

A photograph of a city skyline at sunset. The sky is filled with vibrant orange and red clouds, with a bright yellow sun setting behind the buildings. The silhouettes of various buildings and construction cranes are visible against the colorful sky.

LAGERKVIST & PARTNERS

since 1984

LAGERKVIST & PARTNERS

An overview

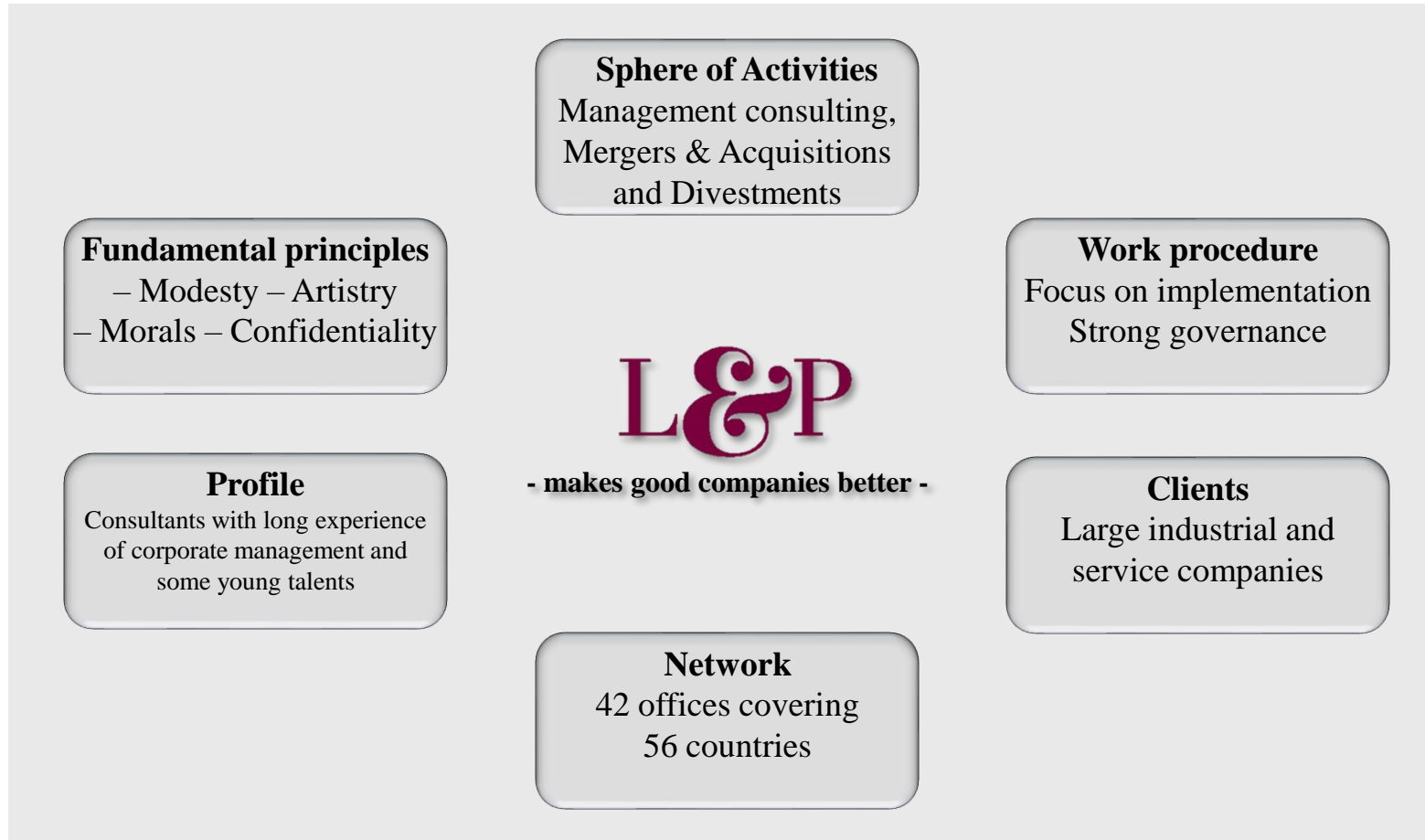
This report is personal and confidential and it is a part of a verbal presentation.



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Summary



Makes Good Companies Better



Areas of Operation

- *Strategy*



- *Acquisitions,
sales and mergers*



Most Important

OPERATIONS OF THE LAGERKVIST GROUP ARE BASED ON THESE FUNDAMENTAL PRINCIPLES

MODESTY

*in the Company's approach to an assignment
and with respect to the client's own expertise*

MORALS

*in the form of loyalty to the client and strict focus on
the client's long-term development and profitability*

ARTISTRY

*through efforts to provide innovative solutions,
that give the client a position of leadership*

CONFIDENTIALITY

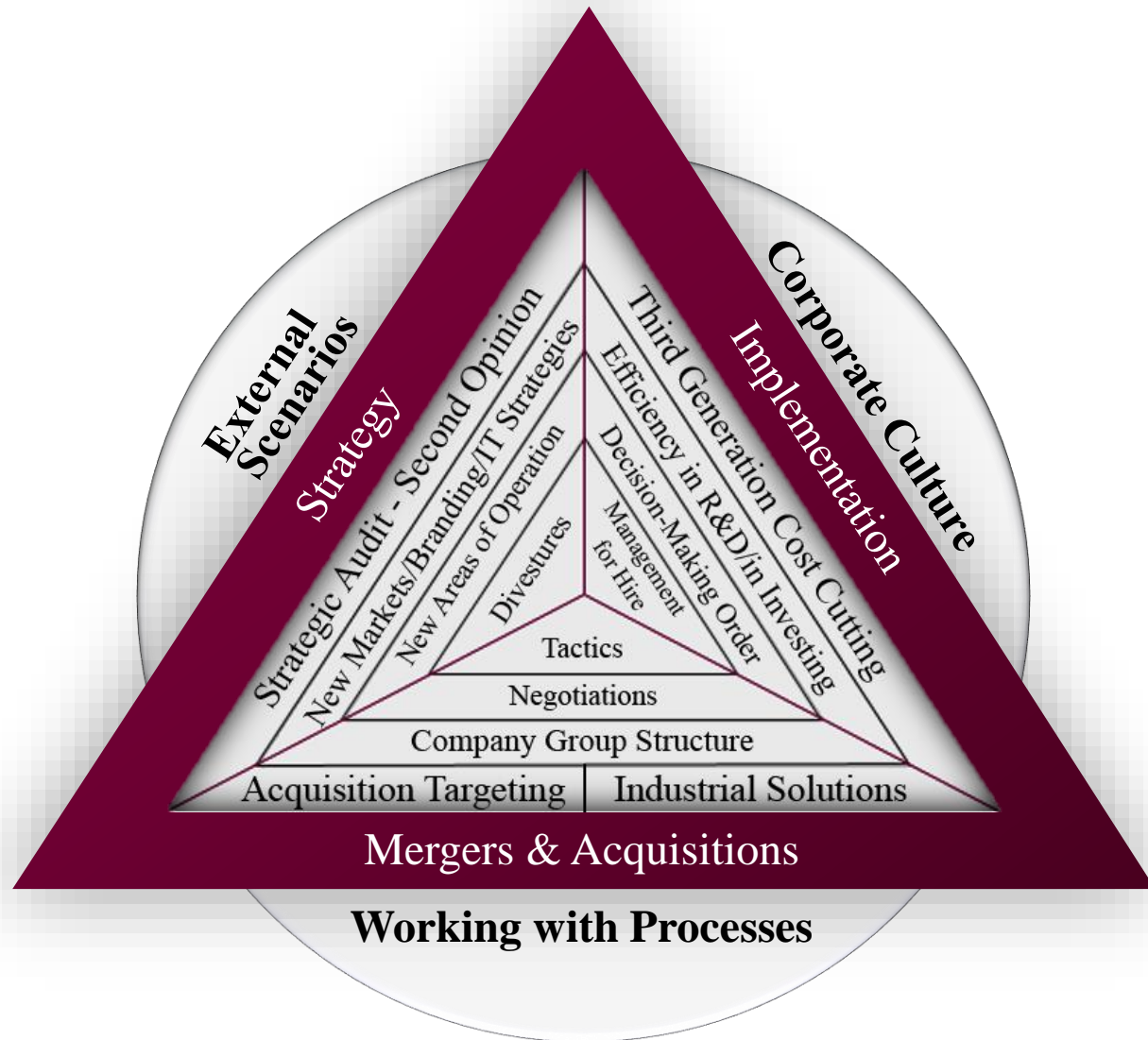
*all assignments are carried out in strictest
confidence and remain confidential*

Competition Philosophy

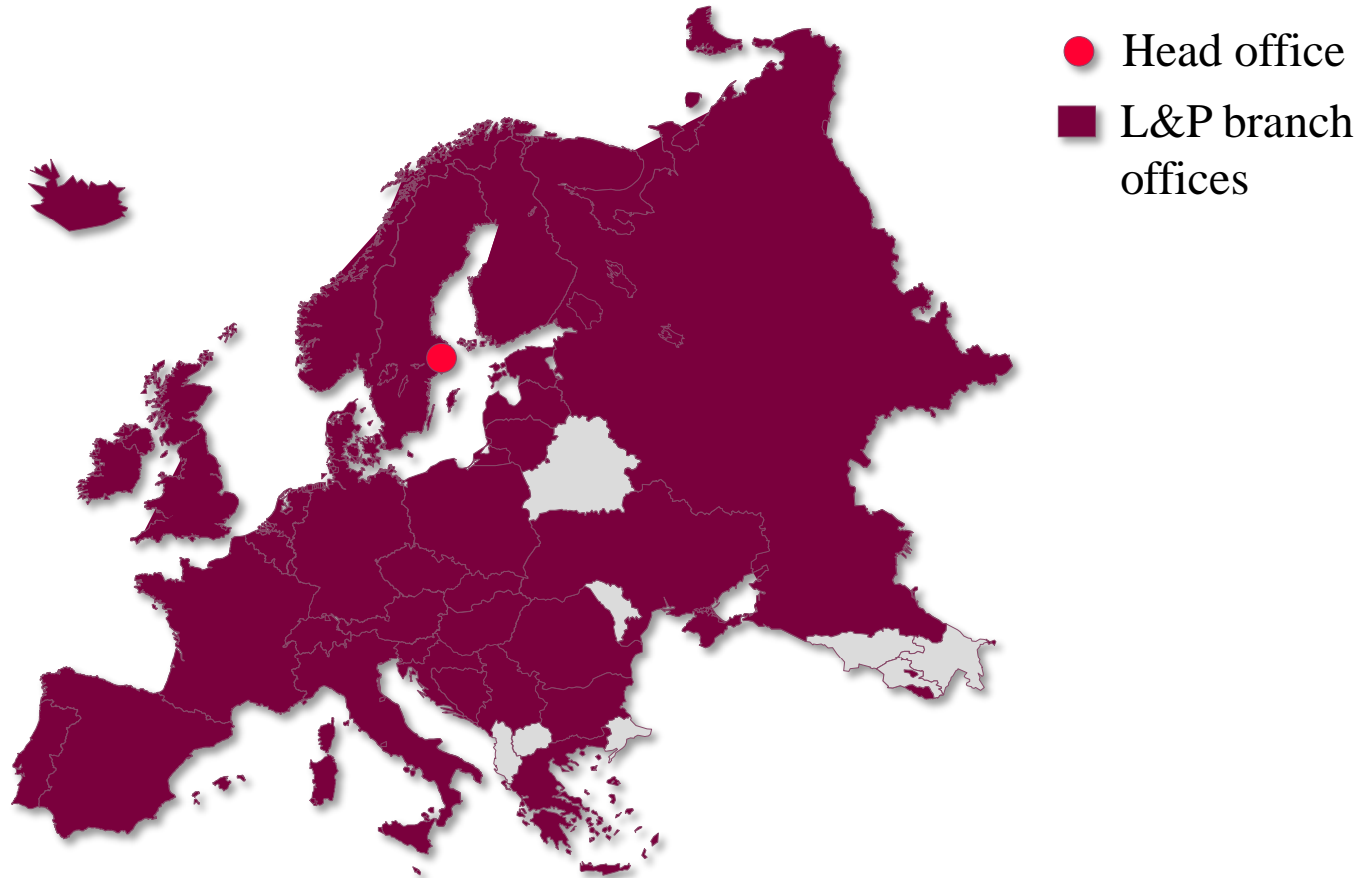
Lagerkvist & Partners AB works *exclusively for one client* in a competitive area at any given time.

For a period of *two years* after an assignment we check with our former client to see if they have any objections to us working for another company in the same industry.

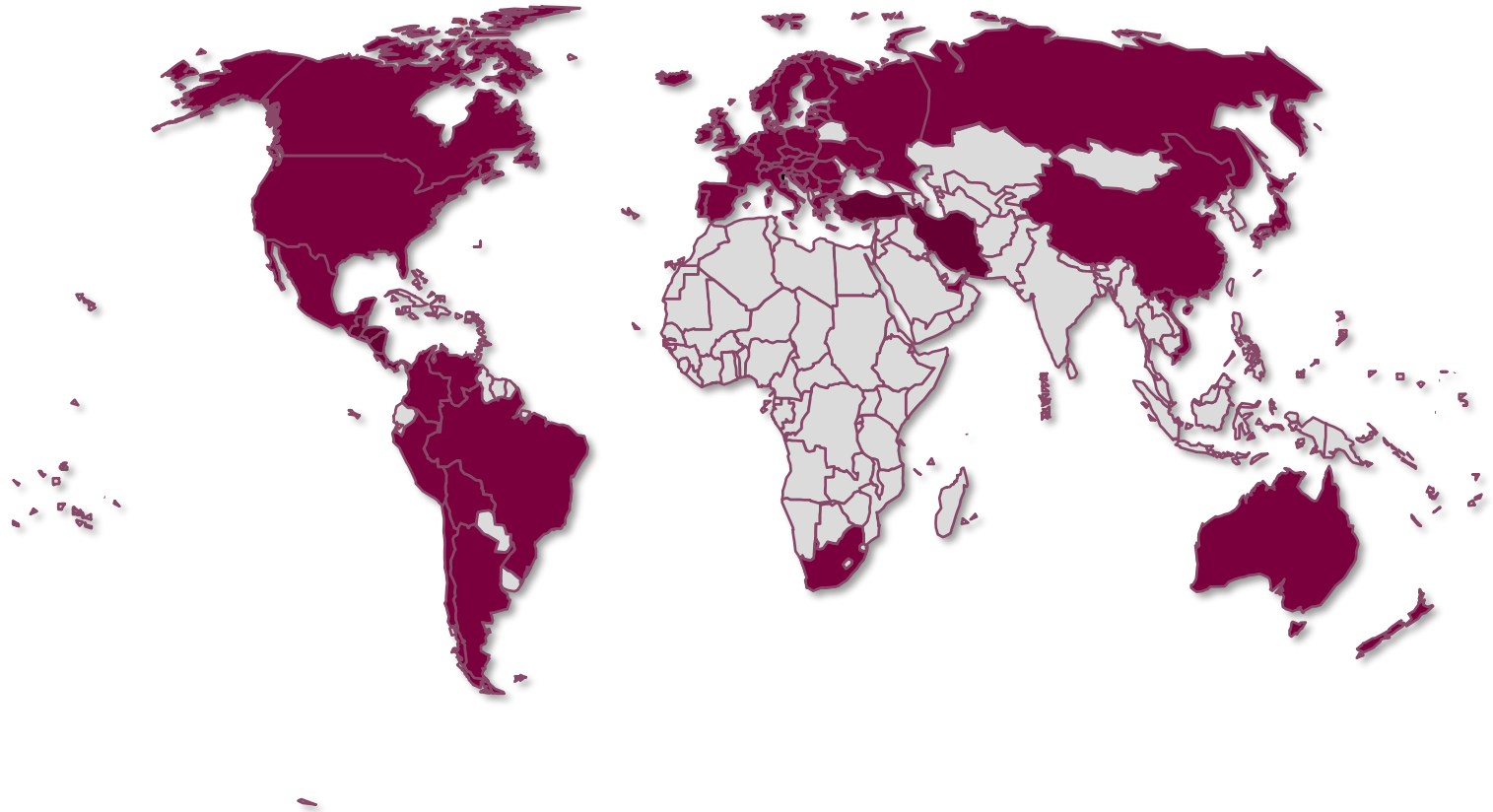
In some cases we do or contract this for an *even longer* time period.



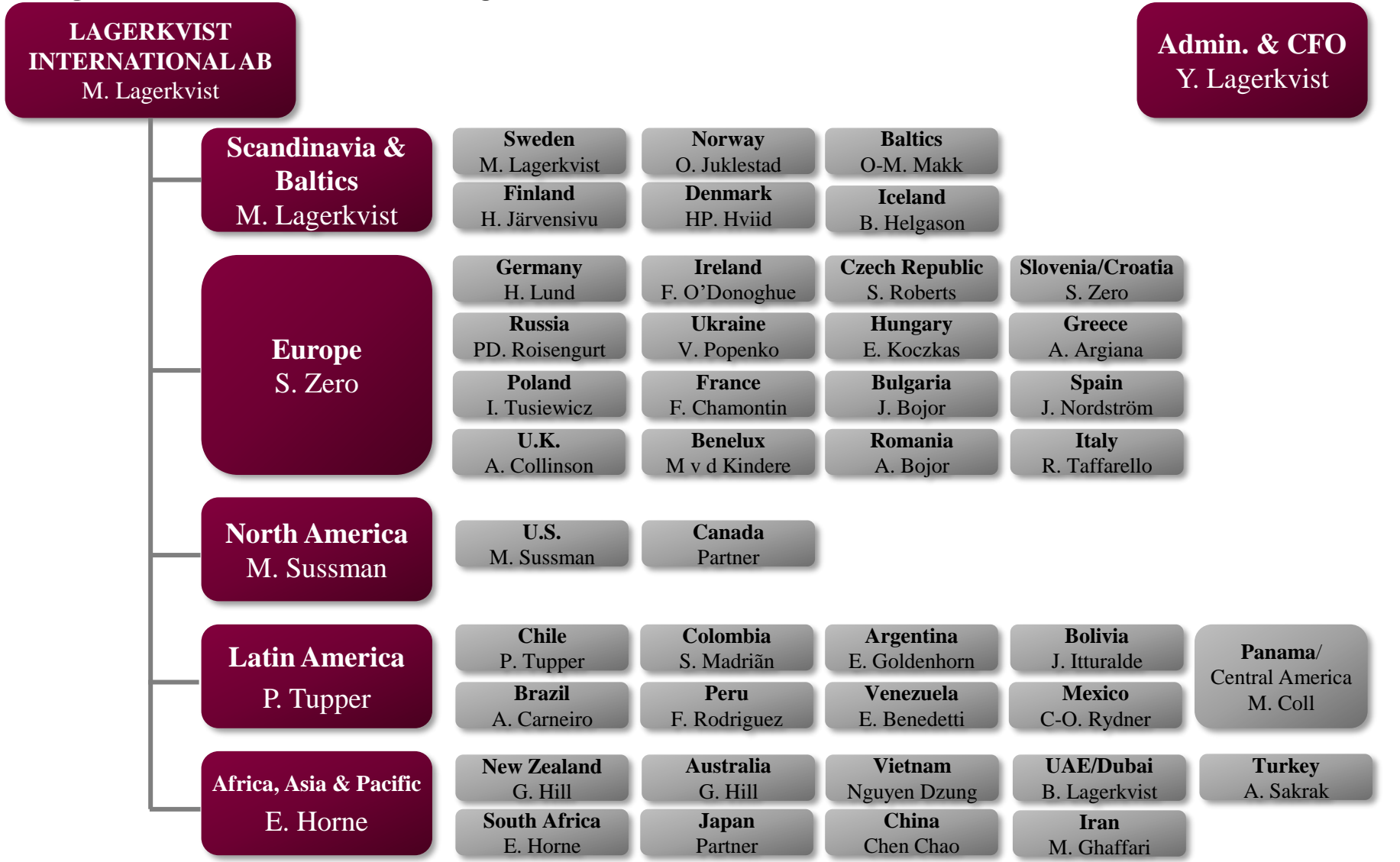
Lagerkvist Europe



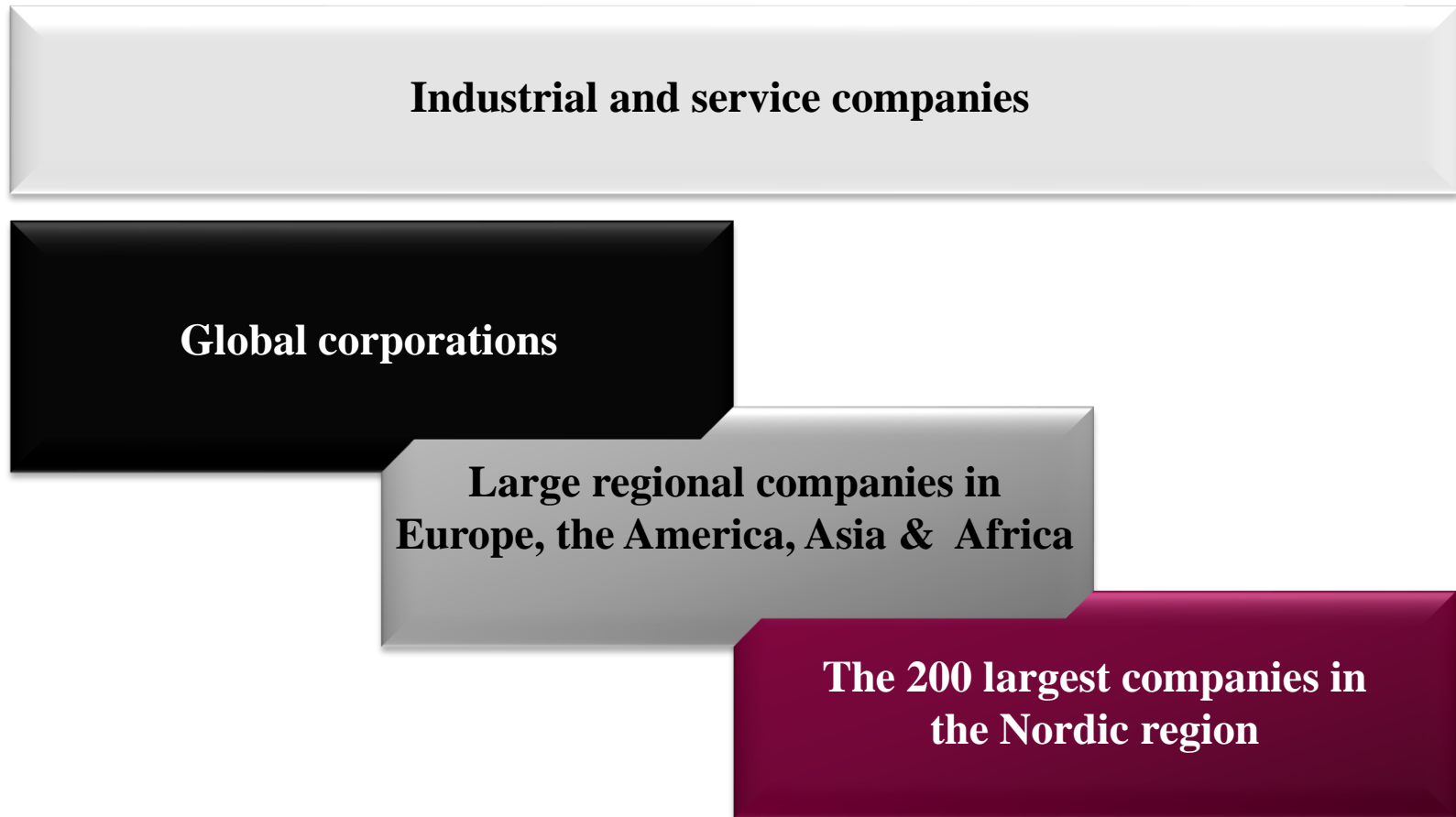
Lagerkvist Global



Lagerkvist's Market Organisation



Client Structure



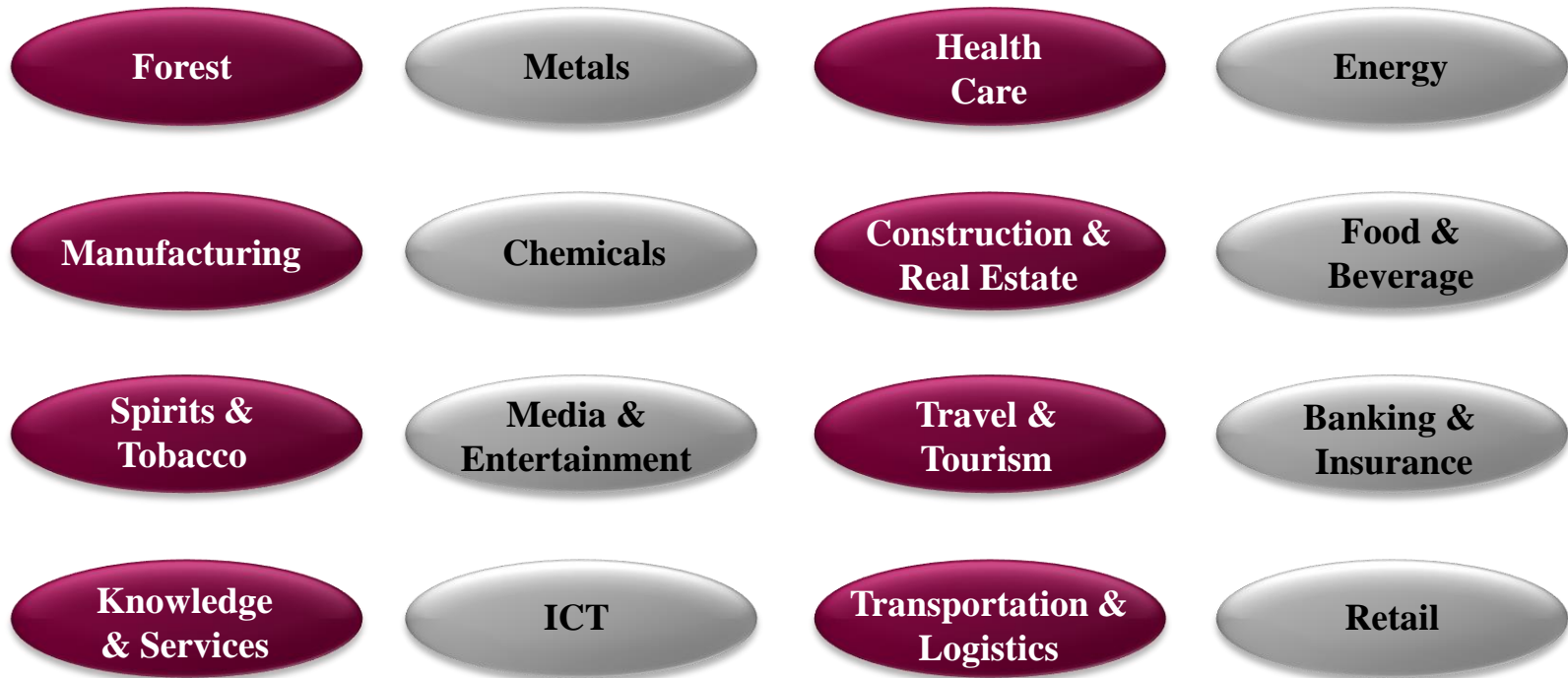
Experience

LAGERKVIST & PARTNERS has relevant experience from most industries, such as the production industry, the service industry and the IT/ICT industry.

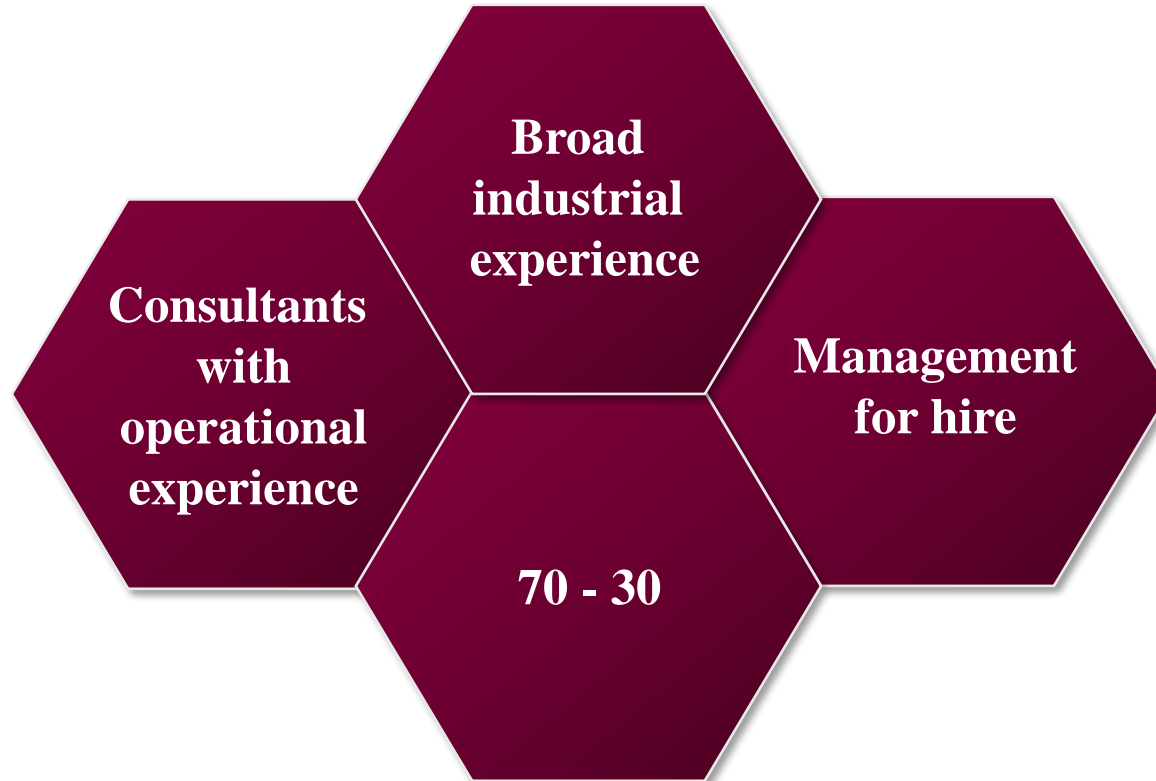
LAGERKVIST & PARTNERS has experience from most geographic markets.

LAGERKVIST & PARTNERS works confidentially, which is why the use of a client as a reference must always be cleared with the client. Normally this is not a problem.

Examples of Industries



Profile



Recruitment Philosophy

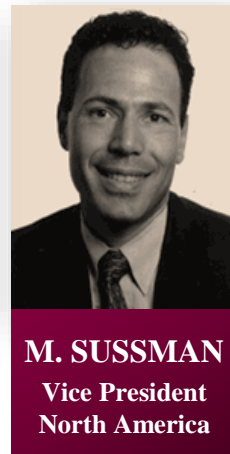
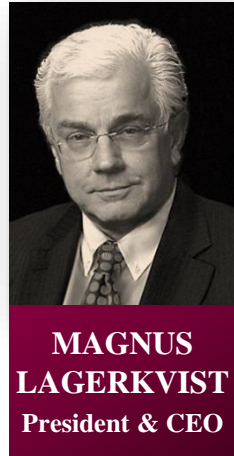
The philosophy of Lagerkvist & Partners is to recruit the majority of its people at the age range of 35-50 so they have an international operational experience already when they come to our company.

This is important to be sure that the analyses are realistic enough taking into account the limitations that imposes on a company that has been active for many years.

This means also that we can take responsibility for and take part in the implementation.

This is perceived, by our clients, as important for example when you move into new markets through acquisitions, joint-ventures etc.

Executive Management and Executive Committee



Board of Directors



**MAGNUS
LAGERKVIST
PRESIDENT & CEO
LAGERKVIST
INTERNATIONAL AB**



**LARS KYLBERG
CHAIRMAN OF THE
BOARD
FORMER CEO OF
SAABSCANIA**



**YWONNE
LAGERKVIST
EVP & CFO
LAGERKVIST
INTERNATIONAL AB**

Advisory Board



SVERKER MARTIN-LÖF

*Chairman of the Advisory Board
Former Chairman of SCA, SSAB and Industrivärden*



BÖRJE EKHOLM

*President and CEO, Ericsson
Former CEO of Investor and Patricia Industries*



ALICE TEODORESCU

Former political editor, Göteborgs Posten



JAN STÅHLBERG

Partner and Vice Chairman of EQT



SÖREN MELLSTIG

*Investor/Several Directorships/Chairman
Former Chairman Trelleborg, CEO of Gambro*



JOHAN OLJEQVIST

President and CEO Fryshuset, former President of Myrorna



BENGT STYMNE

*Professor Emeritus of
Organization Theory at
the Stockholm School
of Economics*



MICHAEL ROSENLEW

*Chairman Hartwall Capital, f. MD IK Investment Partners
Nordic*



OVE MATTSSON

*Ph.D. and Consultant
Chairman of the Board, Biotage
Former President of
Nobel Industrier AB and Akzo Nobel Coatings N.V.*

All members och the Board of Directors
are also members och Advisory Board

The Growth History – Present Managing Directors

Scandinavia

Sweden – Since 1984

Magnus Lagerkvist

Finland – Since 1985

Heikki Järvensivu

Norway – Since 1986

Oddvar Juklestad

Denmark – Since 1990

Hans Peter Hviid

Iceland – Since 2012

Brynjólfur Helgason

The Baltics

The Baltics – Since 1986

Olev-Mait Makk

The Growth History (cont.)

EUROPE

Benelux – Since 1986

Michel Van der Kindere

Italy – Since 1989

Renzo Taffarello

France – Since 1994

Florence Chamontin

Russia – Since 1998

Peter Roisengurt

Greece – Since 1999

Angela Argiana

Germany – Since 1989

Hendrik Lund

UK – Since 1993

Andrew Collinson, Collinson Grant

Ireland – Since 1994

Frank O'Donoghue

Croatia & Slovenia – Since 1998

Samir Zero

Czech Republic & Slovakia – Since 2000

Rodney Yeadon

Poland – Since 1989

Ivo Tusiewicz

Spain & Portugal – Since 1994

Jean Nordström

Hungary – Since 1998

Endre Koczkàs

Ukraine – Since 1999

Victor Popenko

Romania/Bulgaria – Since 2007

Andrei Bojor

The Growth History (cont.)

North America

US East – Since 1994
Marc M Sussman

US West & Canada – Since 1997
Partner

Latin America

Chile – Since 1990
Pablo Tupper

Bolivia – Since 1995
Jorge A. Iturralde

Brazil – Since 1995
Augusto Carneiro

Colombia – Since 1996
Santiago Madriñan de la Torre

Panama / Central America – Since 2009
Max Coll

Argentina – Since 1995
Eduardo Goldenhorn

Peru – Since 1995
Fernando Rodriguez B.

Venezuela – Since 1996
Edmond Benedetti

Mexico – Since 2001
Carl-Otto Rydner

The Growth History (cont.)

Africa, Asia & Pacific

South Africa – Since 1993
Edward Horne

China – Since 1998
Chen Chao

Vietnam – Since 2004
Nguyen Dzung

Japan - Since 1995
Partner

Hong Kong – Since 2007
Geoff Hill

Australia & New Zealand
- Since 2000
Geoff Hill

Middle East

Dubai – Since 2007
Björn Lagerkvist

Iran – Since 2016
Mostafa Ghaffari

Turkey – Since 2018
Aslan Sakrak

Board History – Former Board/Advisory Board Members*



GERHARD WENDT
(1996-2010)

*Former CEO, Kone Corporation
Chairman of the Board,
Outokumpu & Instrumentarium*



BERT-OLOF SVANHOLM
(1984-1997)

*Former CEO, ABB Nordic
Chairman of the Board, Volvo*



STIG SYNNERGREN
(1984-1997)

*Former Chairman of
the Joint Chiefs of Staffs,
the Swedish Armed Forces*



LARS LINDMARK
(1984-1992)

*Former CEO, V & S Group
(The Absolut Company)*

**Can seem a little odd to show former members, but the question is often asked*

The Lagerkvist & Partners Way to Work

- We focus on generating practical ideas/measures that can be implemented.
- We will have an opinion – a recommendation – that we stand for (sometimes with a second alternative), where we give pros and cons and risks.
- Facts are a commodity that shall be presented in concentrated form if it has relevance for the conclusions.
- We produce short reports/presentations – if needed – not long.
- We can assist with the implementation.
- We can assist with Management-for-hire solutions.
- When working with M&A we can bring companies for sale that are not for sale! And sell companies that are “unsellable”!