

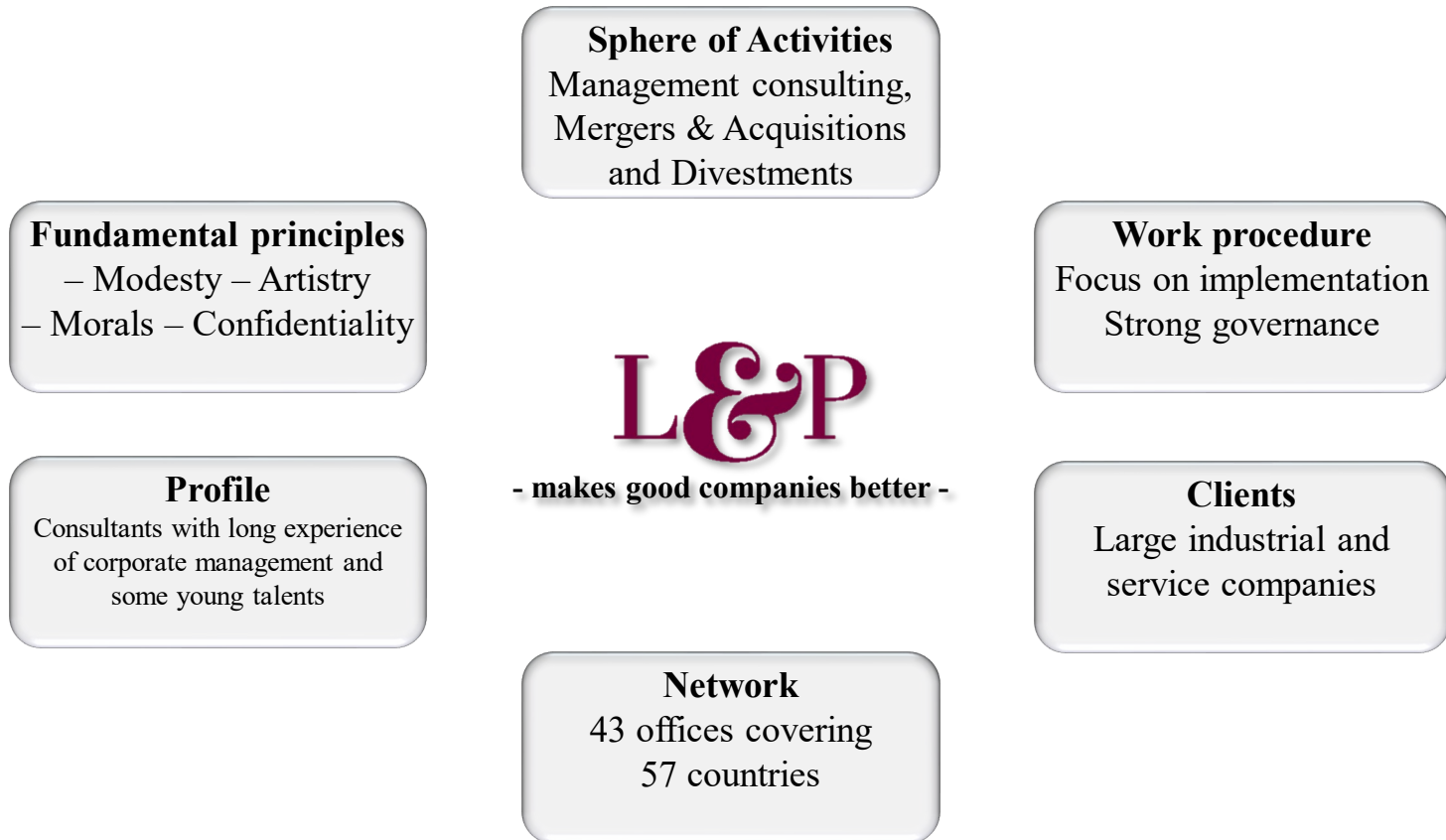
LAGERKVIST & PARTNERS

An overview

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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

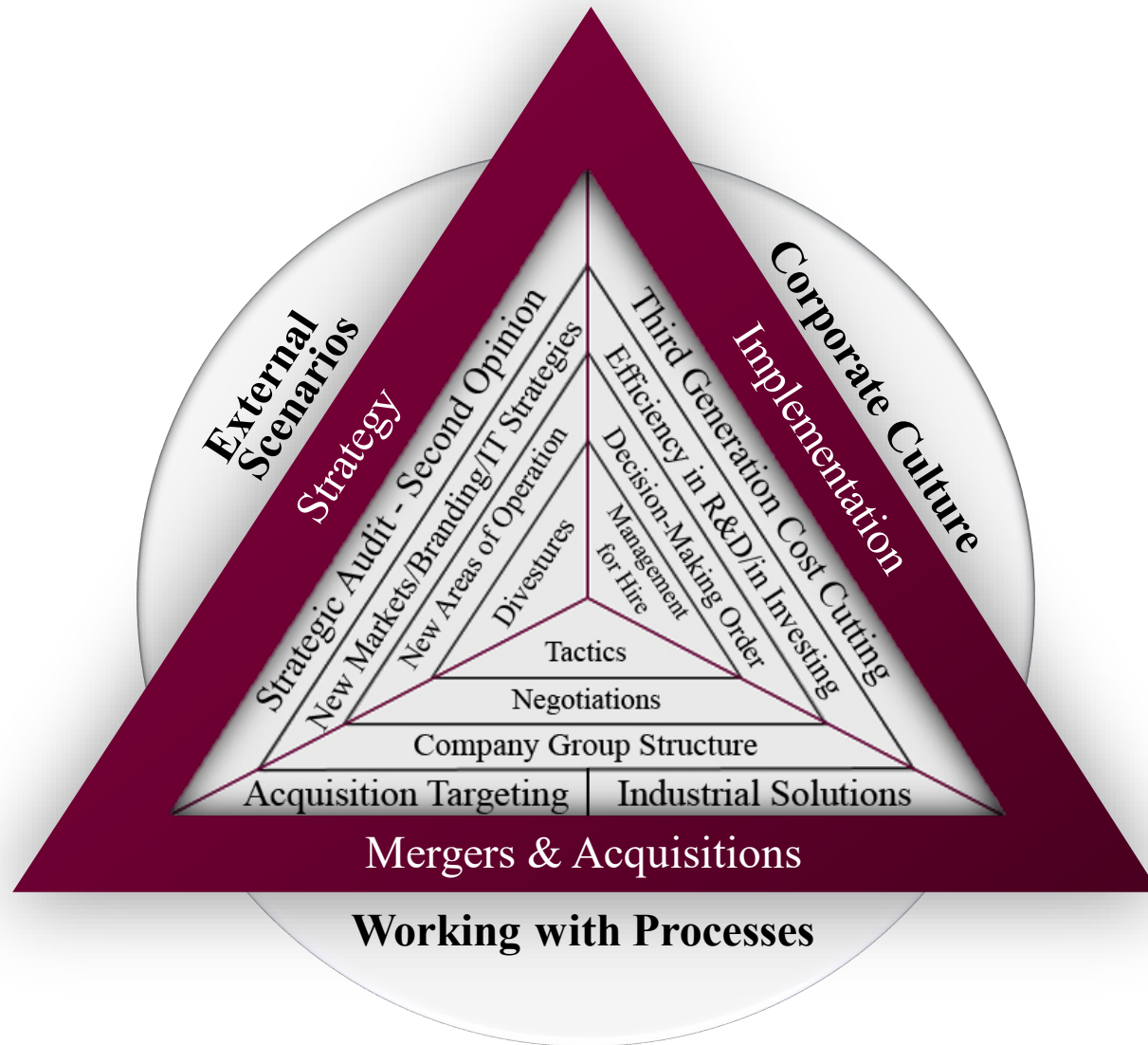
*all assignments are carried out in strictest
confidence and remain confidential*

Competition Philosophy

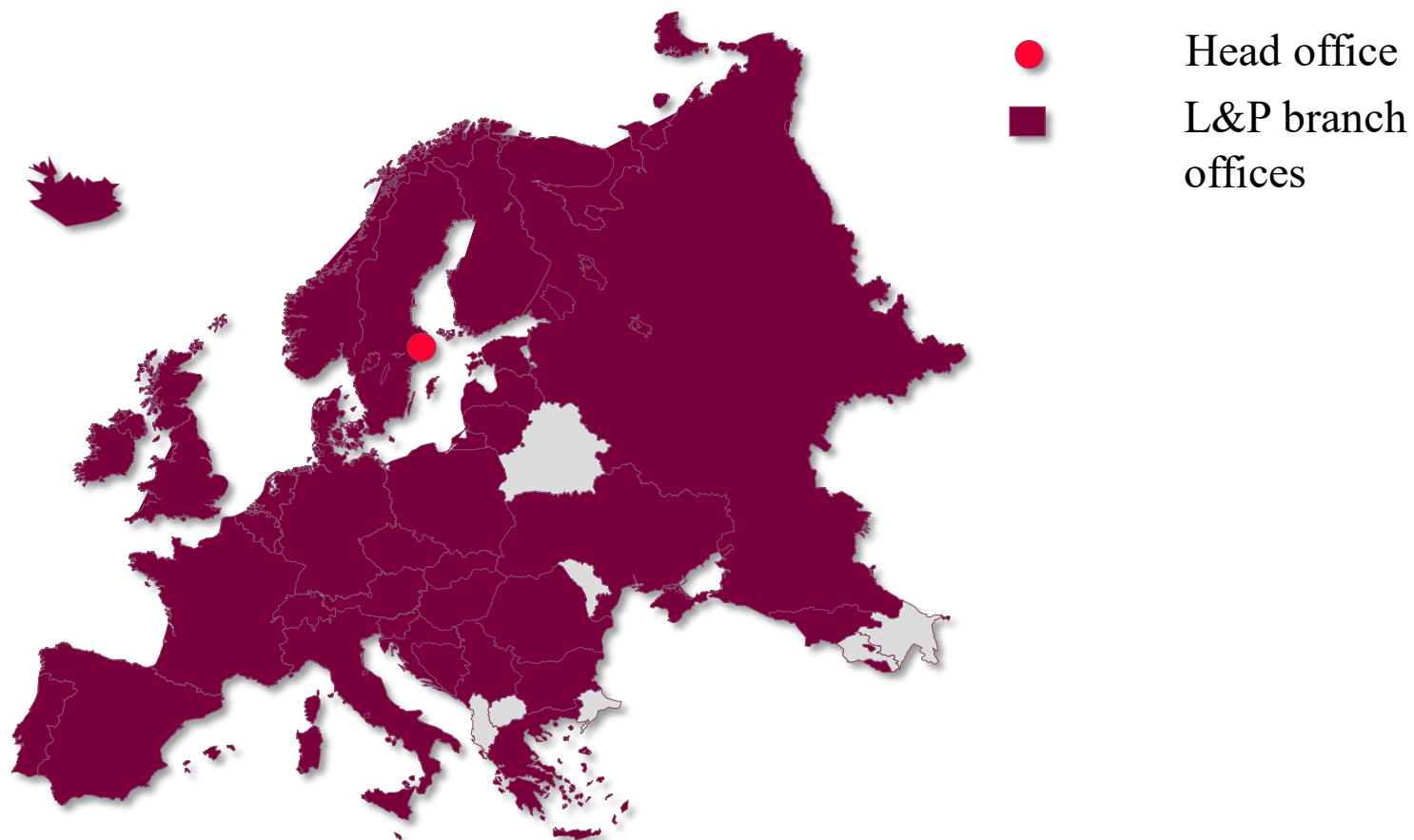
Lagerkvist & Partners AB works *exclusively for one client* in a competitive area at any given time.

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.

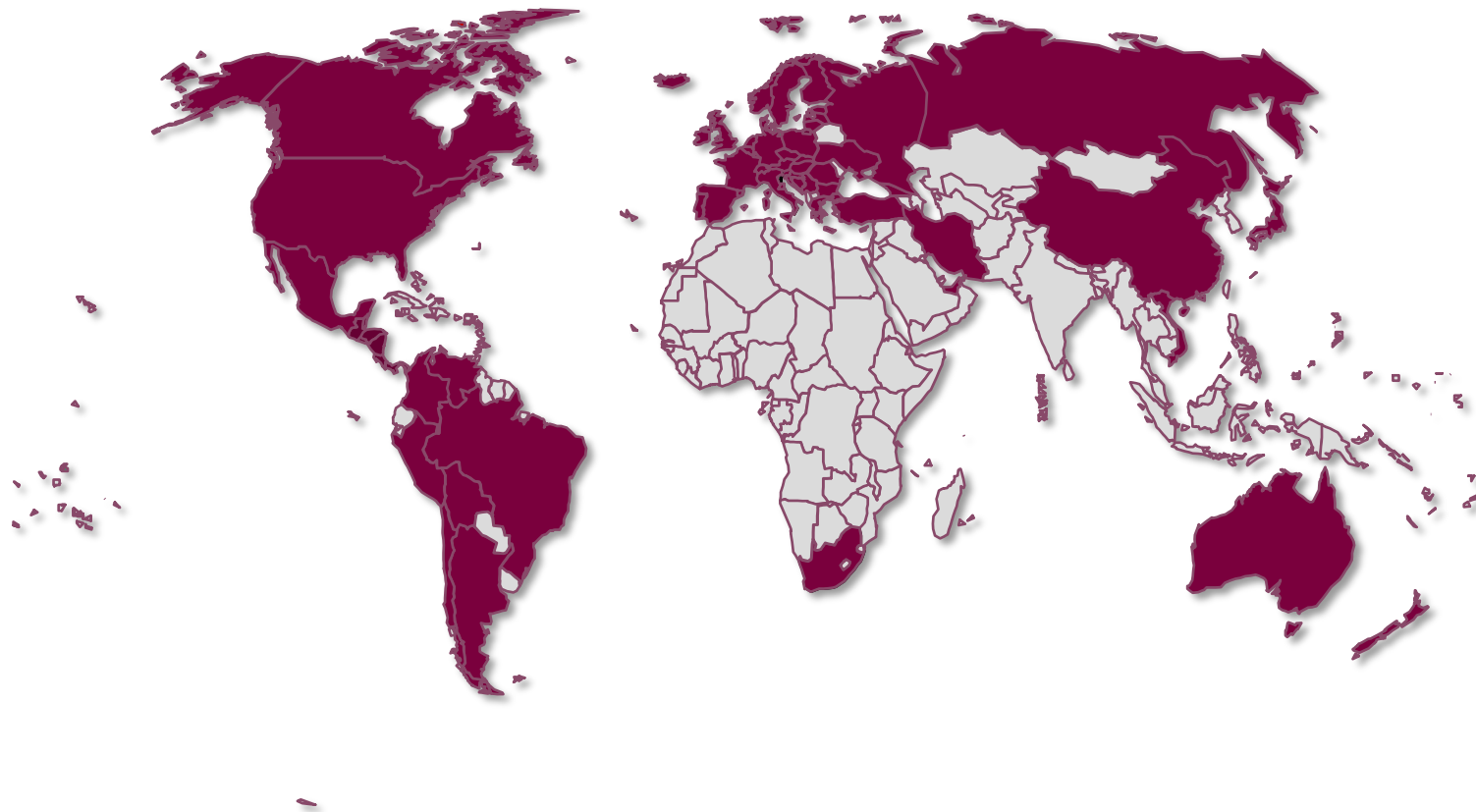
In some cases we do or contract this for an *even longer* time period.



Lagerkvist Europe



Lagerkvist Global



Lagerkvist's Market Organisation

**LAGERKVIST
INTERNATIONAL AB**
M. Lagerkvist

Admin. & CFO
Y. Lagerkvist

**Scandinavia &
Baltics**
M. Lagerkvist

Sweden
M. Lagerkvist

Norway
O. Juklestad

Baltics
O-M. Makk

Finland
H. Järvensivu

Denmark
HP. Hviid

Iceland
B. Helgason

Europe
S. Zero

Germany
H. Lund

Ireland
F. O'Donoghue

Czech Republic
S. Roberts

Slovenia/Croatia
S. Zero

Russia
PD. Roisengurt

Ukraine
V. Popenko

Hungary
E. Koczkas

Greece
A. Argiana

Poland
I. Tusiewicz

France
F. Chamontin

Bulgaria
J. Bojor

Spain
J. Nordström

Georgia
P. Rodzianko.

U.K.
A. Collinson

Benelux
M v d Kindere

Romania
A. Bojor

Italy
R. Taffarello

Turkey
A. Sakrak

North America
M. Sussman

U.S.
M. Sussman

Canada
Partner

Latin America
P. Tupper

Chile
P. Tupper

Colombia
S. Madrián

Argentina
E. Goldenhorn

Bolivia
J. Itturalde

**Panama/
Central America**
M. Coll

Brazil
A. Carneiro

Peru
F. Rodriguez

Venezuela
E. Benedetti

Mexico
C-O. Rydner

Africa, Asia & Pacific
E. Horne

New Zealand
G. Hill

Australia
G. Hill

Vietnam
Nguyen Dzung

UAE/Dubai
B. Lagerkvist

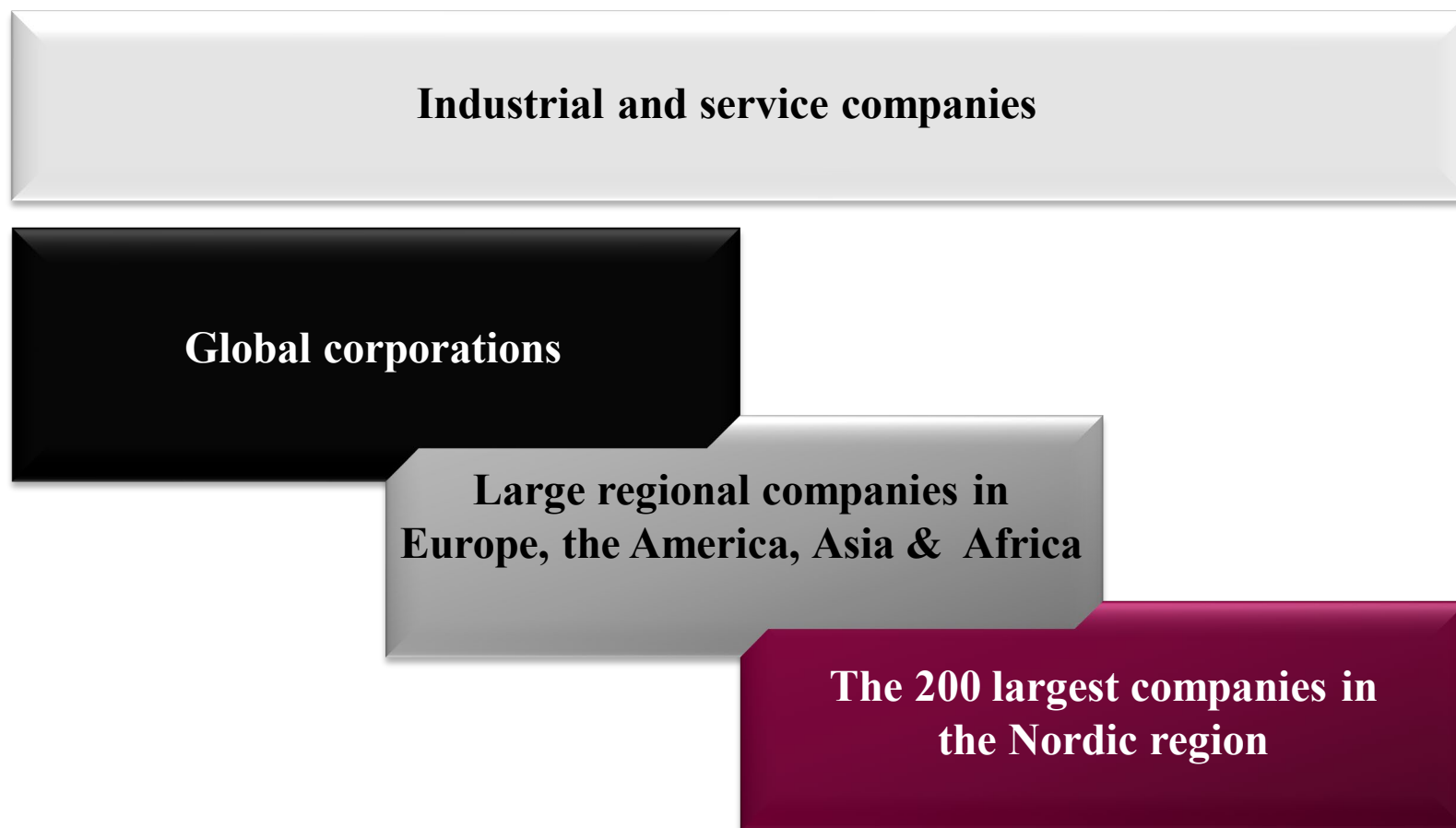
South Africa
E. Horne

Japan
Partner

China
Chen Chao

Iran
M. Ghaffari

Client Structure



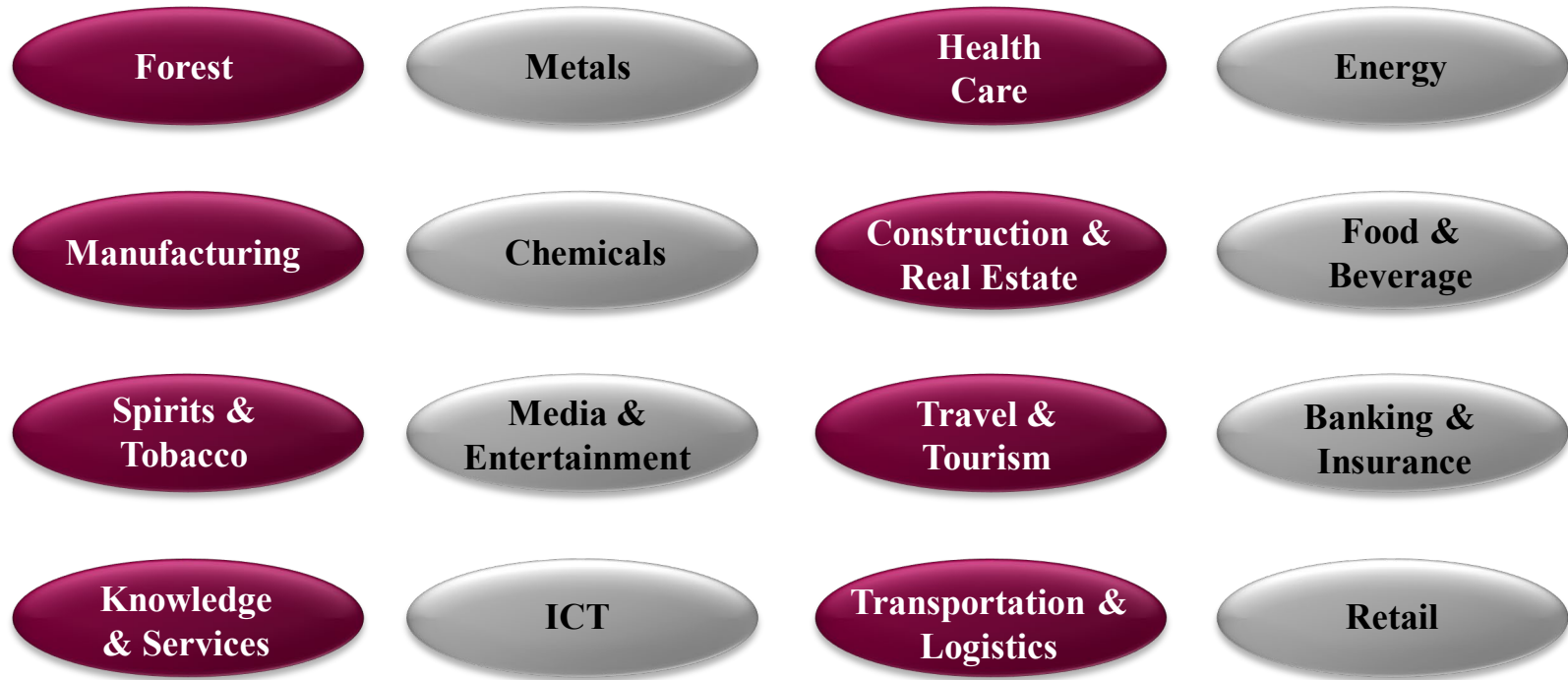
Experience

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

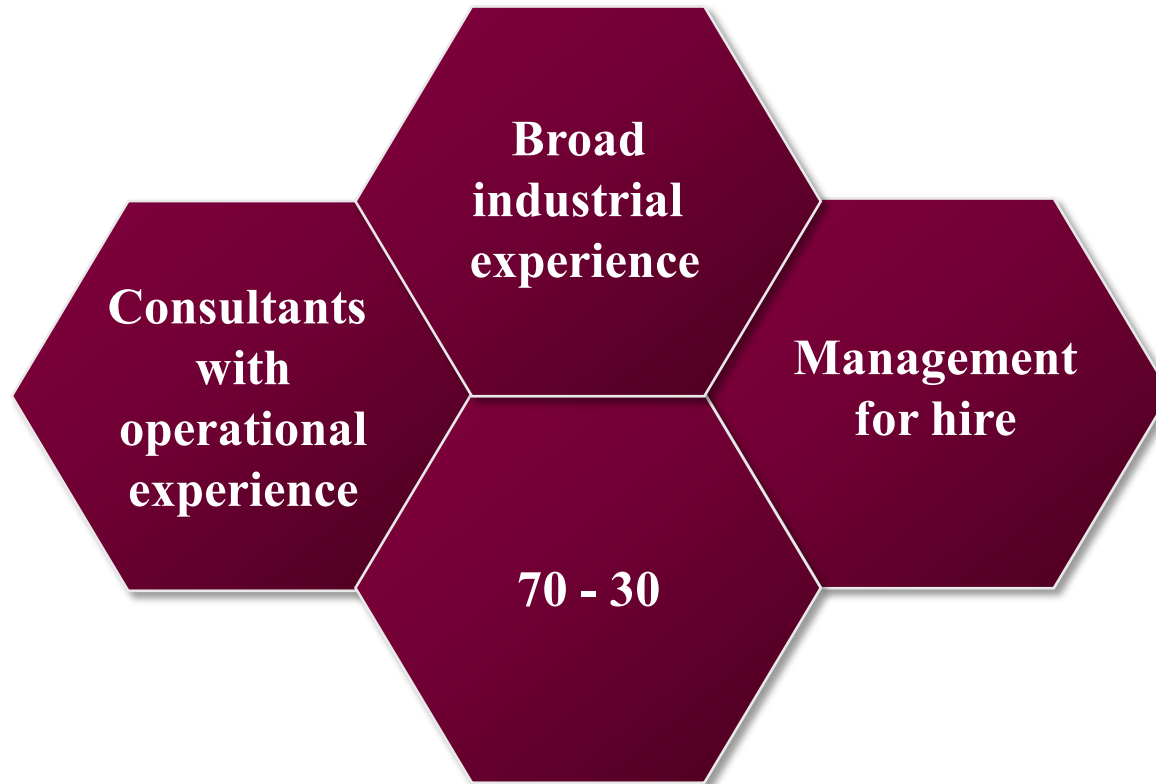
LAGERKVIST & PARTNERS has experience from most geographic markets.

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



**MAGNUS
LAGERKVIST**
President & CEO



**STAFFEAN
JONSSON**
Executive Vice
President



**YWONNE
LAGERKVIST**
Executive Vice
President & CFO



S. ZERO
Vice President
Europe



M. SUSSMAN
Vice President
North America



P. TUPPER
Vice President
Latin America



E. HORNE
Vice President
Africa, Asia &
Pacific

Board of Directors



**MAGNUS
LAGERKVIST**
PRESIDENT & CEO



LARS KYLBERG
CHAIRMAN OF THE
BOARD



**YWONNE
LAGERKVIST**
EVP & CFO

Board of Directors are members of the Advisory Board

Advisory Board



OVE MATSSON
Chairman of the Advisory Board
Ph.D. and Consultant
f. Chairman of the Board, Biotage
f. President of Nobel Industrier AB and Akzo Nobel Coatings N.V.



BÖRJE EKHOLM
President and CEO, Ericsson
f. CEO of Investor and Patricia Industries



LARS KYLBERG
Chairman of the Board, Lagerkvist & Partners
f. CEO of SaabScania, Incentive, Alfa Laval



JAN STÅHLBERG
Founder & Managing Partner, Trill Impact,
f. Partner and Vice Chairman of EQT AB



SÖREN MELLSTIG
Chairman of the Board Ellevio,
f. Chairman of the Board, Trelleborg, Apotek Hjärtat etc.
f. CEO of Gambro



ALICE TEODORESCU MÅWE
Head PR, Academia,
f. Columnist Expressen, Political Editor GP



MICHAEL ROSENLEW
Chairman of the Board, Hartwall Capital
f. Managing Partner IK Investment Partners,



JOHAN OLJEQVIST
President and CEO Fryshuset,
f. President of Myrorna



BENGT STYMNE
Professor Emeritus of Organization Theory at the Stockholm School of Economics

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

Germany – Since 1989
Hendrik Lund

Poland – Since 1989
Ivo Tusiewicz

Italy – Since 1989
Renzo Taffarello

UK – Since 1993
Andrew Collinson, Collinson Grant

Spain & Portugal – Since 1994
Jean Nordström

France – Since 1994
Florence Chamontin

Ireland – Since 1994
Frank O'Donoghue

Hungary – Since 1998
Endre Koczàs

Russia – Since 1998
Peter Roisengurt

Croatia & Slovenia – Since 1998
Samir Zero

Ukraine – Since 1999
Victor Popenko

Greece – Since 1999
Angela Argiana

Czech Republic & Slovakia – Since 2000
Rodney Yeadon

Romania/Bulgaria – Since 2007
Andrei Bojor

Turkey – Since 2018
Aslan Sakrak

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

Georgia – Since 2018
Paul Rodzianko

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

Board History – Former Board/Advisory Board Members*



GERHARD WENDT

(1996-2010)

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



BERT-OLOF SVANHOLM

(1984-1997)

*f., Chairman of the Board
Lagerkvist & Partners AB
f. Chairman of Advisory Board
f. CEO, ABB Nordic
Chairman of the Board, Volvo*



STIG SYNNERGREN

(1984-1995)

*f. Chairman of the Board
Lagerkvist & Partners AB
f. Chairman of
the Joint Chiefs of Staffs,
the Swedish Armed Forces*



LARS LINDMARK

(1984-1992)

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



SVERKER MARTIN-LÖF

(1996-2021)

*f. Chairman of Advisory Board
f. Chairman of SCA,
SSAB and Industrivärden*

**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”!