

Notice of the Annual General Meeting of Ratos AB (publ)

Shareholders of Ratos AB (publ), reg.nr 556008-3585, are convened to the Annual General Meeting to be held on Wednesday, March 26, 2025 at 2.00 p.m. CET at the Grand Hôtel, Spegelsalen entrance, Studio Stockholm, Södra Blasieholmshamnen 8, Stockholm. Registration will begin at 1.00 p.m. CET.

RIGHT TO PARTICIPATE AND NOTICE

There are two ways for shareholders to participate in the Meeting: (i) attending the Meeting in person or by proxy, or (ii) participating by postal voting. In either case, if the shares are registered in the name of a nominee, they must be temporarily re-registered in the name of the shareholder (as further described below).

Participation in person or by proxy

Shareholders who wish to attend the Meeting in person or by proxy must:

- a. be recorded as shareholder in the share register maintained by Euroclear Sweden AB on Tuesday, March 18, 2025, and
- b. give notice of their intention to participate in the Meeting, not later than Thursday, March 20, 2025, according to the instructions below.

Notice of participation in the Meeting shall be made on the Company's website www.ratos.com, by telephone +46 8 518 01 550 weekdays 9.00 a.m.-4.00 p.m. CET or by letter to Computershare AB, "Ratos's AGM 2025", Box 5267, SE-102 46 Stockholm, Sweden. When giving notice of participation, please state name, personal or corporate registration number, address and telephone number and the number of assistants (maximum two), if any.

If participation in the Meeting is by proxy, a written and dated proxy signed by the shareholder must be submitted to the address stated above in advance of the Meeting. Proxy forms are available on the Company's website www.ratos.com. A proxy issued by a legal entity must be accompanied by a registration certificate or other authorization document. In order to facilitate registration at the Meeting, the proxy as well as the registration certificate or other authorization document should be received by the Company at the above address not later than Thursday, March 20, 2025.

See below for further information on processing of personal data.

Postal voting

The Board of Directors has decided that shareholders should be able to exercise their voting rights by postal voting. Shareholders who wish to participate in the Meeting by postal voting must:

- a. be recorded as shareholder in the share register maintained by Euroclear Sweden AB on Tuesday, March 18, 2025, and
- b. give notice of their intention to participate in the Meeting by submitting their postal votes, not later than Thursday, March 20, 2025, according to the instructions below.

A special form must be used for the postal vote. The form for postal voting is available on the Company's website www.ratos.com. The completed and signed form for postal voting shall be sent by e-mail to info@computershare.se or by post to Computershare AB, "Ratos's AGM 2025", Box 5267, SE-102 46 Stockholm, Sweden. Completed forms must be received by Computershare not later than Thursday, March 20, 2025. Shareholders may also cast their votes electronically through verification with BankID via the Company's website www.ratos.com. Such electronic votes must also be submitted not later than Thursday, March 20, 2025.

The shareholders may not provide special instructions or conditions to the postal vote. If so, the entire postal vote is invalid. Further instructions and conditions can be found in the postal voting form.

If a shareholder submits its postal vote through a representative, a written and dated proxy signed by the shareholder must be attached to the postal voting form. Proxy forms are available on the Company's website www.ratos.com. A proxy issued by a legal entity must be accompanied by a registration certificate or other authorization document.

Shareholders who wish to attend the Meeting in person or by proxy must give notice to the Company in accordance with the instructions under "Participation in person or by proxy" above. This means that a notice of participation by postal voting only is not enough for a shareholder who wants to attend the Meeting in person or by proxy.

Shares registered in the name of a nominee

Shareholders whose shares are registered in the name of a nominee must, to be entitled to participate in the Meeting (including via postal voting), temporarily have re-registered the shares in their own name so that the shareholder is registered in the share register as of Tuesday, March 18, 2025. Please note that this procedure also applies with respect to shares held on a bank's shareholder deposit account and certain investment savings accounts. Request for such voting rights registration shall be made to the nominee, in accordance with the nominee's routines, at such time in advance as decided by the nominee. Voting rights registration that has been made by the nominee not later than Thursday, March 20, 2025 will be taken into account in the preparation of the share register.

Agenda

1. Opening of the AGM and election of Chairman of the AGM.
2. Preparation and approval of the voting list.
3. Election of two persons to verify the minutes together with the Chairman.
4. Examination of whether the AGM has been duly convened.
5. Approval of the Agenda.
6. The CEO's address.
7. Presentation of the annual report and the audit report as well as a statement by the auditors concerning guidelines for remuneration to senior executives.
8. Any questions regarding activities in the 2024 financial year.
9. Resolution on adoption of the income statement and balance sheet and the consolidated income statement and consolidated balance sheet.
10. Resolution regarding the remuneration report, Appendix A.
11. Resolution on discharge from liability for the members of the Board of Directors and the CEO.

12. Resolution on distribution of the Company's profit, according to the adopted balance sheet, and on the record date for dividends.
13. Determination of the number of directors and deputy directors.
14. Determination of fees to be paid to the Board of Directors and auditor.
15. Election of the Board of Directors and auditor.
16. The Board's proposal for decision on long-term incentive program 2025/2029.
17. The Board's proposal that the Board be authorised to decide on purchase and transfer of treasury shares.
18. The Board's proposal that the Board be authorised to decide on new issue of Class B shares in conjunction with company acquisitions.
19. Conclusion of the Meeting.

NOMINATION COMMITTEE'S PROPOSALS

Proposals by the Nomination Committee regarding Board of Directors, etc. (items 1, 13-15)

The Nomination Committee unanimously proposes the 2025 Annual General Meeting with regard to items 1 and 13-15 in the Agenda, it will put forward the following proposals:

Item 1: The Chairman of the Board, Per-Olof Söderberg, is appointed Chairman of the AGM.

Item 13: Seven directors, without deputy directors.

Item 14: Remuneration to each of the Board members, except for CEO Jonas Wiström, amounts unchanged to SEK 510,000 and to the Chairman of the Board unchanged to SEK 990,000. For the members of the Audit Committee, remuneration is proposed to SEK 345,000 (SEK 330,000 previous year) to the chairman of the Committee and SEK 125,000 (SEK 110,000 previous year) to each other member of the Committee. For the Compensation Committee, an unchanged remuneration is proposed to SEK 75,000 to both the chairman and to each other member of the Committee.

The auditor shall be paid in accordance with approved account.

Item 15: For the period until the next Annual General Meeting has been held, re-election is proposed of Board members Per-Olof Söderberg, who is also proposed to be re-elected as Chairman of the Board, Tone Lunde Bakker, Mats Granryd, Cecilia Sjöstedt, Jan Söderberg and Jonas Wiström (CEO) and the election of a new Board member Gunilla Berg. Ulla Litzén has declined re-election.

For the period until the next Annual General Meeting has been held, re-election is proposed of the audit firm Ernst & Young AB. Ernst & Young AB has announced that Erik Sandström will be appointed as chief auditor for the audit.

BOARD'S PROPOSALS

The Board's proposal regarding dividend and record date (item 12)

The Board proposes a dividend for 2024 of SEK 1.35 per Class A share and 1.35 per Class B share. The proposed record date for the dividend is March 28, 2025 and payments from Euroclear Sweden AB are expected to be made on April 2, 2025.

The total dividend to holders of shares of Class A and Class B as above, amounts to SEK 442 million based on the 327,385,688 outstanding shares on January 31, 2025. The company does not own any treasury shares on this date, which might change during the period up until the record date for dividends.

Funds remaining after dividends on shares of Class A and Class B, SEK 7,975 million, will be carried forward to new account.

The Board's proposal for decision on long-term incentive program 2025/2029 (item 16)

The Board proposes that the Annual General Meeting resolves upon the implementation of a long-term incentive program 2025/2029 ("LTI2025") for the CEO and other key employees in Ratos in accordance with the below.

(a) The Board's proposal for resolution on LTI2025 (the inclusion of the CEO in the LTI2025 is conditional upon the approval of the Annual General Meeting under item (b) below)

The Board proposes that the Annual General Meeting resolves upon the implementation of LTI2025 consisting of convertible debentures and warrants (below jointly referred to as the "Instruments"). An incentive system for the company's business organization is of great strategic importance for Ratos. Accordingly, the Board considers that the existence of an efficient share-based incentive program for the company's key employees is essential for the company's development and the Board has the ambition to offer all key employees an opportunity to participate in the program every year. The purpose of this proposal is to create opportunities for retaining and recruiting competent employees and increase their motivation. LTI2025 will further increase the interest in the company's business and profitability and will contribute to a common interest of participants and shareholders. Consequently, the Board considers that the introduction of LTI2025 on the terms described below will be to the benefit of the group and the company's shareholders.

Issue of convertible debentures and warrants

The Board proposes that the Annual General Meeting resolves:

- a. that the company shall take up a debenture loan at a nominal amount not exceeding SEK 96,000,000 or such lower amount set forth below, through an issue of convertible debentures without preemptive rights for the shareholders. The loan shall be represented by convertible debentures not exceeding 1,600,000, each at a nominal amount equivalent to the Conversion Price (as defined below). The increase of the company's share capital could not amount to more than SEK 5,040,000 upon full conversion of the convertible debentures (based on the current quotient value and that no recalculation has been made in accordance with Appendix 2A).
- b. to carry out an issue of not more than 525,000 warrants without preemptive rights for the shareholders. The increase of the company's share capital could not amount to more than SEK 1,653,750 upon full exercise of the warrants (based on the current quotient value and that no recalculation has been made in accordance with Appendix 2B).

Yet, a maximum of 1,600,000 Instruments can be issued. The increase of the company's share capital can accordingly, if all the Instruments are subscribed for and converted/exercised, amount to not more than SEK 5,040,000 (based on the current quotient value and that no recalculation has been made in accordance with Appendix 2A and 2B).

The right to subscribe for the Instruments, with deviation from the shareholders' preemptive rights, shall belong to the CEO with not more than 300,000 Instruments (excluding the right to additional subscription as stated below), members of Ratos's management team with not more than 250,000 Instruments per person (excluding the right to additional subscription as stated below) and other key employees currently active in Ratos or that may be recruited, with a right to subscribe for not more than 75,000 Instruments per person (excluding right to additional subscription as stated below). Members of the Board whom are not employed by Ratos are not included in this offering. In total, a maximum of 18 individuals are included in this offering.

As a requirement for the allotment of warrants, the employee must have signed an agreement with the company regarding repurchase right etc. in which inter alia the company or another buyer appointed by the company has a right to redeem the warrants if the participant's employment is terminated. Furthermore, allotment of the Instruments requires that subscription is legally possible and that it, according to the Board's opinion, can be made with reasonable administrative and financial efforts.

The CEO and members of Ratos's management team are free to decide to which extent the offered Instruments shall consist of convertible debentures. For warrants apply, that they may constitute a maximum of 50 per cent of the offered Instruments. Other key employees only have the right to subscribe for convertible debentures but not warrants. Subscription of the convertible debentures must be made in even numbers of hundreds. Subscription of the warrants must be made in even numbers of integer.

In the event that a participant does not subscribe for the full amount of Instruments offered, other participants have a right to subscribe for such Instruments to an amount corresponding to not more than 50 per cent of their initial allocation, where the proportion of warrants can (for participants who have been offered to subscribe for warrants), however, only consist of a maximum of 25 per cent of the participant's initial allotment. In the event that the issue is oversubscribed, the Instruments will be allotted pro rata in relation to the participant's initial allocation. Oversubscription of the convertible debentures must be made in even numbers of hundreds. Oversubscription of the warrants must however be made in even numbers of integer.

The reasons for the deviation from the shareholders' preemptive right are to introduce an incentive program through which the employees are offered to take part of, and contribute to, an increased value of the company's share during the period of the proposed program and to enable the company to retain and recruit competent employees.

Subscription of the Instruments shall be made during the period from and including April 2, 2025 until and including April 3, 2025 on a separate subscription list. The Board has the right to extend the subscription period and the payment period for the Instruments. If required to ensure that participants can subscribe for and/or be allocated the Instruments in accordance with applicable securities

legislation, such as the EU Market Abuse Regulation, the Board is also authorised to postpone the subscription period so that it occurs within a time period during which subscription and allocation can occur in compliance with such legislation, but no later than from and including September 18, 2025, until and including September 19, 2025.

The subscription price for each convertible debenture shall correspond to its nominal amount. Subscribed convertible debentures shall be paid in cash within one week from the last day of the subscription period. The warrants shall be issued free of charge, resulting in costs for the company (see below). As the warrants are offered to the employees free of charge, the employees will thereby receive a benefit corresponding to the market value of the warrants at allocation, calculated in accordance with Black & Scholes. To stimulate participation in the program, Ratos intends to subsidize part of the tax cost, meaning that the net cost for participants amounts to approximately 25 per cent of the benefit value from the first acquired warrant. The subsidy is received in connection with the allotment. Warrants that are subscribed for in addition to the initial allocation are not covered by any subsidy and shall be issued at market price determined as stated below and shall be paid in cash within one week from the last day of the subscription period.

Each convertible debenture entitles at the time of conversion to one new share of Class B in the company and each warrant entitles to subscription of one new share of Class B in the company. The convertible debentures can be converted into new share of Class B during the period from and including May 31, 2028 until and including August 2, 2029. The warrants may be exercised to subscribe for new shares of Class B during the period from and including May 31, 2028 until and including December 15, 2028. For both Instruments, such right is however limited to a period of 10 Banking Days as from the first Banking Day immediately following the publishing of an interim report/year-end report as well as regarding the convertible debentures during the period from and including July 4, 2029 until and including August 2, 2029 and regarding the warrants during the period from and including November 16, 2028 until and including December 15, 2028. In the event that the Board exercises its mandate to extend or postpone the subscription period for the Instruments in accordance with the above, the Board is also authorised to, prior to the expiry of the subscription period, extend or postpone the conversion periods of convertible debentures into shares of Class B and subscription of new shares of Class B through warrants to a corresponding extent.

The Conversion Price per share at the time of conversion of the convertible debenture shall correspond to a certain percentage (the "Percentage") of the volume weighted average share price according to Nasdaq Stockholm's official price list for the shares of Class B during a period of four (4) trading days immediately preceding the start of the subscription period for the convertible debentures (the "Conversion Price"), but not lower than the current quotient value of the shares of Class B or higher than SEK 60. The Percentage shall be determined in accordance with the calculation methodology set forth in Appendix 1 which is available at the company's website. Based on a closing price of Ratos's share Class B of SEK 32.38, as well as other market conditions prevailing on January 3, 2025, the Percentage would have been 106.45 per cent and the Conversion Price SEK 34.47.

If the total return (i.e. the share price development with reinvested dividends) for Ratos's share of Class B amounts to at least 10 per cent up to the time of exercise, the subscription price per share shall upon exercise of the warrants correspond to 100 per cent of the volume weighted average share price according to Nasdaq Stockholm's official price list for shares of Class B during a period of four (4) trading days immediately preceding the start of the subscription period for the warrants, but not

lower than the current quotient value of a share of Class B. If the total return (i.e. the share price development with reinvested dividends) for Ratos's share of Class B amounts to less than 10 per cent up to the time of exercise, the subscription price per share shall upon exercise of the warrants, however, correspond to 125 per cent of the volume weighted average share price according to Nasdaq Stockholm's official price list for shares of Class B during a period of four (4) trading days immediately preceding the start of the subscription period for the warrants, but not lower than the current quotient value of a share of Class B. The starting point for the calculation of the total return shall correspond to the volume weighted average share price according to Nasdaq Stockholm's official price list for shares of Class B during a period of four (4) trading days immediately preceding the start of the subscription period for the warrants, but not lower than the current quotient value of a share of Class B. The end point for calculating the share price development shall correspond to the volume weighted average share price according to Nasdaq Stockholm's official price list for shares of Class B for a period of four (4) trading days immediately before the exercise of the warrant.

If, for example, the subscription period for the Instruments starts on April 2, 2025, the Percentage, Conversion Price, and subscription price upon the exercise of the warrants will be determined based on the volume weighted average price according to Nasdaq Stockholm's official price list for shares of Class B during the period from and including March 27, 2025, until and including April 1, 2025. The Percentage, Conversion Price and subscription price upon exercise of the warrants shall be adopted by the Board immediately after the expiration of the mentioned measurement period.

Any share premium when converting to a new share of Class B in the Company or when subscribing for a new share of Class B in the Company shall be allocated to the Company's free share premium fund (Sw: fria överkursfonden).

The convertible debentures are due for payment on the last day of the month in which the conversion period ends, to the extent that Conversion has not taken place by then. The convertible debentures shall carry an annual interest to be determined the first time on the day that occurs two banking days before the day the convertible debentures shall at the latest be paid, for the period from the day the convertible debentures shall at the latest be paid until and including September 30, 2025. The interest rate is STIBOR (3 or 6 months) plus 1.9 percentage points, where the starting point of STIBOR never can fall below 0 per cent. The interest is due for payment in arrears on 30 March each year, the first time on 30 March 2026, and at the maturity date of the loan.

The subscription price and the Conversion Price for the convertible debentures is a market price determined as stated above. The methodology for the calculation of the subscription price and the Conversion Price for the convertibles is based on a valuation requested by the Board from one of the larger audit firms ("Valuation Firm"). For the valuation, the Valuation Firm shall apply methods considered by market professionals as established for comparable securities. The subscription price and Conversion Price for the convertible debentures is to be determined before the start of the subscription period. The calculation of the value of the warrants at allocation shall be based on a market price based on a valuation requested by the Board from the Valuation Firm. For the valuation, the Valuation Firm shall apply methods considered by market professionals as established for comparable securities. The value of the warrants at allocation is to be determined before the start of the subscription period.

The new shares, which may be issued through conversion or upon subscription for new shares are not subject to any restrictions.

Complete terms and conditions of the Instruments are set forth in Appendix 2A and 2B, which are available at the Company's website. The terms and conditions of the Instruments include customary terms for the recalculation of the subscription price and the Conversion Price in the presence of certain corporate events (such as dividends, bonus issues and preemptive right issues).

Warrants held by the company or a wholly-owned subsidiary due to a repurchase from a participant may be cancelled by the company following a resolution by the Board with consent of the Board of Directors of the subsidiary. Cancellation shall be filed for registration to the Swedish Companies Registration Office.

The Board or a person appointed by the Board is authorized to make such minor adjustments required in connection with the registration of the resolution with the Swedish Companies Registration Office and Euroclear Sweden AB.

More information on LTI2025

Dilution

During LTI2025, not more than 1,600,000 Instruments can be issued and allotted. At full subscription /conversion, not more than 1,600,000 new shares can be issued, which corresponds to a dilution of approximately 0.49 per cent of the number and approximately 0.15 per cent of the votes, calculated based on the number of outstanding shares (i.e., the total amount of issued shares reduced by the numbers of shares held by the company) (notwithstanding a possible recalculation in accordance with Appendix 2A and 2B). At full conversion and exercise of the proposed Instruments, together with already outstanding options and convertible debentures, the amount of shares amounts to 2.34 per cent of the number and approximately 0.70 per cent of the votes, calculated based on the amount of outstanding shares.

Preparation of the proposal

The proposal of LTI2025 has been prepared by the Compensation Committee in consultation with external experts and the Board. The Board has subsequently decided to present this proposal to the annual general meeting. The CEO, also Board member, has not participated in the preparations of the proposal.

Other share-based incentive programs

The ongoing share-based incentive programs of Ratos are described in the company's annual report 2024, note 7.

Effects on key ratio and costs etc.

LT12025 will entail certain limited costs consisting of remuneration to external consultants and administration costs regarding the Instruments and the program in general.

Based on a closing price of Ratos's share of Class B of SEK 32.38 and other market conditions prevailing on January 3, 2025, the value per warrant has been estimated to SEK 8.11, which implies a value for all warrants that could be issued of a maximum of approximately SEK 4.3 million.

LT12025, calculated on the basis of the above estimated warrant value, entails a cost for the company amounting to a maximum of approximately SEK 8.4 million, of which SEK 4.3 million refers to the benefit value of the warrants at allotment, SEK 2.1 million refers to the cash subsidy to the participants and SEK 2.0 million refers to social security contributions. The proposed convertible debentures are not expected to result in any social security contributions for the company. The dilution effect of the Instruments may affect the key ratio per share in accordance with the IAS 33 accounting standard, but to a very limited extent.

The Company's costs related to the warrants can however never exceed SEK 19 million. If the value, based on the valuation at allotment, of all warrants that the participants want to subscribe, would result in a cost as above for the Company exceeding SEK 19 million, a certain number of warrants in the initial allotment are excluded of the right to subsidy, so that the Company's costs related to the warrants never exceed SEK 19 million. The allocation of the subsidized warrants is made pro rata between the participants in relation to the number of warrants that the participant wants to subscribe for in the initial allotment. The warrants in the initial allotment that are not covered by any subsidy shall be issued at market price determined as stated above and shall be paid in cash within one week from the last day of the subscription period (unless the Board extends the payment period).

Financing

A Swedish commercial bank will offer financing for the employees who intend to participate in the convertible debenture program. Such financing will be on market terms.

Instruction to the Board

The Board proposes the Annual General Meeting to authorize the Board of the company to execute the resolution in accordance with above.

(b) Approval of inclusion of the CEO in the LT12025

As the CEO of the company, Jonas Wiström, also is a member of the Board of the company, the Board proposes that the Annual General Meeting resolves, as a separate resolution, to approve the inclusion of the CEO of the company in the program.

Majority requirement

A decision under the item (a) and item (b) above are only valid if they are supported by shareholders holding not less than nine-tenths of both votes cast and shares represented at the Meeting.

The Board's proposal that the Board be authorised to decide on purchase and transfer of treasury shares (item 17)***Authorization to decide on acquisition of treasury shares***

The Board proposes that the Annual General Meeting authorises the Board during the period before the next Annual General Meeting to decide on acquisition of treasury shares in accordance with the following conditions:

- Acquisition may be made of Class A shares and Class B shares.
- Acquisition must take place on Nasdaq Stockholm at a price within the price band registered at any time on Nasdaq Stockholm.
- Acquisition may take place on one or more occasions prior to the next Annual General Meeting.
- A maximum number of shares may be acquired so that the Company's holding at any time does not exceed ten (10) per cent of all the shares in the Company.
- Acquisition may be made within the frame of a repurchase program in accordance with Regulation (EU) No 596/2014 of the European Parliament and of the Council and with the Commissions delegated regulation (EU) 2016/1052.

Authorization to decide on transfer of treasury shares

The Board proposes that the Annual General Meeting authorises the Board during the period before the next Annual General Meeting to decide on transfer of treasury shares in accordance with the following conditions:

- Transfer may take place of all treasury shares held by the Company.
- Transfer may take place on one or more occasions prior to the next Annual General Meeting.
- Transfer may take place on Nasdaq Stockholm at a price within the price band registered at any time on Nasdaq Stockholm.
- Transfer of shares may also take place outside Nasdaq Stockholm, with or without deviation from the pre-emptive rights of shareholders and with or without provisions on non-cash or set-off.
- Payment for transferred shares shall be made in cash, or through non-cash or set-off of claims against the Company, or otherwise be subject to terms and condition.

The reason for deviation from the shareholders' preferential rights when transferring shares and the basis for the sale price is that the best possible conditions for the Company can be achieved.

The purpose of acquisition and transfer of treasury shares is to give the Board more flexibility in its work to create value for the Company's shareholders and to enable the transfer of own shares as payment or to finance acquisitions. It is noted that the purpose of the authorization does not allow the Company to trade in own shares for short-term profit.

A decision under this item is only valid if it is supported by shareholders representing at least two-thirds of both votes cast and shares represented at the Meeting.

The Board's proposal that the Board be authorised to decide on new issue of Class B shares in conjunction with company acquisitions (item 18)

The Board proposes that the Annual General Meeting resolves, during the period until the next Annual General Meeting, to authorise the Board in conjunction with agreements on company acquisitions, on one or several occasions, with or without deviation from the pre-emptive rights of shareholders, for a

cash payment or through set-off or non-cash, to make a decision on new issue of Class B shares in the Company. This authorization shall comprise a maximum of 35 million Class B shares. The new issue amount received may, for each individual agreement on company acquisition, amount to a maximum of Ratos's capital contribution for the acquisition.

The reason for deviation from pre-emptive rights is that the Company shall be able to issue shares as payment in conjunction with company acquisitions, alternatively procure capital for such acquisitions. The issue price will be determined in accordance with current market conditions.

The Board, the CEO or the person appointed by one of them shall be entitled to make any minor adjustments to the above decision which might be required in conjunction with registration with the Swedish Companies Registration Office.

A decision under this item is only valid if it is supported by shareholders representing at least two-thirds of both votes cast and shares represented at the Meeting.

OTHER INFORMATION

Shares and votes

On the date this notice was issued there are a total of 327,385,688 shares in the Company, of which 84,637,060 are Class A shares with one vote each and 242,748,628 are Class B shares with one-tenth of a vote each, corresponding to a total of 108,911,922.8 votes.

Information at the Annual General Meeting

The Board of Directors and the CEO shall, if any shareholder so requests and the Board of Directors believes that it can be done without material harm to the Company, provide information regarding circumstances that may affect the assessment of an item on the agenda, and circumstances that can affect the assessment of the Company's or its subsidiaries' financial situation, or the Company's relation to other group companies.

Documentation

Annual and sustainability report, audit report, remuneration report and other documents for the Annual General Meeting will be available at the Company at Sturegatan 10, in Stockholm, and on the Company's website www.ratos.com, at the latest from Wednesday 5 March, 2025. Copies of the documents will also be sent free of charge to shareholders who so request.

Processing of personal data

For information on how your personal data is processed, see www.euroclear.com/dam/ESw/Legal/Privacy-notice-bolagsstammor-engelska.pdf.

Stockholm, February 2025

Ratos AB (publ)
Board of Directors

For more information, please contact:

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The information was submitted for publication at 8:30 a.m. CET on 21 February 2025.

About Ratos

Ratos is a Swedish business group focusing on technological and infrastructure solutions, consisting of 15 companies divided into three business areas: Construction & Services, Industry and Consumer. The companies have approximately SEK 32 billion in net sales (December LTM). We have a distinct corporate culture and strategy – everything we do is based on our core values: Simplicity, Speed in Execution and It's All About People. We enable independent subsidiaries to excel by being part of something larger. People, leadership, culture and values are key focus areas.

Attachments

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