

Number of
board meetings

10

The Nomination Committee applied rule 4.1 of the Swedish Corporate Governance Code as diversity policy in its nomination work with the aim to achieve a well functioning composition of the Board of Directors when it comes to diversity and breadth, as relates to i.a. gender, nationality, age and industry experience. The current Board composition is the result of the work of the Nomination Committee prior to the 2018 AGM. The Nomination Committee is of the opinion that the Board of Directors has an appropriate composition and size and reflects diversity and good variety regarding qualifications and experiences within areas of strategic importance to Investor, such as industrial business development, corporate governance and the financial and capital market. In respect of gender balance, excluding the CEO, 40 percent of the Board of Directors are women and in respect of nationality, 30 percent are

non-Swedish citizens and 20 percent are non-Nordic citizens of the Board of Directors, excluding the CEO.

The composition of Investor's Board meets the requirements concerning the independence of Directors. Several of the Board members are Directors of Investor's holdings and they receive remuneration from these companies. This circumstance is not considered to entail a dependence of these members on Investor or its Management. Investor is an industrial holding company and works actively through the Boards of its holdings to identify and drive value-creating initiatives. The work of the Board of Directors in Investor's holdings is the core of Investor's active ownership model. For Investor, where a fundamental component is to have the right Board in each company, it is natural that Members of Investor's Board of Directors and Management have Board assignments in Investor's holdings.

A more detailed presentation of the Board is found on page 46 and on the website.

Evaluation of the Board and CEO

Pursuant to the Rules of Procedure, the Chair of the Board initiates an annual evaluation of the performance of the Board. The objective of the evaluation is to provide insight into the Board members' opinions about the performance of the Board and identify measures that could make the work of the Board more effective. A secondary objective is to form an overview of the areas the Board believes should be afforded greater scope and where additional expertise might be needed within the Board.

The 2018 evaluation was answered by each Board member. In addition, the Chair met with each Board member separately to discuss the work done by the Board during the year. The Board discussed the results of this year's evaluation and the Chair of the Board reported them to the Nomination Committee.

Investor's Board continuously evaluates the performance of the CEO by monitoring the development of the business in

Attendance record and Board remuneration in 2018

Member	Position	Attendance record, Board and Committee meetings 2018			Board remuneration resolved by the 2018 AGM, SEK t.			
		Board meetings ¹⁾	Audit and Risk Committee	Remuneration Committee ¹⁾	Board fee ²⁾	Audit and Risk Committee	Remuneration Committee	Total
Jacob Wallenberg	Chair	10/10	5/6	4/4	2,600	185	165	2,950
Marcus Wallenberg	Vice Chair	8/10			1,505			1,505
Josef Ackermann	Member	10/10			695			695
Gunnar Brock	Member	8/10	6/6		695	185		880
Johan Forssell	Member/CEO	10/10						
Magdalena Gerger	Member	10/10	6/6		695	185		880
Tom Johnstone, CBE	Member	10/10		4/4	695		85	780
Sara Mazur ³⁾	Member	6/6			695			695
Grace Reksten Skaugen	Member	10/10	6/6		695	280		975
Hans Stråberg	Member	9/10			695			695
Lena Treschow Torell	Member	10/10		4/4	695		85	780
Sara Öhrvall ⁴⁾	Member	4/4						
Total					9,665	835	335	10,835

1) Per capsulam not included.

2) Non-employee Directors can choose to receive part of their Board remuneration (excluding Committee remuneration) in the form of synthetic shares.

For total value of the Board fee including synthetic shares and dividends at year-end, see note 10, Employees and personnel costs.

3) Elected member of the Board at the AGM on May 8, 2018.

4) Resigned from the Board as of May 8, 2018.