

Corporate governance report

Corporate governance

Corporate governance at Samhällsbyggnadsbolaget i Norden AB (publ) (hereinafter referred to as "SBB" or "the Company") aims to ensure that rights and obligations are distributed among the Company's bodies in accordance with applicable laws, rules and processes. An effective and transparent corporate governance gives the owners the opportunity to assert their interests vis-à-vis the Company's management, at the same time as the division of responsibility between the management and the Board, but also otherwise within the Company, is clear. An effective and transparent corporate governance results in decisions being made effectively, which enables SBB to act quickly when new business opportunities arise.

SBB is a Swedish public limited company whose Class B shares and Class D ordinary shares are listed on Nasdaq Stockholm. SBB also has direct and indirect listed bonds. SBB's corporate governance is based primarily on law, articles of association, Nasdaq Stockholm's rules for issuers and the rules and recommendations issued by relevant organizations. The Swedish Code of Corporate Governance (the "Code") shall be applied by all companies whose shares are trading on a regulated market. The Code is available at www.bolagsstyrning.se, where the Swedish corporate governance model is also described. This Corporate governance report is presented in accordance with the Annual Accounts Act and the Code and describes SBB's corporate governance during the 2025 financial year. This year's Corporate governance report strives to avoid repetition of information on what follows from applicable regulations and focuses on reporting on company-specific circumstances for SBB.

Annual General Meeting

SBB's Annual General Meeting 2026 will take place on April 23, 2026 in Stockholm. Shareholders have the right to raise issues for discussion at the Annual General Meeting if the written request has been received no later than seven weeks before the meeting. The request is to be made to the Board of Directors. Contact details are available on the Company's website, www.sbbnorden.se. SBB always strives for the Board, the management team, the Nomination Committee and the auditor to be present at the Annual General Meeting. The Annual General Meeting is, according to the Swedish Companies Act, the Company's highest decision-making body and it is at a General Meeting that shareholders have the right to make decisions regarding the Company. Rules governing the Annual General Meeting are included in the Swedish Companies Act, the Code and Articles 7 – 9 of the Articles of Association. Apart from what is stipulated by law regarding a shareholder's right to participate in the Annual General Meeting, SBB's Articles of Association state that pre-notification to the Annual General Meeting shall take place no later than the date stated in the notice to the meeting. Notice of the Annual General Meeting is made by keeping the notice available on the Company's website and being advertised in the Swedish Official Gazette. At the same time as the notice is given, an announcement is made in Dagens Nyheter. The General Meeting shall be held at the place where the Board has its registered office, i.e. Stockholm and the Annual General Meeting shall be held within six months from the end of the financial year. The Company's financial year runs from January 1 to December 31.

SBB's 2025 Annual General Meeting resolved, among other things, to grant the Board of Directors a general authorization to decide, on one or more occasions prior to the next Annual General Meeting, to issue new shares, with or without deviating from the preferential rights of existing shareholders. It shall be possible to pay for such shares in cash, by set-off or on other terms. When shares are issued supported by the authorization and when payment is made in-kind or by set-off and the shares are issued for the purpose of acquiring properties or companies that own properties, and issues with preferential rights for the Company's shareholders, the Company's share capital and the number of shares may increase by an amount or number within the limits stipulated in the Articles of Association. If payment is made in cash, in connection with new share issues deviating from existing shareholders' preferential rights, or in connection with a share issue in-kind or offset issue for a purpose other than the aforementioned, the number shares issued supported by the authorization may, however, amount to at most 10 percent (10) of the number of shares outstanding in the Company on the date on which the decision to issue shares is made. The Board of Directors has made use of this authorization

and the Company has issued 164,561,931 Class B shares to APG Invest AS within the framework of a share issue in-kind.

At the Annual General Meeting, a resolution was also passed to authorize the Board, for the period until the next Annual General Meeting, to decide on acquisitions and transfers of ordinary shares of Class B and Class D in the Company. Acquisitions may take place of a maximum number of shares, such that the Company's own holdings do not at any time exceed 10 percent (10) of all shares in the Company. The Board of Directors has not made use of this authorization.

The Share and Shareholders

As of December 31, 2025, the number of registered shares in the Company amounted to 1,813,043,484 divided between three share classes: 209,977,491 Class A shares, 1,409,200,088 Class B shares and 193,865,905 Class D shares (whereby 44,657,779 Class D shares are classified as treasury shares). Class A ordinary shares can be converted into Class B ordinary shares at the request of the holder. The Class D ordinary shares are entitled to five (5) times the total dividend on the ordinary Class A and the Class B ordinary shares, however, no more than SEK 2 (2) per share and year. The Class A ordinary shares entitle the holder to one vote per share and the Class B ordinary shares and Class D ordinary shares entitle the holder to 1/10 vote per share. At year-end, the share capital was SEK 181,304,348.40 and the quotient value per share was SEK 0.1. The largest shareholder in terms of capital is APG Invest AS and the largest shareholder in terms of voting rights is Ilija Batljan.

Articles of Association

SBB's Articles of Association, which were adopted at the Extraordinary General Meeting on June 14, 2023, can be found in their entirety at www.sbbnorden.se. The Articles of Association stipulate that the Company shall, directly or indirectly, own and manage properties and/or shares and carry out related activities. The Board has its registered office in Stockholm and shall consist of 3 – 10 members with no deputies. The Articles of Association contain no specific provisions regarding appointment or dismissal of Board Members or amendments to the Articles.

Nomination Committee

At the Annual General Meeting of SBB on May 13, 2025, instructions for the Nomination Committee's work were adopted. The Nomination Committee, which shall consist of the Chairman of the Board and up to four representatives appointed by the four largest shareholders in the Company as of the last banking day in August each year, has, according to the instructions, the task of preparing and submitting proposals to the Annual General Meeting for the Chairman of the Annual General Meeting, the election of the Chairman of the Board and other members of Board of Directors, Board remuneration divided between the chairman and other members and the principles for any remuneration for committee work, election and remuneration of the auditor and decisions on principles for the appointment of a new Nomination Committee. In preparation for the 2026 Annual General Meeting, SBB's Nomination Committee comprises Ilija Batljan (Ilija Batljan Invest AB), Rikard Svensson (AB Arvid Svensson), Leif West (Dragfast AB), Svein Oskar Stoknes (APG Invest AS, a wholly-owned subsidiary of Aker Property Group AS) and Lennart Sten (Chairman of the Board). Svein Oskar Stoknes is the chairman of the Nomination Committee. Prior to the 2026 Annual General Meeting, the Nomination Committee held three meetings at which minutes were recorded. In its work, the Nomination Committee has to apply the diversity policy established by the Board. Item 4.1 of the Code forms the basis for this diversity policy. As a whole, the Board of SBB shall have suitable combined competence and experience for the work carried out for the work of the Board, and to be able to identify and understand the risks that the business entails and the regulations that regulate the activities carried out. When new Board Members are elected, the suitability of the individual member must be examined in order to achieve a Board with a combined competence that is sufficient for an appropriate management of the Company. The Board's composition shall be characterized by versatility and breadth of the chosen members' competence, experience, gender, age, education and (professional) background.

Board of Directors

According to the Articles of Association, SBB's Board of Directors must consist of at least three and at most ten members with no deputies. The Annual General Meeting on May 13, 2025, re-elected Ilija Batljan, Hans Runesten, Lennart Schuss, and Lennart Sten (Chairman of the Board) and elected Han-Suck Song, Tone Kristin Omsted, Øyvind Eriksen (as Deputy Chairman of the Board and Board member) and Kjell Inge Røkke as Board members of the Company. For information on the Board Members and their assignments outside the Group and the holding of shares in SBB, see the section "Information about the Board Members" below. The Board of Directors shall safeguard the shareholders' long term interests and bear the utmost responsibility for the Company's organization and the management of the Company's affairs. The Board of Directors has established rules of procedure for the Board and an instruction for the CEO. In addition, the Board has also decided on a number of comprehensive policies, guidelines and instructions for the Company's operations. These include the Finance Policy, Information Security Policy, Insider Policy, IT Policy, Related Party Transaction Policy, Financial Reporting Instructions, a Whistle-blower Policy and a Code of Conduct for both employees and suppliers. All these internal control documents are reviewed by SBB at least once a year and are updated on an ongoing basis to comply with laws and when otherwise needed. According to the Code, a majority of the Board Members elected by the Annual General Meeting must be independent in relation to the Company and the Company's management. At least two of these must also be independent in relation to the Company's major shareholders. The Company's Board of Directors was deemed to meet the

requirements for independence, since six of the eight members elected by the Annual General Meeting were independent in relation to the Company and Group management. Ilija Batljan and Tone Kristin Omsted, have not been deemed independent in relation to the Company and its management and Kjell Inge Røkke, Øyvind Eriksen and Ilija Batljan have not been deemed independent in relation to major shareholders. Five out of eight members were deemed to meet the requirement of independence in relation to major shareholders.

Chairman of the Board

The Chairman of the Board is elected at the Annual General Meeting and leads the work in the Board of Directors. The Chairman of the Board must ensure that the work of the Board is carried out efficiently, that the Board fulfills its duties and that the Board's decisions are executed by the Company and the management. The Chairman shall ensure that the Board receives the information and the documentation required to make well-founded decisions. The Annual General Meeting on May 13, 2025 re-elected Lennart Sten as Chairman.

Board of Directors work in 2025

During 2025, the Company's Board of Directors held 25 meetings, of which one constituting meeting. On the agenda for each ordinary Board meeting, there are a number of standing items: The CEO's review of operations, acquisitions, divestments, investments, organization development and financial reporting. During 2025, the Board decided on several major acquisitions, divestments, investments, financing and refinancing.

Name	Elected year	Year of birth	Independence of		Attendance at				
			company/ management	major shareholders	Board meetings	Audit Committee	Remuneration Committee	Sustainability Committee	
Lennart Schuss	2017	1952	Yes	Yes	24/25	-	2/2	-	
Ilija Batljan	2017	1967	No	No	21/25	5/5	-	2/2	
Hans Runesten	2017	1956	Yes	Yes	25/25	-	2/2	-	
Lennart Sten	2024	1959	Yes	Yes	25/25	-	2/2	-	
Han-Suck Song	2025	1968	Yes	Yes	19/19	-	-	2/2	
Tone Kristin Omsted	2025	1972	No	Yes	17/19	2/2	-	-	
Kjell Inge Røkke	2025	1958	Yes	No	11/17	-	-	-	
Øyvind Eriksen	2025	1964	Yes	No	13/17	2/2	-	-	
Previous Board members									
Sven-Olof Johansson	2017	1945	Yes	Yes	4/6	2/3	-	-	
Lars Rodert	2023	1961	Yes	No	6/6	3/3	-	-	

Evaluation of the Board of Directors and the CEO

Once a year, the Chairman of the Board initiates an evaluation of the work of the Board in accordance with the Board's rules of procedure. The 2025 assessment was conducted such that each Board Member answered a questionnaire and a discussion was then held during a Board meeting. The purpose of the evaluation is to get an idea of the Board Members' views on how the work of the Board is conducted and what measures can be implemented to streamline the work of the Board. The intention is also to get an idea of what kind of issues the Board considers should be prioritized and in which areas it may require further experience and competence on the Board. The result of the evaluation has been reported within the Board and has been presented to the Nomination Committee.

Committees

The Board of Directors had three committees at the end of the year: an Audit Committee, a Remuneration Committee and a Sustainability Committee. The members of the committees are appointed for one year at a time at the statutory Board meeting and the work and the authority of the committees are governed by the annual committee instructions. The committees have a preparatory and acting role. The issues that have been discussed at committee meetings are recorded and reported at the next Board meeting.

Audit Committee

The Audit Committee works according to an annual agenda and its task is to monitor the Company's financial reporting and the effectiveness of the Company's internal control and risk management. In 2025, the Audit Committee held five meetings and the Audit Committee also kept itself informed of the audit of the annual and consolidated accounts. The committee shall also review and monitor the auditor's independence and impartiality and in particular follow up if the auditor provides the Company with services other than auditing services. The committee also supports proposals for the Annual General Meeting's decision on the election of auditors. The Audit Committee comprises three members: Tone Kristin Omsted (chairman), Ilija Batljan and Øyvind Eriksen.

Remuneration Committee

The Remuneration Committee shall prepare matters regarding remuneration principles for the CEO and other senior executives as well as individual remuneration to the CEO in accordance with the remuneration principles. The principles include, among other things, the relationship between fixed and possible variable remuneration and the correlation between performance and remuneration, main conditions for any bonus and incentive program, as well as the main conditions for non-monetary

benefits, pension, termination and severance pay. For the CEO, the Board of Directors as a whole sets the remuneration and other terms of employment. However, share-related incentive programs for Group management are decided by the Annual General Meeting. The committee shall further assist the Board in monitoring the system by which the Company complies with the law, stock exchange rules and the Code governing the disclosure of information relating to remuneration to the CEO and other senior executives, and to monitor and evaluate any ongoing and completed programs for the year, variable remuneration for the CEO and other senior executives, the application of the guidelines for remuneration to the CEO and other senior executives that the Annual General Meeting resolves by law, as well as applicable remuneration structures and remuneration levels. The Remuneration Committee comprises three members: Øyvind Eriksen (chairman), Lennart Sten and Hans Runesten.

Among other things, the Remuneration Committee's meetings addressed the Company's guidelines for remuneration of senior executives and remuneration levels for the CEO and other senior executives. At SBB's 2025 Annual General Meeting, guidelines for remuneration of senior executives were adopted. The Board of Directors shall prepare proposals on new guidelines when a need arises for substantial changes to the guidelines although at least once every four years. The guidelines cover Board Members, the CEO and Deputy CEOs, as well as other individuals in Group management. The Board deems it to be critical to a successful implementation of the Company's business strategy and the safeguarding of the Company's long-term interests, including its sustainability, the Company's ability to recruit and retain senior executives with expertise and capacity to achieve set goals. For this, it is required that the Company can offer competitive overall remuneration that motivates senior executives to do their utmost. Variable remuneration covered by these guidelines shall be based on criteria that aim to promote the Company's business strategy and long-term interests, including its sustainability. The remuneration and other terms of employment of senior executives shall be market based. The remuneration is comprised of basic salary, variable remuneration, pension and certain other benefits. In addition to this – and independent of these guidelines, the General Meeting can resolve to implement share- or share-price-based remuneration. The guidelines do not cover remuneration that is decided by the General Meeting. In accordance with the Swedish Companies Act, the Board of Directors must prepare a report for every financial year on paid and outstanding remuneration that is covered by the guidelines. At SBB's 2025 Annual General Meeting, the Board's Remuneration Report regarding the 2024 financial year was adopted. The size of remuneration paid for 2025 and information on current incentive programs is presented in Note 8 in the Annual Report.

Sustainability Committee

The Sustainability Committee is responsible for reviewing and monitoring the continuity and progress of work on sustainability objectives, management of sustainability risks, and compliance with the Sustainability Policy and with the Code of Conduct. The Sustainability Committee comprises Ilija Batljan (chairman) and Han-Suck Song.

Remuneration of the Board of Directors

The 2025 Annual General Meeting resolved that Board fees should be paid in the amount of SEK 1,000,000 to the Chairman of the Board and SEK 500,000 to the other members elected by the Annual General Meeting. For committee work on the Remuneration Committee, total fees of SEK 150,000 are to be paid, of which SEK 100,000 to the chairman of the Committee and SEK 50,000 to each of the other members. If an additional member is to be included in Remuneration Committee a total fee of SEK 200,000 is to be paid. For committee work on the Sustainability Committee, total fees of SEK 200,000 are to be paid, of which SEK 100,000 to the chairman of the Committee and SEK 50,000 to each of the other members. For committee work on the Audit Committee, total fees of SEK 200,000 are to be paid, of which SEK 100,000 to the chairman of the Committee

and SEK 50,000 to each of the other members. If an additional member were to be included in Audit Committee total fees of SEK 250,000 are proposed.

CEO and other senior executives

The CEO is appointed by the Board and is responsible for the day-to-day management of the Company and the Group's operations in accordance with the Board's instructions and regulations. The division of responsibilities between the CEO and the Board of Directors is stated in the Board's rules of procedure and the CEO's instructions drawn up by the Board. The CEO acts as the chair of the management team and makes decisions in consultation with the others in the management team. In addition to Leiv Synnes (CEO), this comprises five individuals: Krister Karlsson (COO and Deputy CEO), Daniel Tellberg (Finance Director), Annika Ekström (Property Director and Deputy CEO), Helena Lindahl (Treasury Director) and Carl Lundh Mortimer (Head of Business Development).

Auditor

The Company's financial accounting records and bookkeeping, as well as the administration of the Board and management, are reviewed and audited by the Company's auditor. At the Annual General Meeting on May 13, 2025, the registered auditing firm Ernst & Young AB was re-elected as auditor for the period until the Annual General Meeting 2026. Jonas Svensson, Authorized Public Accountant, has been appointed as the Auditor-in-Charge from Ernst & Young AB. The auditors' task is to examine the Company's and the Group's annual accounts and records, as well as the Board's and the CEO's management of the Company and the Group. The auditors must report to the Audit Committee on significant errors in the accounting and suspicions of irregularities. The auditors must report to the Company's Board of Directors at least one to two times a year, normally in conjunction with the annual report, about their observations during the audit of the Company and its assessment of the Company's internal control. The auditors also participate at the Annual General Meeting to present the audit report that describes the audit work and observations made. In addition to the audit assignment, Ernst & Young was engaged for additional services in 2025, mainly involving accounting matters and general review measures in connection with transactions. Such services have always and only been provided to the extent that is consistent with the rules of the Auditing Act and FAR's professional ethics rules regarding the auditor's impartiality and independence.

Internal control

Internal control of financial reporting and risk management SBB's internal control of financial reporting is designed to manage risks and ensure high reliability in the processes regarding the preparation of the financial reports and to ensure that applicable accounting requirements and other requirements for SBB as a listed company are complied with. The Board of Directors is responsible for internal control and the CEO is responsible for the process structure within the Group.

Control environment

Distribution and delegation of responsibility have been documented and communicated in internal documents governing the Board and the Company such as:

- The Board's Rules of Procedure
- Instruction to the CEO
- Permissions matrix
- Authorization schedule
- Other internal control documents (e.g. financial manual)

All internal control documents are regularly updated when changes are made to, for example, legislation, accounting standards or listing requirements and when otherwise needed.

Risk assessment

In accordance with the rules of procedure, the Board of Directors, as well as the Audit Committee, review the Company's internal control once a year. Identification is made of the risks that are assessed and measures are set to reduce these risks. The auditor is invited to report on his/her internal control report at a Board meeting and to the Audit Committee. The significant risks identified by SBB are errors in accounting and valuation of properties, credit risks, refinancing risks, interest rate risks, tax and VAT, and the risk of fraud, loss or misappropriation of assets.

Control activities

Since the Company's financial system is structured so that the conclusion of agreements and payment of invoices, etc. must comply with the decision paths, company signatures and authorizations stated in the internal control documents, there is basically a control structure to counteract and prevent the risks that the Company has identified. In addition to these control structures, a number of control activities are carried out to further detect and correct errors and deviations. Such control activities consist of monitoring at various levels in the organization, such as monitoring and reconciliation in the Board of Directors made decisions, review and comparison of profit items, account reconciliation, approval and reporting of business transactions with the finance department.

Information and communication

SBB has built up an organization to ensure that financial reporting is correct and effective. The internal control documents clarify who is responsible for what and the daily interaction between the concerned people means that relevant information and communication reaches all parties concerned. The management regularly receives financial information about the Company and its subsidiaries regarding the development of letting and other management, review and follow-up of ongoing and future investments and liquidity planning. The Board is informed by the management team regarding risk management, internal control and financial reporting. The Company's information policy ensures that all information provided externally and internally becomes correct and is given at any suitable time. Employees at SBB can influence the design of

relevant internal policies and guidelines and have thus an opportunity to influence the preparation of these internal control documents. Employees are encouraged to seek advice from their immediate manager regarding the implementation of the Company's policies. If the immediate manager is unable to advise the employee, he/she may seek advice from (in order): the immediate manager's manager, company lawyer, the HR Manager, the Sustainability Manager, the CEO and the Chairman of the Board.

Monitoring

As has been explained above, a monitoring process takes place on an ongoing basis at all levels of the organization. The Board regularly evaluates the information provided by the Company management and the auditors. In addition, the Company's auditor reports directly to the Board of Directors their observations from the audit and its assessment of the internal control. Of particular importance is the Board's monitoring of the development of the internal control and to ensure that measures are taken regarding any deficiencies and proposals that emerge. The effectiveness of the Code of Conduct is assessed annually. All deviations from the Code shall be reported without delay to the immediate manager, the manager's manager or the whistle-blower function. Deviations from the Code are to be reported on the website and in the annual Sustainability Report.

Evaluation of the need for a separate internal audit function

No internal audit function is currently established within SBB. The Board has examined the issue and assessed that existing structures for monitoring and evaluation provide a satisfactory basis. All in all, this means that it is not considered justified to have a special unit for internal audit. The decision is reviewed annually.

Deviations relating to the Code

As mentioned, the Code is based on the principle "comply or explain". This means that a company that applies the Code may deviate from individual rules, but must then give an explanation where reasons for the deviation are reported. SBB followed the Code in 2025 with no deviations.

Information on Board Members and the CEO

Lennart Sten, born 1959

Chairman

Chairman of the Board of the Company since 2024 and member of the Remuneration Committee.

Education: Naval Officer in the Swedish Navy, Bachelor of Laws from Stockholm University.

Previous assignments: CEO GE Capital Real Estate (Europe), Chairman of Fastighetsägarna Sverige, Founder and former CEO and Board Member at LSTH Svenska Handelsfastigheter AB, Board Member at Bonnier Fastigheter AB.

Other current assignments: Chairman of KlaraBo Sverige AB, CLS Holdings plc and Fastighetsbolaget Trappan AB. Board Member of Interogo Holding AG, Easy Depot AB and Elivågor AB.

Shareholding in the Company (including any related party holdings): 1,000,000 Class B shares.

Independent in relation to the Company, Group management and the Company's principal shareholders.

Lennart Schuss, born 1952

Board Member

Board Member since 2024 and previously Chairman of the Company since 2017. Chairman of the Board of the Group (SBB i Norden AB) 2016.

Education: Graduate in Business Administration and MBA, Stockholm School of Economics.

Previous assignments: Deputy CEO of Catella Group, Executive Chairman of the Board of Catella Corporate Finance. Catella specializes in property investment with operations in 14 countries. Director, Property Management Board of Catella Real Estate AG.

Other current assignments: Equities Analyst at SEB, Advisor to Genesta Property Funds and Chairman of the Swedish Society of Friends of the Weizmann Institute of Science. Lennart is co-founder of Gimmel Fastigheter, Catella Corporate Finance, ESWÖ & Partner Fund Commission and Stockholm Fund Commission.

Shareholding in the Company (including any related party holdings): 14,576,410 Class B shares.

Independent in relation to the Company, Group management and the Company's principal shareholders.

Ilija Batljan, born 1967

Board Member

Board Member since 2023. Founder of the Company, CEO and Board assignments within the Group since 2016. Member of the Audit Committee and Sustainability Committee (Chairman).

Education: Ph.D. in demography and planning for elderly care, Stockholm University. Bachelor of Economics, Stockholm University.

Other assignments: Chairman of the Boards of Ilija Batljan Invest AB, Health Runner AB and Cryptzone Group AB (previously listed on First North).

Shareholding in the Company (including any related party holdings): 109,053,868 Class A ordinary shares, 26,691,920 Class B ordinary shares and 1,030,000 Class D ordinary shares.

Not independent in relation to the Company and Group management. Is the Company's largest shareholder.

Hans Runesten, born 1956

Board Member

Board Member of the Company since 2017. Member of the Remuneration Committee.

Education: Master of Business Administration, Stockholm University.

Previous assignments: Co-founder and Board Member of AB Sagax, Board Member of Stendörren Fastigheter AB.

Other assignments: Chairman of the Board of EffNet AB and Effnetplattformen Holding AB.

Shareholding in the Company (including any related party holdings): 5,200,258 Class B shares.

Independent in relation to the Company, Group management and the Company's principal shareholders.

Leiv Synnes, born 1970

CEO

CEO of the Company since 2023

Education: MBA, Umeå University

Background: CFO, Deputy CEO Akelius Residential Property AB. CEO and Board Member at Akelius Forest AB, as well as Board Member or Chairman of the Board at discontinued or divested companies in the Akelius sphere. CFO and Head of Business Development at Akelius Residential Property AB.

Other assignments: Chairman of the Board and Board Member at several subsidiaries in the SBB Group.

Holdings: 640,000 Class B shares and 660,000 Class D shares. Warrants 2,200,000

Øyvind Eriksen, born 1964

Deputy Chairman

Deputy Chairman of the Board of the Company since 2025. Member of the Audit Committee and Remuneration Committee (Chairman).

Education: Law degree from the University of Oslo.

Other assignments: Chairman of the Board of several of the Aker Group's industrial and financial businesses. Board member of a number of non-profit organizations, including the Norwegian Cancer Society and the Accenture Global Energy Board.

Shareholding (via Aker Capital): 100,923,623 Class A shares and 55,523,175 Class B shares.

Independent in relation to the Company and its management. Dependent in relation to the Company's principal shareholder.

Kjell Inge Røkke, born 1958

Board Member

Board Member of the Company since 2025.

Education: Elementary school

Other assignments: Chairman of the Board of The Resource Group TRG AS, TRG Holding AS and Aker ASA, and Board member of several companies within the Aker Group.

Shareholding (via Aker Capital): 100,923,623 Class A shares and 55,523,175 Class B shares.

Independent in relation to the Company and its management. Dependent in relation to the Company's principal shareholder.

Han-Suck Song, born 1968

Board Member

Board Member of the Company since 2025. Member of the Sustainability Committee.

Education: Ph.D. in Building and Real Estate Economics, KTH Royal Institute of Technology. Degree of Master of Science in Engineering, Surveying – specialization in Building and Real Estate Economics, KTH Royal Institute of Technology.

Other assignments: Docent and Associate professor in Building and Real Estate Economics, KTH Royal Institute of Technology. Founder and chairman of Nordic EastAsia Group AB. Member of the Consumer Price Index Board at Statistics Sweden (SCB).

Shareholding (related parties): 50,000 Class B shares. Independent in relation to the Company, Group management and the Company's principal shareholders.

Tone Kristin Omsted, born 1972

Board Member

Board Member of the Company since 2025. Chairman of the Audit Committee.

Education: BA with Honours in Finance, University of Strathclyde and University college graduate Norwegian School of Management.

Other assignments: EVP IR and Corporate Finance in Public Property Invest ASA and Board Member and member of Audit Committee and ESG Committee in Bluenord ASA.

Shareholding: – Dependent in relation to the Company and Group management. Independent in relation to the Company's principal shareholders.