**Good corporate governance** is a matter of ensuring that the operations are conducted in a responsible, controlled and efficient manner to generate value and return for the Company's investors and to ensure that the external community's confidence in the operations is maintained. This means that we must maintain a clear division of responsibilities and roles between different organisational bodies and a comprehensive set of rules for managing the Company's operations.

A comprehensive review of the Company's corporate governance was conducted at Assemblin in 2019, which resulted, among other things, in improved risk management processes and internal controls. Efforts in 2020 were conducted based on the new framework, which worked well. We now have a good structure for corporate governance and a well-functioning interaction between the shareholders, the Board of Directors and Group Management. We have also established procedures for management and follow-up, aided by targets, continuous reporting, risk management, internal control and external audits.

**Board work during the year** was characterised by a high level of commitment and a strong will to encourage and support the operations in the direction of continued positive development. Assemblin has a stable organisation with high superior expertise and potential that we seek to utilise optimally. I also feel that the Board of Directors enjoys an open and constructive dialogue with Group Management, which is key to our capacity to act through consensus. We achieved a great deal in 2020, although I feel certain results are worth particular note. One of them is Assemblin's handling of the corona pandemic, which was exemplary, and was conducted throughout with the safety of our employees as our highest priority. I would also like to highlight the good strengthening of margins achieved and the accelerated acquisition process, resulting from dedicated hard work.

> Although we now face a challenging situation with uncertain economic forecasts, I am convinced that Assemblin will be able to cope very well, even if times become difficult. Today, Assemblin is well positioned to continue its development, and I look forward with confidence to the upcoming years and continued growth. In conclusion, I would like to take the opportunity to thank management and employees for a well managed 2020 under extreme conditions.

Mats Wäppling Chairman of the Board



### **Corporate governance**

#### About Assemblin's Corporate Governance Report

The Board of Directors of Assemblin Financing AB (publ), corporate identity number 559077-5952, hereby submits the Corporate Governance Report for the Assemblin Group for the period 1 January to 31 December 2020. The Corporate Governance Report essentially adheres to the requirements set out in the *Swedish Code of Corporate Governance*.

The Corporate Governance Report forms part of Assemblin's 2020 Annual and Sustainability Report, which is available in its entirety from the Company's website. This explains why pagination commences on page [40]. The report can be read separately, but contains occasional references to other parts of the Annual Report.

### **CONTENTS**

Key fundamentals	42
Key organisational bodies	43
Board structure and meetings	45
Internal control of financial reporting	46
Auditor's statement	47
Presentation of the Board of Directors	48
Presentation of Group Management	49

# Key fundamentals

Assemblins' corporate governance is based on clear external and internal regulations, well-established targets and strategies, as well as sound values and a sound ethical approach.

Corporate governance is continuously monitored by means of regular reporting, internal controls, structured risk management and external audits.

#### The structure of the Assemblin Group

Assemblin operates through five operational business areas in the Swedish, Norwegian and Finnish installation markets. The operations mainly occur in the legal companies Assemblin El AB, Assemblin VS AB, Assemblin Ventilation AB, Assemblin AS and Assemblin Oy, with their respective subsidiaries (a total of approximately 40 companies). The Parent Company is the Swedish limited liability company Assemblin Financing AB (publ) with corporate identity number 559077-5952 and headquartered in Stockholm (address: Västberga Allé 1, SE-126 30 Stockholm, Sweden). The current Articles of Association are available from Assemblin's website.

#### A clear set of rules

Assemblin is mainly owned by a private venture capital company and has Eurobonds listed on international securities market TISE (The International Stock Exchange) CI. Accordingly, the starting point for Assemblin's corporate governance is the Swedish Companies Act, Swedish accounting legislation and the rules for issuers applied by TISE (CI). Assemblin has also chosen to apply the principles in the Swedish Code of Corporate Governance (the "Code"). However, because Assemblin's



In 2020, the Board of Directors held seven regular meetings and four extraordinary meetings. Assemblin's General Counsel, Anders Sarpakari (on the left), kept the minutes at the Board meetings. To the right is Young Kim, Board Member and shareholder representative.

ownership is limited, the following deviations from the Code occur: (i) no Nomination Committee has been established, (ii) the remuneration of senior executives is not reported in detail, and (iii) notices of Annual General Meetings and minutes of Annual General Meetings are not published in accordance with the Code's guidelines. Assemblin has also chosen to apply the principles of the UN's "Global Compact", as well as certain other voluntary international agreements, which are detailed in the separate Sustainability Report.

#### Share capital and shareholders

Assemblin Financing (publ) has 500,000 shares outstanding that each entitle the holder to one vote. Assemblin's principal owner is Triton Fund IV (via Ignition MidCo S.a.r.I.). Some shares in the Company are held by senior executives in Assemblin.

#### Key external regulations

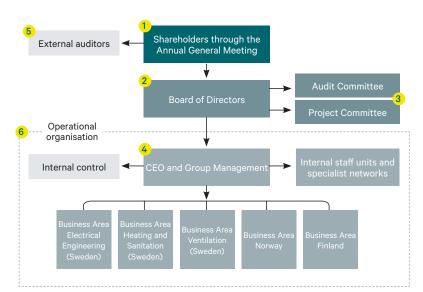
- Swedish Companies Act
- Other laws, rules and regulations in Sweden, Norway and Finland
- Regulations for issuers in the international securities market TISE (CI)
- Swedish Code of Corporate Governance (the Code)
- UN Global Compact

#### Key internal regulations

- Articles of Association
- Rules of Procedure Board of Directors
- Communications Policy, Finance Policy, Financial Handbook
- Processes for risk management and internal control
- Code of Conduct, Anti-corruption and Anti-bribery Policy
- Common values

### Our core corporate bodies

Corporate governance defines the distribution of mandates and responsibilities between the Company's key organisational bodies and forms the basis for the shareholders' control.



CORPORATE GOVERNANCE STRUCTURE AND KEY ORGANISATIONAL BODIES

#### Shareholders and Annual General Meeting

The Company's shareholders can exercise their influence at the General Meeting, which is the highest decision-making body. According to the Swedish Companies Act, the Annual General Meeting must be held no later than six months after the end of the financial year. The Swedish Companies Act and the Articles of Association regulate the resolutions to be determined at the Annual General Meeting. The most recent Annual General Meeting of Assemblin Financing AB (publ) was held on 12 May 2020 in Stockholm. An Extraordinary General Meeting is held if the Board of Directors deems this to be necessary, or if so requested by anyone holding at least 10 percent of the total number of shares, or by Assemblin's auditors.

### 2 Board of Directors

The Board of Directors is tasked with safeguarding the interests of the shareholders and is the Company's highest executive body, entailing, for example, an overarching responsibility for Assemblin's organisation and administration. The principal duties of the Board of Directors include establishing Assemblin's long-term strategy, governance and follow-up, continuously assessing the Group's financial situation and ensuring that the Company maintains good internal control. The Board of Directors is also tasked with appointing and continuously assessing the Group's CEO.

Each year, the Board of Directors establishes Rules of Procedure for its work, which also regulate the responsibilities and duties of the Chairman of the Board and the Board Committees. According to the Rules of Procedure, a statutory Board meeting shall be held immediately following the Annual General Meeting. Among other things, this meeting appoints the members of the Board Committees and the individuals authorised to sign on the Company's behalf. In addition to the statutory meeting, the Board of Directors shall hold at least six ordinary meetings each year. Four of these meetings are held on a quarterly basis, in connection with the Company's financial reports. One meeting is set aside for strategic discussions.

The Chairman of the Board bears a special responsibility to lead the work of

the Board of Directors and to ensure that the Board of Directors completes its tasks in compliance with applicable laws and regulations. Among other things, this entails ensuring that meetings are held when needed, receiving comments from shareholders and communicating these to the Board of Directors, checking that the decisions made by the Board of Directors are implemented effectively and annually assessing the work of the Board of Directors.

Six ordinary Board Members were appointed to the Board of Assemblin by the 2020 Annual General Meeting, and these members are presented on page 48. In addition to the Board Members, Assemblin's CEO and CFO participate in the Board meetings, with the entire Group Management team participating in one meeting each year.

In 2020, seven regular and four extraordinary Board meetings were held. At these meetings, the Board of Directors addressed strategic issues, financial development, financial reports, acquisitions and issues related to customers, personnel, sustainability, risk management and internal control, as well as matters related to the corona virus pandemic.

#### 3 Board Committees

To streamline the work of the Board of Directors, the Board has established an Audit Committee and a Project Committee, the work of which is regulated by the Board's Rules of Procedure.

#### Audit Annual General Meeting

The tasks of the Audit Committee include: • monitoring the Company's financial reporting, as well as internal control and risk management.

• monitoring the impartiality of the auditor and keeping informed regarding the audit of the Annual Report,

• monitoring the Group's short and long-term cash flow trend and financing opportunities.

The Audit Committee includes three ordinary Board Members and its work is led by the chairman of the Audit Committee, Susanne Ekblom. Assemblin's CFO is co-opted to as rapporteur to the Committee. In 2020, the Audit Committee held seven meetings. The auditors participated on three occasions, including to discuss the Company's financial reporting, annual accounts, the focus of the audit and Assemblin's risks and internal control.

#### Project Committee

The Project Committee is tasked with reviewing and approving contracting agreements with a contract value exceeding SEK 100 million. If approval is to be granted by the full Board of Directors, the Project Committee shall prepare the information on which the Board of Directors bases its decision. The Project Committee includes two ordinary Board Members and Assemblin's CEO. Mats Jönsson is the chairman of the Committee. In 2020, the Project Committee held five meetings.

#### **4** CEO and Group Management

The Board of Directors appoints Assemblin's President and CEO, who is responsible for ensuring that the Company's administration is conducted in accordance with the Board of Directors's instructions and guidelines and ensures that the Board of Directors receives the materials and information necessary to be able to make informed decisions. Mats Johansson has been Assemblin's CEO since 2018. To lead the operational work, he has appointed a Group Management team, which comprised eight individuals in 2020 (in addition to the CEO, five Business Area Managers, the CFO and the Head of Communications and Sustainability). The members of Group Management are presented on page 49.

In 2020, Group Management held eight meetings. Matters addressed at these meetings included the earnings trend and forecasts, the market situation, business and acquisition opportunities, Groupwide initiatives, key recruitments, work environment and safety issues, as well as other important and current issues. Issues in particular focus during 2020 included measures to improve profitability, decisions on a new climate agenda and monitoring the development of the corona virus pandemic and measures to mitigate the risk of contagion.

#### 5 External auditors

According to the Articles of Association, the Annual General Meeting shall appoint at least one and at most two independent external authorized public accountants, with or without a deputy. Since 2015, KPMG has been Assemblin's external auditor with Helena Arvidsson Älgne as principal auditor. In addition to this audit assignment,

#### Remuneration of the Board of Directors and senior executives

Assemblin's Board of Directors has chosen not to establish a Remuneration Committee but to instead have remuneration issues addressed by the Board of Directors, including principles for bonus systems and incentive programmes for senior executives. Remunerations and terms of employment for senior executives must be reasonable and market-based in order to attract skilled managers. Remuneration comprises fixed salary, variable compensation and other benefits. The variable portion may not exceed 75 percent of fixed salary. Remuneration of senior executives is approved in accordance with the grandfather principle, meaning that the remuneration of Group Management must be approved by the Board of Directors. Remuneration of Group Management and the Board of Directors is reported in Note 7 in the separate Financial reporting section. Helena Arvidsson Älgne is also responsible for several other companies, including ICA Gruppen AB, LKAB, Knowit AB (publ), HiQ International AB, AQ Group, FM Mattsson Mora Group AB and Beijer Alma AB.

The external auditor's assignment is to review Assemblin's annual accounts, the Annual Report and the consolidated accounts, as well as the administration of the Company by the Board of Directors and Group Management. The auditors also perform an audit of the Company's internal control. The external audit of the Group's accounts is performed in accordance with the Swedish Companies Act, the International Standards on Auditing (ISA) and generally accepted auditing practices in Sweden.

The auditor reports to the Audit Committee, the CEO and the company management teams within the business areas. In connection with the annual accounts, the auditor also presents the conclusions of her review to the Board of Directors. The auditors shall keep the Audit Committee updated on the planning, scope and content of the annual audit and provide information regarding services performed in addition to the audit, remunerations for such services and other circumstances that may be relevant to the independence of the auditors. Audit fees paid for 2020 are reported in Note 6 in the separate *Financial accounting section*.

Parts of Assemblin's operations are also examined from the perspectives of sustainability, quality and work environment by independent certification agencies. The results of these reviews are reported to the management teams of each business area. Further details are available in Assemblin's *Sustainability report*.

#### Operational organisation

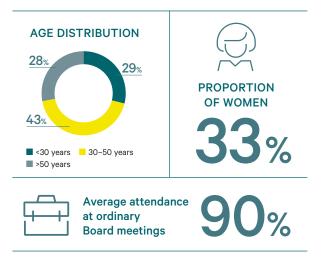
Assemblin's operations are highly decentralised and governed in accordance with a common framework, a clear division of roles and responsibilities and through structured follow-up. The management of Assemblin's operational organisation is described in the section Operations/Organisation and governance.

## Board structure and meetings

# BOARD STRUCTURE AND COMPOSITION

According to the Articles of Association, the Board of Directors shall comprise a minimum of three and a maximum of ten members, with at most five deputies. The members of the Board are nominated by the principal shareholder and appointed by the Annual General Meeting for the period up until the ensuing Annual General Meeting. The objective is for the composition of the Board of Directors to be appropriate with regard to Assemblin's operations, stage of development and ownership, and for the members' overall expertise, experience and background to be diverse and broad.

At the 2020 Annual General Meeting, six ordinary members were elected, two of whom (33 percent) were women. The members of the Board of Directors are described in greater detail on page 48.





Adoption of the interim report for the first quarter. Review of the risk report and internal control report. May: Statutory Board meeting, adopting the Board's Rules of Procedure, the instructions to the CEO and the instructions to the Board's committees. Review and adoption of policies. July: Adoption of the interim report for the second quarter. September: Strategy meeting, Guidelines for budget work.

November: Adoption of the interim report for the third quarter.

December: Adoption of budget and targets for 2021.

#### ATTENDANCE, DEPENDENCE AND REMUNERATION OF BOARD MEMBERS

	Attendance at meetings			Position of dependence	
	Board of Directors	Audit Committee	Project Committee	Independent of the Company	Independent of major shareholders
Total number of regular meetings	7	7	5		
Mats Wäppling, Chairman	7	-	5	YES	NO
Susanne Ekblom	7	7	-	YES	YES
Leif Gustafsson	7	-	-	YES	YES
Mats Jönsson	7	7	5	NO	NO
Young Kim	3	4	-	YES	NO
Anders Thulin	7	-	-	YES	NO

To streamline the work of the Board of Directors, the Board has established a specific Audit Committee and Project Committee. Generally, attendance at the year's meetings of the Board of Directors and at the meetings of the Board's committees has been good. Due to the corona virus pandemic, most meetings have been held remotely.

# Internal control of financial reporting

With regard to the internal control of financial reporting, the objective is for the reporting to be relevant and effective, that it results in reliable reports and ensures compliance with relevant laws and regulations. The Board of Directors bears the overall responsibility for the Company's internal control.

The starting point for all internal control work at Assemblin are the principles developed by COSO<sup>1</sup>, entailing the elucidation of the control environment, risk assessment, control activities, information/communications and follow-up.

#### **Control environment**

Internal control with regard to financial reporting is detailed in the Board of Directors's Rules of Procedure, the instructions to the CEO, the instructions to the Board's committees, and the requirements for financial reporting and financial policy. Other important fundamentals are a clear organisational structure with well-defined roles and responsibilities and an order of delegation with levels of authority and approval in accordance with that organisational structure. Assemblin also applies a Group-wide financial handbook with principles, guidelines and process descriptions for financial accounting and reporting. The control environment also includes the culture, values and ethical principles, based on which both the Board of Directors and Group Management communicate and operate, and that are described in Assemblin's Code of Conduct.

Based on the policies, procedures and instructions established by the Board of Directors, the CEO is responsible for formulating internal processes and supplementing them with other governing documents deemed necessary. The Group's CFO is responsible for the work on financial reporting and ensures that this is prepared in accordance with current accounting standards and relevant legal and listing requirements. The CEO and CFO report regularly to the Audit Committee and the Board of Directors in accordance with established procedures. The Board's Audit Committee bears a special responsibility for assuring the quality of the financial reporting and for monitoring the Company's work with internal control.

#### **Risk assessment**

The Group's Board and Management bear the ultimate responsibility for Assemblin's risk management work, which is conducted in accordance with a specific Risk Management Policy and risk management process. Annually, the risks in Assemblin's operations and all key processes are mapped and assessed in terms of probability and impact. The annual mapping of risks culminates in a report on the foremost risks that is presented to the Audit Committee and the Board of Directors, Assemblin's foremost risks in 2020 are described in the Board of Directors' Report in the Annual Report. Risk assessments are also performed for major items in the consolidated balance sheet and income statement and for major ongoing projects, and these are presented to the Audit Committee and the Board of Directors. The risks in financial reporting are discussed with the Company's auditors on an ongoing basis.

#### **Control activities**

To limit and control the risks identified, various control activities are formulated. Assemblin has controls built into all key processes, mainly through documented and well-integrated manual routines and automatic system solutions. The responsibility for the control activities in the financial reporting lies with the Group's finance function. The financial reporting process is subject to continuous assessment and the need for control activities is reassessed on an ongoing basis. The process is documented in Assemblin's *Finance Handbook*.

#### Information and communications

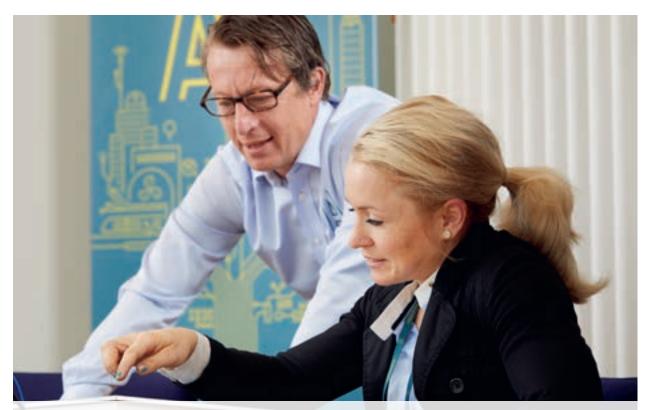
According to Assemblin's procedures, interim financial reports must be approved by the Audit Committee and the Board of Directors before being distributed. To ensure that financial information is handled and published correctly, the Board of Directors has adopted a Communications Policy and an Insider Policy. Compliance is facilitated by the fact that Assemblin has centralised communication and finance functions and that the authority to communicate about the Group's financial information and consolidated earnings is restricted to a small number of people. To safeguard an understanding of the handling of consolidated financial information (and other insider information), a special web introduction has been developed that all salaried employees are required to undergo.

Significant guidelines and instructions of importance for financial reporting are continuously updated and communicated directly to the employees concerned, but are also available to all employees on the Group-wide intranet alongside other Groupwide governing documents.

#### Follow-up and continuous improvement

The Audit Committee continuously monitors the internal controls to safeguard the quality of Assemblin's key financial processes. The Group's CFO is responsible for monitoring internal control with regard to financial reporting and shall report any deviations. An annual self-assessment process is implemented and reported to the Board of Directors, Audit Committee and Group Management. Assemblin's external auditors also report regularly the results of their audit to the CFO and the Audit Committee.

Both the internal reporting and the auditors' reporting form the basis for continuous improvements, increased compliance and the adaptation of the Group's control environment to a changing reality. Assemblin also maintains a whistle-blowing function to which the Company's employees can turn should they suspect any impropriety or criminal activity. In 2020, the Board of Directors evaluated the need for a specific internal audit function – however, based on Assemblin's current position and needs, the assessment was that existing internal control work is sufficient.



The objective of Assemblin's corporate governance to establish a structure, and lay the foundation for a culture, that contributes in the best possible way to the development of the Group and its operations. Company-wide policies are accessible for all employees on Assemblin's intranet, and mandatory web training is provided in particularly important areas.

### Auditor's statement regarding the Corporate Governance Report



To the Annual General Meeting of Assemblin Financing AB (publ), corporate identity number 559077-5952

#### **Engagement and responsibility**

The Board of Directors is responsible for the Corporate Governance Report for 2020 presented on pages 40 – 49 and for it having been prepared in accordance with the Annual Accounts Act.

#### Scope of the examination

Our review has been conducted in accordance with the FAR's (institute for the accountancy profession in Sweden) statement RevU, 16 *Auditor's review of the Corporate Governance Report*. This means that our review of the Corporate Governance Report has a different focus and is substantially less in scope compared to the focus and scope of an audit in accordance with International Standards on Auditing and generally accepted auditing practices in Sweden. In our opinion, this review provides us with sufficient grounds for our statements.

#### Opinion

A Corporate Governance Report has been prepared. Disclosures in accordance with Chapter 6, Section 6, second paragraph, items 2–6 of the Annual Accounts Act and Chapter 7, Section 31, second paragraph of the same act are consistent with the annual and consolidated accounts and in accordance with the Annual Accounts Act.

Stockholm, 29 March 2021 KPMG AB

Helena Arvidsson Älgne Authorised Public Accountant

# **Board of Directors**



#### Mats Wäppling (Matts Väppling)<sup>1</sup>

BORN: 1956

ROLE: Chairman of the Board since 2017 EDUCATION: M.Sc. Engineering, Royal Institute of Technology (KTH), Stockholm

PROFESSIONAL EXPERIENCE: From 2007 to 2012, Mats was President and CEO of Sweco. Prior to that, he worked as Deputy CEO of NCC after many years at Skanska, where he was Senior Vice President before leaving.

OTHER CURRENT ASSIGNMENTS: Chairman of the Board of PKM Invest and Vectura. Board Member of Campus X and Vesper.



#### Susanne Ekblom

BORN: 1966

ROLE: Board Member since 2019 EDUCATION: B.Sc. Economics, Stockholm University PROFESSIONAL EXPERIENCE: Consultant through proprietary company since 2020. Previously President and CEO of Vectura Fastigheter AB,CFO at Investor AB, CFO at SVT and various roles within the Scania Group. OTHER CURRENT ASSIGNMENTS: Board Member of AP7 and

Elinder Sten



Leif Gustafsson BORN: 1967

ROLE: Board Member since 2017 EDUCATION: Civil engineer, marketing economist IHM. PROFESSIONAL EXPERIENCE: CEO at Cramo Group, 2016-2020. CEO at Stena Recycling International, 2012-2016, CEO of Stena Recycling AB, 2008-2012. CEO of YIT Sweden, 2003-2008. Division Manager ABB, 1999-2003. OTHER CURRENT ASSIGNMENTS: -



Mats Jönsson

BORN: 1957

Bonava and NCC.

ROLE: Board Member since 2017 EDUCATION: M.Sc. Engineering, Royal Institute of Technology

(KTH) Stockholm) PROFESSIONAL EXPERIENCE: President and CEO, Coor Service Management. Various positions within Skanska, including

CEO of Skanska Services OTHER CURRENT ASSIGNMENTS: Chairman of the Board, Tengbomand Lekolar. Board Member, Coor Service Management,



#### Young Kim BORN: 1985

ROLE: Board Member since 2015 EDUCATION: M.Sc. Technical Physics, Royal Institute of Technology (KTH), Stockholm. PROFESSIONAL EXPERIENCE: Today, Young Kim is an Invest-

ment Professional at Triton. Previous experience from Credit Suisse and Stella Capital Advisors.

OTHER CURRENT ASSIGNMENTS: Board Member of Aleris.



#### Anders Thulin BORN: 1963

ROLE: Board Member since 2017 EDUCATION: M.Sc. Economics and Business Administration, Stockholm School of Economics, including MBA studies at Western University, Ivey Business School, Canada. PROFESSIONAL EXPERIENCE: Today, Anders is Head of Triton Digital Practice. Previous experience includes the role of Senior Vice President and CIO at Ericsson and Senior Partner

at McKinsey. OTHER CURRENT ASSIGNMENTS: Board Member of Proact

AB and Sunweb Group.

### **Group Management team**



Mats Johansson BORN: 1967 ROLE: President and CEO of Assemblin since 2018 EDUCATION: M.Sc. Engineering, Royal Institute of Technology (KTH), Stockholm, SEP Stanford, USA PROFESSIONAL EXPERIENCE: Various senior positions within Skanska 1994-2018, most recently as COO Skanska USA Building. OTHER CURRENT ASSIGNMENTS: -



### Fredrik Allthin

ROLE: President of Assemblin Electrical Engineering since 2016 EDUCATION: Graduate engineer and graduate economist with higher education in leadership and contracting law. PROFESSIONAL EXPERIENCE: Regional Manager, Deputy CEO and CEO of Imtech Elteknik AB, 2013-2015. NEA 1998-2013. OTHER CURRENT ASSIGNMENTS: Board Member of Installatörsföretagen and ETU (Elteknikbranschens utveckling i Sverige AB).



#### Andreas Aristiadis BORN: 1978 ROLE: President of Assemblin VS since 2017

EDUCATION: Heating and Sanitation Engineer PROFESSIONAL EXPERIENCE: Regional Manager, Deputy CEO of Assemblin VS AB, 2015-2017. Various leading roles in NVS, 2001-2013, and in Imtech VS-teknik AB, 2013-2015. OTHER CURRENT ASSIGNMENTS: Deputy Board Member, Installatörsföretagen



### Åsvor Brynnel

BORN: 1966

ROLE: Head of Communications and Sustainability since 2017 EDUCATION: MSc Economics, Mid-Sweden University PROFESSIONAL EXPERIENCE: Director of Communications and Sustainability at Coor Service Management, 2005-2017. Head of Communications at Drott/Fabege, 2001-2005. Communications Consultant at Askus, 1997-2001. OTHER CURRENT ASSIGNMENTS: –



#### Philip Carlsson BORN: 1978

ROLE: CFO since 2017

EDUCATION: M.Sc. Business Administration and Economics, Uppsala University. Finance, École de Management de Lyon. PROFESSIONAL EXPERIENCE: CFO at Coromatic, Director at EY Transaction Services (Stockholm and London). Auditor at Previsor Revisionsbyrå. OTHER CURRENT ASSIGNMENTS: –



Håkan Ekvall

ROLE: President of Assemblin Ventilation since 2013 EDUCATION: Heating and Sanitation Engineer with training in control and regulation technology, fire protection and contracting law.

PROFESSIONAL EXPERIENCE: CEO of Imtech Ventilation AB, 2013-2015, Co-founder of Sydtotal AB, 2000, Head of Operations Group, 2011-2013. OTHER CURRENT ASSIGNMENTS: –



Magnus Eriksson BORN: 1971 ROLE: President of Assemblin Finland since 2017 EDUCATION: B.Sc. Economics PROFESSIONAL EXPERIENCE: Chief Financial Officer Consti Talotekniikka Oy, 2011-2017. CFO Datacenter Finland Oy, 2010-2011. Chief Financial Officer ELFA Elektroniikka Oy, 2005-2010. OTHER CURRENT ASSIGNMENTS: -



Torkil Skancke-Hansen BORN: 1969

ROLE: President of Assemblin Norway since 2009 EDUCATION: Graduate Engineer, Machine/Heating and Sanitation. B.Sc. Economics. Trained plumber (Trade Certification). PROFESSIONAL EXPERIENCE: Various positions at Assemblin since 1996 (previously at Drammens rør, NVS, and Imtech). OTHER CURRENT ASSIGNMENTS: –