditors by, for example, ensuring that the auditor's mandate period does not exceed the time permitted by applicable laws, managing the procurement of auditing services (if appropriate) and submitting a recommendation of a proposal to the Nomination Committee. The Committee shall also inform the Board of the results of the audit, including how the audit has verified the company's financial statements, and otherwise conduct the work required to meet all of the requirements contained in the EU Audit Regulation. In addition, the Audit Committee will resolve on guidelines for the procurement of services other than audit services from the company's auditor and, if appropriate, approval of such services. Finally, the Audit Committee will evaluate the work of the auditor and inform the Nomination Committee of the result of this evaluation.

In 2025, Arjo's Audit Committee comprised Board members Ulf Grunander (Chairman), Eva Elmstedt, Dan Frohm and Ulrika Dellby. The Committee meets the requirements of the Swedish Companies Act regarding auditing and audit competence.

In 2025, the Committee held six minuted meetings, including informal contact when necessary. The attendance of members at the Committee meetings is presented in the table above. The company's auditors participated in all meetings convened by the Audit Committee. Jointly with the auditors, the Committee discussed and established the scope of the audit. Other executives of Arjo participate in Audit Committee meetings as rapporteurs for special issues.

Audit Committee

	Member	Attendance at meetings
	Ulf Grunander (Chairman)	6/6
	Ulrika Dellby	6/6
	Eva Elmstedt	6/6
	Dan Frohm	5/6

Remuneration Committee

The Remuneration Committee's main tasks of the Committee are to prepare the Board's decisions in matters involving remuneration principles, remuneration and other employment terms and conditions for the CEO and other senior executives, and to monitor and evaluate programs involving variable remuneration of the Management Team that are ongoing and were concluded during the year. The Committee will also monitor and evaluate the application of remuneration guidelines for senior executives that the Annual General Meeting resolved upon, as well as the applicable remuneration structures and remuneration levels within the company. If necessary, the work of the Remuneration Committee can be carried out with the support of external expertise on issues related to remuneration levels and structures.

The Remuneration Committee in 2025 comprised Johan Malmquist (Chairman), Carl Bennet, Dan Frohm and Carola

Lemne. In 2025, the Committee held four minuted meetings, including informal contact when necessary. The attendance of members at the Committee meetings is presented in the table above.

During the year, the Remuneration Committee gave the Board its recommendations concerning policies for the remuneration of senior executives. The recommendations included the proportion between fixed and variable remuneration, the size of possible pay increases and proposed criteria for assessment of bonus outcomes. The Board discussed the Remuneration Committee's proposals and decided in line with the Remuneration Committee's recommendations. Remuneration of the CEO for the 2025 fiscal year and remuneration of the incoming CEO was decided by the Board based on the Remuneration Committee's recommendations. Remuneration of other senior executives was decided by the Remuneration Committee after consultation with the CEO. The Remuneration Committee also carried out an evaluation of compliance with the guidelines for senior executives.

Remuneration Committee

	Member	Attendance at meetings
	Johan Malmquist (Chairman)	4/4
	Carl Bennet	4/4
	Dan Frohm	4/4
	Carola Lemne	4/4

Remuneration of Board of Directors

It was resolved that fees, excluding Committee fees, would be paid to the Board in the total amount of SEK 6,102,000, of which SEK 1,715,400 to the Chairman and SEK 731,100 to each of the other Board members who are elected by the AGM and are not employed by the Group. Furthermore, the AGM decided that remuneration for the work of the Audit Committee was to be paid in the amount of SEK 303,800 to the Chairman and SEK 151,900 to each of the other members, and that remuneration for the work of the Remuneration Committee was to be paid in

ARJO'S CORPORATE GOVERNANCE

the amount of SEK 163,100 to the Chairman and SEK 116,000 to each of the other members. For complete information regarding remuneration of senior executives, see Note 3.

CEO and Management Team

The CEO is responsible for the ongoing management and development of Arjo in accordance with applicable legislation and regulations, including Nasdaq Stockholm's Rule Book for Issuers, the Code and the guidelines, instructions and strategies established by the Board of Directors. The CEO is to ensure that the Board of Directors receives objective and relevant information as required for the Board to make well-founded decisions. If critical events occur, the CEO is responsible for informing the Board as soon as possible. Critical events that must be addressed by the Board could be, but are not limited to, cases of fraud, major audit deviations, organizational changes, regulatory non-compliance and hacking. In addition, the CEO oversees that Arjo's goals, policies and strategic plans as established by the Board are followed and is responsible for informing the Board of Arjo's performance between Board meetings. The CEO heads the work of the Management Team, which is responsible for overall business development. In addition to the CEO, the Management Team at year-end 2025 comprised the CFO, EVP Legal & Business Compliance, EVP Human Resources & Sustainability, EVP Quality & Regulatory Compliance, EVP Supply Chain and Product Development & Engineering, EVP Communication & Public

Relations and EVP Global Marketing. The Management Team is presented on pages 37-38. For information regarding remuneration, any share-related incentive programs and terms of employment for the CEO and other senior executives, see Note 3.

Synthetic call options

On August 25, 2025, Arjo was informed by the company's principal owner, Carl Bennet AB, that the incoming CEO of Arjo had acquired synthetic call options on shares in Arjo issued by Carl Bennet AB.

Carl Bennet AB made the offer to the incoming CEO of Arjo, Andréas Elgaard, to acquire synthetic call options on shares in Arjo. A total of 1,184,834 options were acquired by Andréas Elgaard at a price corresponding to the market value of the options, according to a valuation performed by an independent valuation institute. The total market value of the options at the time of the transaction was estimated to amount to SEK 5 million.

The synthetic call options are issued on Arjo series B shares and have a term of five years. The options may be exercised during the period from 15 May 2030 to 15 August 2030. The exercise price is SEK 43.42 per option, which corresponds to 128 percent of the average volume-weighted price paid for Arjo's B shares on Nasdaq Stockholm on each trading day during the period 18-22 August 2025. Upon exercise of the options, the holder will receive a cash settlement from the option issuer corresponding to the market price of the share at the time of exercise, less the exercise price.

The option terms include a cap, which means that each option entitles the holder to a maximum payment of SEK 58.34.

Arjo has not participated in the offer made by Carl Bennet AB on its own initiative. The offer does not entail any costs for Arjo.

External auditing

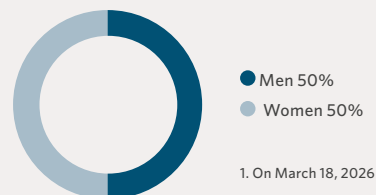
Arjo's Annual General Meeting elects external auditors for one year at a time. The auditors review the Annual Report and accounts, as well as the administration by the Board of Directors and the CEO, according to an audit plan adopted in consultation with the Board's Audit Committee. In conjunction with the audit,

the auditors' report their observations to the Management Team for consideration and then to the Board of Directors through the Audit Committee. The Board meets the auditors at least once a year, when they report their observations directly to the Board without the presence of Arjo's CEO or CFO. The auditors also take part in the Annual General Meeting, where they summarize their audit work and provide their recommendation for the Auditor's Report. The 2025 Annual General Meeting elected Ernst & Young AB as Arjo's auditor with Authorized Public Accountant Karoline Tedeval as auditor in charge.

Internal control Introduction

The Board's responsibility for internal control is defined in the Swedish Companies Act, the Annual Accounts Act, which contains information regarding the most important aspects of Arjo's system for internal control and risk management in connection with financial reporting that must be included in the company's Corporate Governance Report each year, and the Code. For example, the Board of Directors is to ensure that Arjo has effective internal control and formalized procedures to ensure compliance with established principles for financial reporting, sustainability reporting and internal control. Arjo's Audit Committee has declared that the current Internal Control function is sufficient from a corporate governance perspective, and that the Group does not require a separate function for internal audit. Arjo's internal control procedures are based on a framework for internal control published by COSO (Committee of Sponsoring Organizations) and on a control environment that creates discipline and structure for the other components: risk assessment, control activities, information and communication, and follow-up, evaluation and reporting. The procedures have been designed to ensure reliable overall financial reporting and external financial reporting in accordance with IFRS, applicable laws and regulations as well as other requirements, which are to be applied by companies listed on Nasdaq Stockholm. This work involves the Board of Directors, the Arjo Management Team and other personnel.

Gender distribution of Management Team¹⁾



ARJO'S CORPORATE GOVERNANCE

Control environment

The Board has adopted instructions and governing documents aimed at regulating the roles and allocation of responsibility between the CEO and the Board. The way in which the Board monitors and ensures the quality of the internal control is documented in the Board's formal work plan and the corporate governance policy, in which the Board has established a number of basic principles that are important for internal control work. The internal control work is also presented in other governing documents, such as Arjo's Code of Conduct, directive for risk management and internal control, and other policies established by the Board and directives established by the Management Team. These include checks and follow-ups of outcome compared with expectations and previous years, and supervision of accounting policies, for example, as applied by Arjo. The responsibility for maintaining an effective control environment and the continuous work on risk assessment and internal control regarding the financial reporting is delegated to the CEO. However, the Board of Directors has ultimate responsibility. Managers at various levels within Arjo have, in turn, the corresponding responsibility in their respective areas of responsibility. The Management Team regularly reports to the Board and the Audit Committee following established procedures. Responsibilities, authorities, instructions, guidelines, manuals and policy documents and directives, alongside laws and regulations, comprise the control environment for financial reporting.

Risk assessment

Arjo conducts continuous risk assessment to identify risks relating to financial reporting and sustainability reporting. These risks include errors in the financial statements (for example, regarding accounting and valuation of assets, liabilities, revenue and costs, and other deviations), as well as irregularities and fraud. Risk management is built into every process and various methods are used to assess, uncover and prevent risks and to ensure that the risks to which Arjo is exposed are managed in accordance with established policies, directives and instructions.

Control procedures

The structure of control activities is of particular importance in Arjo's work to prevent and uncover risks and weaknesses in the financial reporting. The control structure comprises clear roles in the organization that enable effective distribution of responsibility for specific control activities, including authorization controls in the IT system and attestation controls. The continuous analysis made of the financial reporting is very important for ensuring that the financial statements do not contain any material errors.

Information and communication

Arjo has information and communication procedures to promote completeness and accuracy in the financial reporting and sustainability reporting. Policies, guidelines and internal instructions regarding financial reporting and sustainability reporting are available in electronic and printed form. Regular updates regarding amendments to accounting policies, reporting requirements or other disclosures are made available to and known by the relevant employees. Guidelines are in place with respect to external disclosure of information and these were drafted with the aim of ensuring that Arjo complies with the requirements for disseminating correct information to the market.

Follow-up activities, evaluation and reporting

The Board of Directors assesses the information provided by the Management Team on a continuous basis. Between Board meetings, the Board regularly receives updated financial information regarding Arjo's performance. The Group's financial position, strategies and investments are discussed at every Board meeting. In addition, the Board monitors quality and sustainability related matters. The Board is also responsible for monitoring the internal control. This work includes ensuring that measures are taken to address any weaknesses, as well as following up proposals to address issues highlighted in connection with the external audit. Each year, the company carries out a self-assessment of risk management and internal control activities. The external auditors also report regularly to the Board of Directors.

Outcome 2025

Every year, the Internal Control Group function performs a self-assessment of the internal control environment of every company. The self-assessment encompasses the control environment related to the financial reporting and sustainability reporting, for example, controls in the sales, purchasing, inventory management, salary and accounting processes, and "soft controls" regarding compliance with internal policies and directives. If necessary, the self-assessments are supplemented with auditing and monitoring by Internal Control for selected units and processes. Both self-assessments and supplementary audits are performed with the GRC tool (governance, risk management and compliance) implemented in 2020, which guarantees a uniform and formalized process and governance model. The audit and follow-up have been carried out in collaboration between KPMG, that performs the ongoing work for the units, and the Internal Control Group function, that has the ultimate responsibility for the process as well as for managing deviations and reporting outcomes and measures. Selected parts of the operations were also monitored during the year together with the Legal & Business Compliance department. This year's self-assessments and monitoring concluded that the Group has a well-functioning control environment for covering material risks related to the financial reporting.

Continuing work

Arjo's continuing work within Internal Control will remain concentrated on risk assessment, control activities and follow-up/monitoring. Outcomes and any deviations in the control environment are followed up and reported to the process manager and subsequently to the CFO and Audit Committee. Regarding parts of the control environment that are not related to the financial reporting, Internal Control works together with the company's compliance functions Quality & Regulatory Compliance and Legal & Business Compliance as well as the Risk Management and Sustainability functions.



BOARD OF DIRECTORS



Johan Malmquist

Carl Bennet

Ulrika Dellby

Eva Elmstedt

Position and year of birth	Chairman of the Board and Chairman of the Remuneration Committee. Born 1961.	Vice Chairman of the Board and member of the Remuneration Committee. Born 1951.	Board member and member of the Audit Committee. Born 1966.	Board member and member of the Audit Committee. Born 1960.
Education	B.Sc. in Economics, Stockholm School of Economics.	B.Sc. in Economics, University of Gothenburg, econ. Dr.h.c., med.Dr.h.c. and tech.Dr.h.c.	Master of Business Administration, Stockholm School of Economics.	Bachelor degree in Economics and Computer Science, Indiana University of Pennsylvania, USA.
Year elected	2017	2017 (Vice Chairman of the Board since 2018)	2024	2017
Board assignments	Chairman of Getinge AB (publ) and Trelleborg AB (publ) and Board member of Mölnlycke Health Care AB, Stena Adactum AB and Chalmers University of Technology Foundation.	CEO and Chairman of Carl Bennet AB, Chairman of Lifco AB (publ), Vice Chairman of Getinge AB (publ) and Elanders AB (publ) and Board member of L E Lundbergföretagen AB (publ).	Board member of Getinge AB (publ), Elanders AB (publ), Lifco AB (publ), Linc AB (publ), Royal Dramatic Theatre and Werksta Holdco AB.	Chairman of Nordlo AB, Omegapoint AB and Seriline AB and Board member of AddLife AB (publ) and Elanders AB (publ).
Professional experience and previous assignments/positions	Previous experience as President & CEO of Getinge Group 1997–2015, Business Area Director within Getinge Group, President of Getinge Group's French subsidiary and President of subsidiaries within the Electrolux Group. Former Board member of Essity AB (publ), Elekta AB (publ) and Dunkerintressena.	Previous experience as President & CEO of Getinge 1989–1997 and Board Chairman of Getinge 1997–2019. Former Board member of Holmen AB (publ).	Previous experience as Partner of The Boston Consulting Group and of Fagerberg & Dellby Fond I AB and has been CEO of Brindfors Enterprise IG (now Brand Union), Chairman of Fasadgruppen Group AB (publ), Vice Chairman of Norrporten and BICO AB (publ), and Board member of Cybercom Group AB, Kavli Holding AS, SJ AB and the Business Executives Council of the Royal Swedish Academy of Engineering.	Previous experience as EVP Global Services and member of the management team of Nokia Networks and Nokia Siemens Networks, as well as senior positions at Ericsson, telecom operator 3, and Semcon. Former Chairman of Proact (publ) and Semcon AB, and Board member of Addtech (publ), Thule (publ), Fagerhult AB (publ) and Smart Eye AB (publ).
Attendance at Board meetings	13/13	12/13	12/13	12/13
Attendance at Remuneration Committee meetings	4/4	4/4	—	—
Attendance at Audit Committee meetings	—	—	6/6	6/6
Independent in relation to Arjo and its management	Yes	Yes	Yes	Yes
Independent in relation to major shareholders	Yes	No	Yes	Yes
Total remuneration 2025, SEK 000s	1,878,500, of which 163,100 refers to fee for Remuneration Committee.	847,400, of which 116,000 refers to fee for Remuneration Committee.	883,000, of which 151,900 refers to fee for Audit Committee.	883,000, of which 151,900 refers to fee for Audit Committee.
Shareholding in Arjo AB (own and related parties)¹⁾	800,000 series B shares	18,217,200 series A shares and 63,494,858 series B shares via Carl Bennet AB	15,000 series B shares	120,000 series B shares

1. Shareholdings as per March 18, 2026.

BOARD OF DIRECTORS



Dan Frohm

Ulf Grunander

Carola Lemne

Position and year of birth	Board member and member of the Audit Committee and Remuneration Committee. Born 1981.	Board member and Chairman of the Audit Committee. Born 1954.	Board member and member of the Audit Committee. Born 1958.
Education	M.Sc. in Industrial Engineering and Management, Linköping University.	B.Sc. in Economics, Stockholm University.	Licensed physician, M.D. and associate professor, Karolinska Institutet.
Year elected	2019	2017	2017
Board assignments	Chairman of Elanders AB (publ) and Vice Chairman of Lifco AB (publ) and Carl Bennet AB. Board member of Getinge AB (publ) and the Swedish-American Chamber of Commerce, Inc.	Chairman of Episurf Medical AB (publ) and Board member of Lifco AB (publ) and Djurgården Hockey AB.	Chairman of IRLAB AB (publ), Samhall AB and Ung Företagsamhet, and Board member of Hjärt-Lungfonden, Tervestaylo OY and Sophiahemmet. CEO of Calgo Enterprise AB.
Professional experience and previous assignments/positions	CEO of DF Advisory LLC. Former management consultant at Applied Value LLC in New York.	Previous experience as an authorized public accountant, Board assignments in a number of companies in Getinge Group, as well as CFO of Getinge Group 1993–2016, Chairman of Djurgården Hockey AB and Board member of AMF Pensionsförsäkring AB and AMF Fonder.	Previous experience as Medical Director of Pharmacia Sweden, Clinical Research Manager of Pharmacia Corp., CEO of Danderyd Hospital, Secretary General of Confederation of Swedish Enterprise and President of Praktikertjänst AB. Former Chairman of ArtClinic AB and Internationella Engelska Skolan AB and Uppsala University, vice chairman of Alecta AB, Board member of Confederation of Swedish Enterprise and Board member of AFA Försäkringar, Research Institute of Industrial Economics, ICC, Getinge AB (publ), Investor AB (publ).
Attendance at Board meetings	12/13	13/13	13/13
Attendance at Remuneration Committee meetings	4/4	—	4/4
Attendance at Audit Committee meetings	5/6	6/6	—
Independent in relation to Arjo and its management	Yes	Yes	Yes
Independent in relation to major shareholders	No	Yes	Yes
Total remuneration 2025, SEK 000s	999,000, of which 151,900 refers to fee for Audit Committee and 116,000 for Remuneration Committee.	1,034,900, of which 303,800 refers to fee for Audit Committee.	847,100, of which 116,000 refers to fee for Remuneration Committee.
Shareholding in Arjo AB (own and related parties)¹⁾	230,789 series B shares	107,087 series B shares	13,000 series B shares

1. Shareholdings as per March 18, 2026.

BOARD OF DIRECTORS



Sten Börjesson

Madelène Carlsson

Kajsa Haraldsson

Jimmy Linde

Position and year of birth	Employee representative, deputy since 2025. Born 1967.	Employee representative, member since 2025 and deputy in 2024. Born 1972.	Employee representative, member since 2020. Born 1982.	Employee representative, deputy since 2020. Born 1971.
Education	Upper-secondary education in economics and technology.	Bachelor's degree in Business Finance, Marketing and Leadership/Organization from the School of Business, Economics and Law at the University of Gothenburg, Griffith University, Australia and Halmstad University.	M.Sc. in Industrial Design Engineering, Chalmers University of Technology.	M.Sc. in Engineering, Chemical Engineering, Faculty of Engineering, Lund University.
Board assignments	Owner of Höörs Antenn & Elektronikservice.	—	—	—
Professional experience and previous assignments/positions	Employee representative, Board member of Arjo AB 2017–2020 and 2024, and deputy 2021–2023. Board member (employee representative) of Getinge AB 2007–2015. Employed in Arjo's subsidiary, ArjoHuntleigh AB.	Previous experience as Product manager at Olympus and Product specialist at Nordic Drugs and AstraZeneca. Employed in Arjo's subsidiary, ArjoHuntleigh AB.	Employee representative, deputy Board member Arjo AB 2017–2019. Employed in Arjo's subsidiary, ArjoHuntleigh AB.	Previous experience at AstraZeneca 1996–2017. Employed in Arjo's subsidiary, ArjoHuntleigh AB.
Attendance at Board meetings	11/13	12/13	12/13	13/13
Attendance at Remuneration Committee meetings	—	—	—	—
Attendance at Audit Committee meetings	—	—	—	—
Independent in relation to Arjo and its management	—	—	—	—
Independent in relation to major shareholders	—	—	—	—
Total remuneration 2025, SEK 000s	—	—	—	—
Shareholding in Arjo AB (own and related parties)¹⁾	—	—	224 series B shares	1,500 series B shares

1. Shareholdings as per March 18, 2026.



ARJO MANAGEMENT TEAM

**Andrés Elgaard****Eva Brike****Christofer Carlsson****Ingrid Carlsson****Position and year of birth**

President & CEO. Born 1972.

Executive Vice President, Human Resources & Sustainability. Born 1968.

CFO. Born 1973.

Executive Vice President Legal & Business Compliance and Board secretary. Born 1976.

Education, current assignments and professional experience.

M.Sc. from Faculty of Engineering, Lund University. Board member of Byggmax AB (publ) and Nobia AB (publ). Previous experience as President and CEO of ITAB Shop Concept AB and senior positions within IKEA, Ballingslöv, Sperian, Icopal and Saint-Gobain Isover.

B.Sc. in Human Resource Management, Lund University. Most recently served as Vice President People & Culture at Atos Medical. Previous experience from various positions within TFS HealthScience, Resurs Holding and Rosti Group.

Economics Program, Lund University. Employed at Arjo since 2017 with previous experience from finance positions at companies such as Gambro and BE Group.

Candidate of Law, Lund University, further studies in Intellectual Property Law at Malmö University. Previous experience of various positions in Alfa Laval including Legal Counsel, Head of Legal Business Division Food & Water, Senior Associate at Mannheimer Swartling law firm, and member of the Swedish Bar Association 2009–2014.

Shareholding in Arjo AB (own and related parties)¹⁾

125,000 series B shares and 1,184,834 synthetic share options

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20,000 series B shares

2,000 series B shares

1. Shareholdings as per March 18, 2026.

ARJO MANAGEMENT TEAM



Jonas Cederhage

Maria Fagerberg

Tobias Kramer

Maria Nilsson

Position and year of birth

Executive Vice President, Supply Chain and Product Development & Engineering. Born 1971.

Executive Vice President Quality & Regulatory Compliance. Born 1977.

Executive Vice President Global Marketing. Born 1984.

Executive Vice President, Communication & Public Relations. Born 1982.

Education and professional experience

B.Sc. in Industrial Mgmt. & Supply Chain, University of Gävle, Naveen Jindal School of Management, UT Dallas. Previous experience from various positions at Ericsson, including Vice President Supply Chain, Region Middle East & Northern Africa, from Nilfisk as Senior Vice President, Global Supply Chain, and from various positions at Permobil, including Executive Vice President Supply Chain & Head of Sustainability.

M.Sc. in Chemical Engineering with special courses in Pharmaceutical Technology, Faculty of Engineering at Lund University, and studies at HBX CORE certificate program, Harvard Business School. Most recently served as Senior Director Regulatory Affairs and Quality Assurance at HemoCue AB. Previous experience from various positions within HemoCue AB and Radiometer Medical Aps (Danaher Corporation).

M.Sc. in Finance and Accounting, Copenhagen Business School. Previously VP Portfolio and VP Business Development at Arjo. Prior experience from Boston Consulting Group focused on strategic engagements across healthcare including corporate and growth strategy, digital strategy, innovation and R&D optimization as well as commercial excellence and pricing.

B.Sc. in Economics, Lund University. Most recently served as Vice President Investor Relations & Corporate Communications at Arjo. Previous experience from various positions in Corporate Communications at Getinge Group.

Shareholding in Arjo AB (own and related parties)¹⁾

3,000 series B shares

—

15,000 series B shares

5,000 series B shares

1. Shareholdings as per March 18, 2026.

Changes to Management Team in 2025/2026

- In January 2025, Joacim Lindoff, President & CEO, left Arjo and Niclas Sjöswärd, CFO, was appointed interim President & CEO. As a result of this, Christofer Carlsson, Vice President Corporate Control, was appointed interim CFO.
- In August, Christofer Carlsson was appointed permanent CFO of the company.
- In January 2026, Niclas Sjöswärd left the Group for another assignment. Andrés Elgaard took office as the Group's new President & CEO on January 7, 2026.