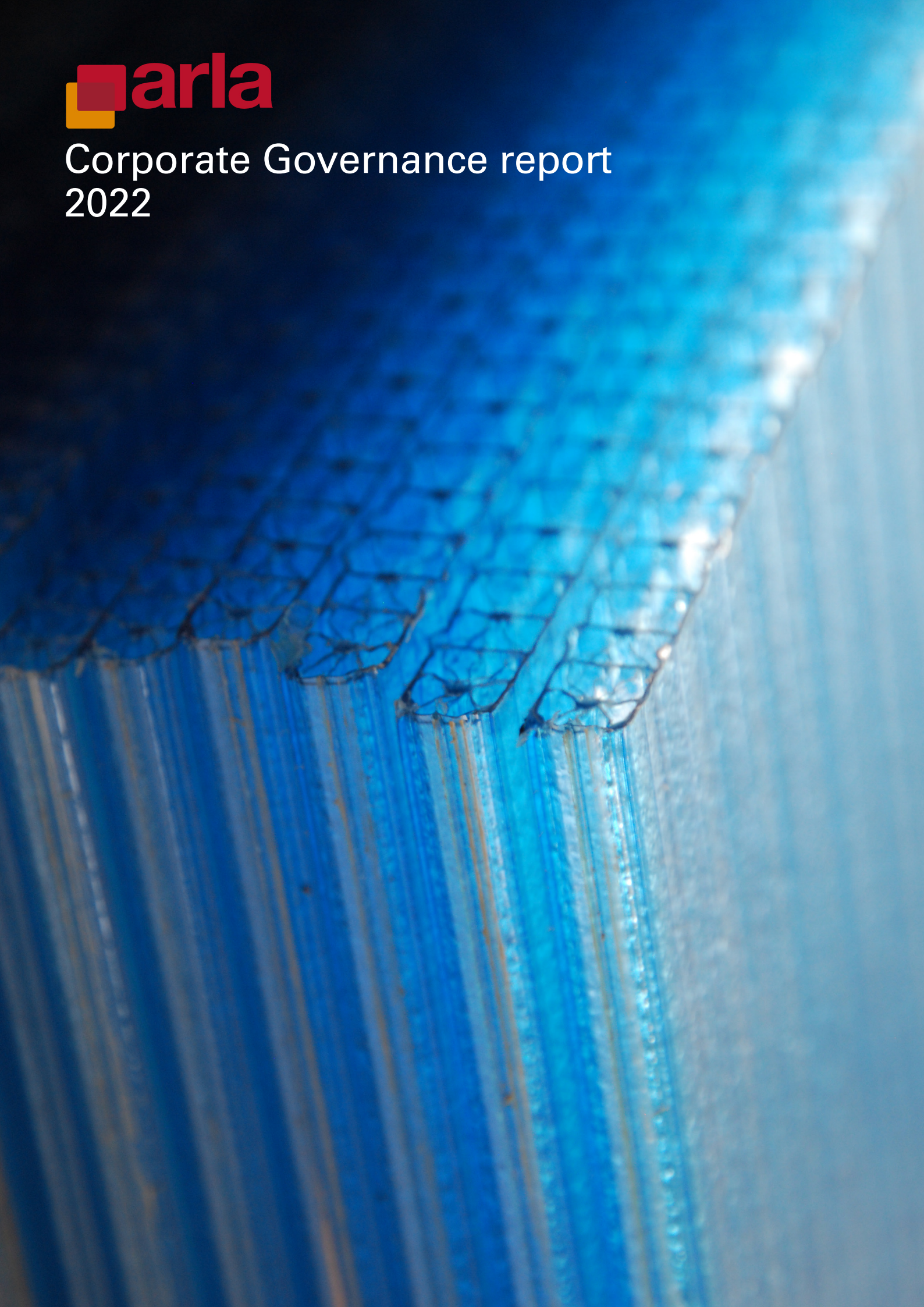




# Corporate Governance report 2022



# Corporate Governance report

**Arla Plast AB (publ) is a Swedish public limited company. Arla Plast complies with the Swedish Corporate Governance Code ('the Code') since its listing in 2021 and hereby submits the Corporate Governance report for the financial year 2022 in accordance with the provisions of the Swedish Annual Accounts Act and the Code. The Corporate Governance report has been reviewed by the company's auditors.**

The Code is available in full on the website of the Swedish Corporate Governance Board ([www.bolagsstyrning.se](http://www.bolagsstyrning.se)). The Code is based on the 'comply or explain' principle, which means companies applying the Code may deviate from individual rules but must provide an explanation for the deviation. Arla Plast did not make any deviations in 2022. In addition to the Code, Arla Plast's Corporate Governance is based on legislation, Nasdaq Stockholm's regulations and internal Corporate Governance guidelines.

The figure to the right provides an overview of Corporate Governance within Arla Plast.

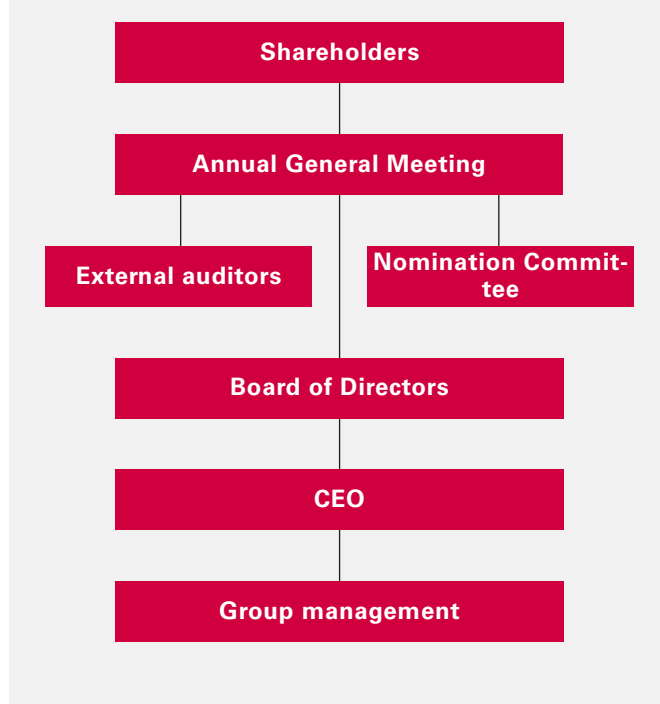
## Shareholder information

Arla Plast shares have traded on Nasdaq Stockholm since 25 May 2021. The share capital amounts to SEK 2.4 million, divided into 20 million shares, each carrying an equal number of votes and a share in the company's assets and profits. The number of shareholders at 31 December 2022 was just over 1,800. Mats Synnersten Fjällturism AB, Svolder AB, K Synnersten Holding AB, Ramzon AB, Jan Synnersten AB and Swedia Invest AB all owned shares corresponding to 10% or more of the total number of shares. The 10 largest shareholders together held 89.4% of the total number of shares. There is no limit on the number of votes each shareholder can represent and cast at a general meeting. For further information on ownership structure, share capital and share price performance, please refer to Arla Plast's website, [www.arlaplastgroup.com](http://www.arlaplastgroup.com). Information on the shareholdings of the Board of Directors and Group Management can be found on pages 38–40.

## General meetings

General meetings are the company's highest decision-making body. General meetings are where shareholders exercise their voting rights on key issues, such as the adoption of the balance sheets and income

## Corporate Governance within Arla Plast



statements, appropriation of the company's profits, discharge from liability of Board members and the CEO, the election of Board members and auditors, and the remuneration of the Board and auditors. The Annual General Meeting (AGM) is held annually within six months of the end of the financial year. In addition to the AGM, an Extraordinary General Meeting may be convened. Notice of the AGM or Extraordinary General Meeting at which amendments to the Articles of Association will be considered must be issued no earlier than six weeks and no later than four weeks before the meeting. Notice of any other Extraordinary General Meeting must be issued no earlier than six weeks and no later than three weeks before. The Articles of Association of Arla Plast contain no restrictions on the number of votes each shareholder may cast at a general meeting. Arla Plast held its Annual General Meeting on 19 May 2022.

## Annual General Meeting

The AGM re-elected Kenneth Synnersten, Sten Jakobsson, Leif Nilsson, Ulf Hedlundh, Ola Salmén,

Jan Synnersten and Annelie Arnbäck as members of the Board for the period until the end of the next AGM. Kenneth Synnersten was re-elected as Chairman of the Board. It was decided to pay fees of SEK 220,000 to each of the Board members elected by the AGM who are not employees of the company and SEK 400,000 to the Chairman. The meeting also decided that the remuneration of the members of the Audit Committee would be SEK 40,000 and SEK 70,000 for the chairman of the Audit Committee. The members of the Remuneration Committee will receive SEK 25,000 and its chairman SEK 40,000. The AGM also decided to re-elect the auditing firm Ernst & Young Aktiebolag as auditor for the period until the end of the next AGM and that Johan Eklund would be the principal auditor.

The AGM also authorised the Board to decide on a new issue of shares. The total number of shares that may be issued under the authorization may not exceed 2,000,000 shares. Guidelines for remuneration of senior executives were adopted.

### **Nomination Committee**

The Nomination Committee represents Arla Plast's shareholders and has the task of proposing to the AGM the Chairman of the Board, the members of the Board, the auditor and auditor's fees, the chairman of the AGM, and the fees for Board and committee work. In addition, the Nomination Committee submits proposals for the Nomination Committee's instructions if required.

### ***Nomination Committee for the 2023 Annual General Meeting***

The Nomination Committee for the 2023 AGM consists of representatives of the company's three largest shareholders as of 30 September 2022. Lars Kvarnsund represents Svolder AB and is also chairman of the Nomination Committee. Other members of the Nomination Committee are Kenneth Synnersten, representing K Synnersten Holding AB, and Fredrik Persson, representing Nortal Investments AB.

Since its establishment in autumn 2022, the Nomination Committee has met seven times. At the Nomination Committee meeting on 23 November, the Chairman of the Board presented the evaluation of the Board that he had commissioned with the Board members in November 2022. By means of the Nomination Committee, Arla

Plast applies rule 4.1 of the Code as a diversity policy when preparing proposals for Board members. The objective of the policy is for the composition of the Board of Directors to be appropriate to the company's activities, stage of development and other circumstances, and should reflect diversity and breadth in terms of the skills, experience and background of the members elected by the general meeting. An equal gender balance should be sought. For the 2023 AGM, the Nomination Committee has assessed whether the composition of the current Board meets the requirements of the Code's Diversity Policy and has found that the gender balance is not met. However, the proposal submitted improves the gender balance on the Board, but remains a priority issue in future nomination committee work.

### **External auditors**

The company's auditor, elected at the AGM, audits Arla Plast's annual accounts and consolidated accounts, the management by the Board of Directors and the CEO, the Board of Directors' proposal for the appropriation of profit for the year, and issues an audit report. The AGM elects the auditor for one year at a time.

Ernst & Young are Arla Plast's auditors, and at the 2022 AGM they were re-elected with Johan Eklund as lead auditor. Johan Eklund attended some of the Audit Committee's and Board's meetings in February and March 2023 and reported the comments from the 2022 audit. The audit of the Group's companies is coordinated by Ernst & Young and audited by the Ernst & Young network.

In addition to the audit assignment, Arla Plast has engaged Ernst & Young on tax-related matters. Ernst & Young is required to assess its independence before agreeing to provide independent advice to Arla Plast in addition to its audit engagement. Arla Plast's CFO is entitled to approve individual assignments up to SEK 100,000 up to a combined maximum of SEK 400,000 annually. Non-audit services exceeding these limits must be pre-approved by the Arla Plast Audit Committee.

### **Internal audit**

Arla Plast has developed management and internal control systems. The Board follows up on management's assessment of internal controls. In light of this, the Board has decided not to establish a specific internal audit function.

## Board of Directors

The Board of Directors is the highest decision-making body after the general meeting and the highest executive body. According to the Companies Act, the Board of Directors is responsible for the organization of Arla Plast and the management of the company's affairs. The Board continually assesses Arla Plast's financial situation and ensures that the company's financial conditions can be controlled in a satisfactory manner. The Board decides on issues related to the Group's strategic direction and organization, and makes decisions on significant acquisitions, investments and divestments. The Board regularly evaluates the performance of the CEO and Group Management. Before each AGM, following a proposal from the Remuneration Committee, the Board proposes guidelines for remuneration of the CEO and other senior executives.

The Board has established written rules of procedure for its work, which are reviewed, updated and redefined annually at the inaugural Board meeting. These rules of procedure govern matters such as board practices, functions and the distribution of work between the Board members and the CEO. At the inaugural Board meeting, the Board also establishes instructions for financial reporting and instructions for the CEO and the committees. The Board has established an Audit Committee in accordance with the Companies Act and a Remuneration Committee in accordance with the Code. The Board appoints the CEO.

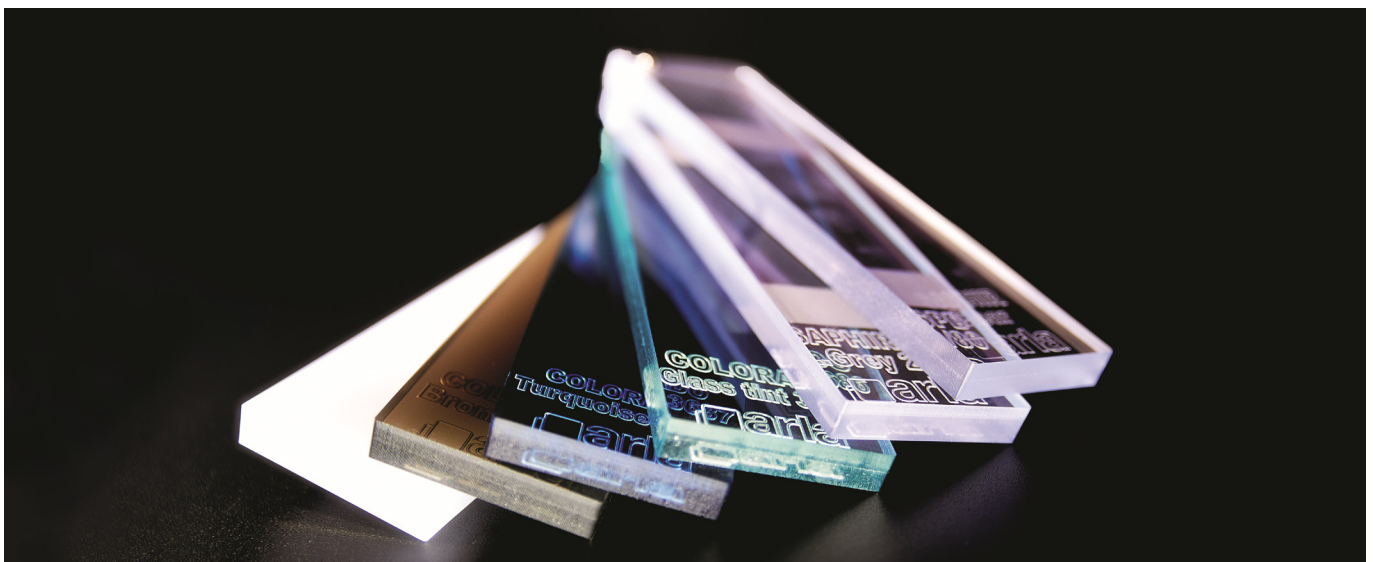
The AGM of 19 May 2022 elected seven members; one

woman and six men. The employee organisations IF Metall and Unionen have each appointed one employee representative. Together with these, the Board currently consists of nine members. Information about the members of the Board of Directors can be found on pages 38–39. The CEO attends the meetings of the Board to present reports. Other Arla Plast employees attend Board meetings to present reports on specific issues. The company's CFO acts as secretary to the Board.

## Responsibilities and work

The Board meets regularly according to a programme set out in its rules of procedure, which includes certain fixed decision points. In addition to these Board meetings, further Board meetings may be convened to deal with matters that cannot be referred to an ordinary Board meeting. In addition to the Board meetings, the Chairman and the CEO maintain ongoing dialogue regarding the management of the company. In 2022, 10 minuted Board meetings were held, none of which were by correspondence. Before each Board meeting, members receive an agenda and relevant documentation. At each meeting, the Board reviews current business conditions, as well as the Group's performance, financial position and outlook. Other issues addressed include the supply and price development of inputs and production capacity. In 2022, an acquisition was made, which was discussed.

In November, the Chairman commissioned an evaluation of the Board.



## **Board committees**

### **Audit Committee**

The Board has established an Audit Committee consisting of three members: Ola Salmén, Jan Synnersten and Leif Nilsson. Ola Salmén chairs the committee. Without affecting the other responsibilities and duties of the Board, the Audit Committee shall, among other things, monitor the company's financial reporting, monitor the effectiveness of the company's internal control and risk management, keep informed of the audit of the annual accounts and consolidated accounts, review and monitor the impartiality and independence of the auditor, with particular attention to whether the auditor provides the company with services other than audit services, and assist in the preparation of the procurement of auditor services and in connection with the general meeting's decision on the election of the auditor. During the year, the committee held eight meetings, one of which was by correspondence. All members were present at all meetings and all but two meetings were attended by the company's auditors.

### **Remuneration Committee**

The Board has established a Remuneration Committee consisting of two members, Sten Jakobsson and Kenneth Synnersten. Sten Jakobsson chairs the committee. The main task of the Remuneration Committee is to prepare the Board's decisions on matters relating to remuneration principles, remuneration and other terms of employment for senior management. The committee is also tasked with monitoring and evaluating the company's variable remuneration programme for senior management, as well as monitoring and evaluating the application of the guidelines for remuneration of senior executives established by the AGM and the company's current remuneration levels and structures. The Remuneration Committee also determines remuneration and other terms of employment for senior executives reporting directly to the CEO. The committee met three times during the year. Both members were present at these meetings.

### **Remuneration of the Board**

The remuneration and other compensation of the members of the Board, including the Chairman, is determined by the general meeting. The AGM of 19 May 2022 resolved that the remuneration for the period until

the end of the next AGM shall be SEK 400,000 to the Chairman of the Board and SEK 220,000 each to the other members of the Board elected by a general meeting who are not employees of the company, SEK 40,000 to the chairman of the Remuneration Committee and SEK 25,000 each to the other members of the Remuneration Committee, and SEK 70,000 to the chairman of the Audit Committee and SEK 40,000 each to the other members of the Audit Committee. According to the company's guidelines for remuneration of senior executives, if a Board member performs work on behalf of the company in addition to Board work, a consultancy fee or other remuneration for such work may be paid. The table on page 35 shows the fees paid to the elected Board members for 2022.

The company's Board members are not entitled to any benefits after they have left the Board.

## **CEO and Group Management**

The company's CEO is subordinate to the Board of Directors and oversees the day-to-day management of the company in accordance with the Swedish Companies Act and the Board's guidelines and instructions. The division of work between the Board and the CEO is set out in the rules of procedure of the Board and the instructions for the CEO. Measures that are of an unusual nature or of major importance, in view of the scale and nature of the company's activities, fall outside the scope of day-to-day management. The CEO also takes the measures necessary to ensure that the company's accounts are kept in accordance with the law and that funds are managed satisfactorily. The CEO monitors compliance with Arla Plast's objectives, policies and strategic plans set by the Board and is responsible for keeping the Board informed of Arla Plast's performance between Board meetings.

The CEO leads the work of Group Management, which is responsible for overall business development. In addition to the CEO, Group Management consists of the CFO, the head of the Czech operations, the head of the Swedish operations and the head of the German operations. Group Management meets once a month to follow up on operations and discuss group-wide issues, as well as to prepare proposals for the business plan and budget.

For further information on Group management, see the 'Board of Directors' and 'Management' sections on pages 38–40.

**Guidelines for remuneration of senior executives**

The AGM of 19 May 2022 adopted guidelines for the remuneration of senior executives. The guidelines apply to the remuneration of the CEO, other members of Group management and, where applicable, remuneration of Board members in addition to the director's fee. The guidelines do not cover remuneration determined by the general meeting of the company.

Remuneration should be market-based and competitive and may consist of a fixed salary, short-term variable remuneration, other benefits and pension. Total remuneration may also include long-term variable remuneration. Long-term variable remuneration is determined by the general meeting of the company and is therefore not covered by the guidelines.

**Fixed salary**

Fixed salary shall consist of a fixed annual cash salary. Fixed salary should be market-related and determined based on responsibility, competence and performance. Fixed salary is reviewed every year.

**Short-term variable remuneration**

In addition to a fixed salary, short-term variable remuneration may be offered. Short-term variable remuneration should be linked to predetermined, measurable criteria, which may be financial or non-financial. These may also be individually tailored quantitative or qualitative targets.

The criteria must be designed in such a way that they promote the company's business strategy, long-term interests and sustainability. Any short-term variable remuneration may not exceed 40% of the fixed annual salary of the CEO in any one financial year. For other members of Arla Plast's senior management, short-term variable remuneration in any one financial year may not exceed 30% of fixed annual salary.

**Pension**

Pension benefits, including health insurance, should be defined-benefit or defined-contribution plans and may not exceed 30% of fixed annual salary.

**Other benefits**

Other benefits may include health insurance, car allowance, housing allowance and health and fitness allowance. Such benefits, where they exist, should be in line with market conditions and only account for a limited part of total remuneration. Premiums and other costs relating to such benefits may not in total exceed 20% of fixed annual salary.

**Notice period and severance pay**

The notice period for the CEO from the company may not exceed 12 months. In the event of resignation by the CEO, the period of notice may not exceed six months, without entitlement to severance pay. The notice period for other

**Fees in 2022, SEK**

Name	Year elected	Independence in relation to the company/shareholders	Attendance of Board meetings	Attendance of Audit Committee	Attendance of Remuneration Committee	Board fees	Audit Committee fees	Remuneration Committee fees	Total fees
Kenneth Synnersten	2004	Yes/No	10/10		3/3	400,000	0	25,000	425,000
Anneli Arnböck	2009	Yes/No	10/10			220,000	0	0	220,000
Ulf Hedlundh	2021	Yes/No	10/10			225,000	0	0	225,000
Sten Jakobsson	2018	Yes/yes	10/10		3/3	221,000	0	40,000	261,000
Leif Nilsson	2014	Yes/yes	10/10	8/8		221,000	40,000	0	261,000
Ola Salmén	2018	Yes/yes	10/10	8/8		227,000	70,000	0	297,000
Jan Synnersten	2021	Yes/No	10/10	8/8		220,000	40,000	0	260,000

senior executives is six months if employment is terminated by the company and four months if employment is terminated by the employee.

Total fixed salary during the period of notice and severance pay, including compensation for any non-competition clause, may not exceed an amount equal to two years' fixed salary.

#### Deviation from guidelines

The Board may decide to temporarily deviate from the guidelines wholly or in part, if there are special reasons for doing so in a specific case and a deviation is necessary to meet Arla Plast's long-term interests, including its sustainability, or to ensure Arla Plast's financial viability. As stated above, the Remuneration Committee's tasks include preparing the Board's decisions on remuneration issues, including decisions on deviations from the guidelines.

#### Current terms of employment for the CEO and other senior executives

The fixed monthly salary for the CEO amounts to SEK 200 thousand. Subject to the achievement of certain targets set in advance by the Board, the CEO may also receive an annual bonus. The bonus for 2023 may amount to a maximum of SEK 960 thousand. The period of notice between the CEO and the company is six months in the case of resignation by the CEO and 12 months in the event of termination of employment by the company.

For the other senior executives, a period of notice of four months is required in the event of the senior executive resigning and a notice period of six months is required in the event of termination of employment by the company.

Other senior executives have the opportunity to receive an annual bonus, subject to the achievement of specific targets.

#### Agreement on remuneration after termination of assignment

No Board members or senior executives have a post-employment benefit agreement (with the exception of normal termination pay for the CEO and senior executives). The company has no amounts set aside or accrued for pensions or similar benefits following cessation of service of Board members or senior executives.

#### Incentive programme

See the Shares, Share Capital and Ownership section for a description of the company's long-term incentive programme.

### **Internal controls and risk management**

#### **General**

The Board's responsibility for internal controls is governed by the Companies Act, the Annual Accounts Act – which requires information about the main features of the company's internal control system to be included in the Corporate Governance report – and the Code. Internal control is a process designed to provide reasonable assurance regarding the achievement of the company's objectives with respect to effective and efficient operations, reliable reporting and compliance with applicable laws and regulations. Internal control over financial reporting is designed to provide reasonable assurance regarding the reliability of external financial reporting and that external financial reporting is prepared in accordance with the law, applicable accounting standards and other requirements applicable to listed companies.

The Board of Directors has overall responsibility for the company's internal controls. This is formally ensured by written rules of procedure which define the responsibilities of the Board and how responsibilities are divided between Board members, Board committees and the CEO. For more information on the division of the tasks of the Board and the Audit Committee, see the sections Corporate Governance: Board of Directors and Corporate Governance: Audit Committee sections above.

The company has chosen to structure its risk management and internal control work in a framework that includes the control environment, risk management, control activities, information and communication, and monitoring and follow-up.

#### **Control environment**

The company's control environment is based on the division of work between the Board, the Board committees and the CEO, as well as the values that the Board and management communicate and work from. In order to maintain and develop an effective control environment, to comply with applicable laws and regulations and to ensure that the Group's preferred way of doing business is adhered to throughout the Group, the Board, as the

ultimate responsible body, has established a number of basic guideline documents and policies relating to risk management and internal control.

The Arla Plast Way code of conduct contains what all employees need to know about these guideline documents. Reviewing and understanding is a mandatory part of new recruitment and training on the content is provided on an ongoing basis for all employees. In addition, targeted training is provided on guideline documents based on role and requirement.

### **Risk management**

Arla Plast has implemented a process-oriented approach to risk management, which means that we conduct an annual risk analysis and risk assessment. According to this procedure, risks are identified and classified in the following four areas:

- Strategic risk
- Operational risk
- Regulatory compliance risk
- Financial risk

The purpose of the risk analysis is to identify the most significant risks that could prevent Arla Plast from achieving its business objectives. Risks are evaluated based on the likelihood of their occurrence within a three-year period and the extent to which the risks could affect Arla Plast's objectives if they were to occur. Another purpose of the risk analysis is to assess the effectiveness of countermeasures. Risks are evaluated and scored, on a scale of one to five, based on the likelihood of their occurrence and potential impact. For the most significant risks, with a total risk score of 12 or higher, there is a specific action plan to reduce or eliminate the risk exposure. Risks with a risk score of eight or higher will be monitored during the year and included in next year's risk assessment.

The CEO is responsible for presenting the overall risk analysis to the Board on an annual basis.

In addition to the annual risk assessment, risks are continually evaluated as part of day-to-day business operations. Significant changes in the risk situation or major risk exposures are reported to the Board immediately by the CEO.

### **Control activities**

In order to ensure good internal control, Arla Plast has defined a number of control activities. These control

activities serve as a starting point for the minimum level of control that must be established and functioning in Arla Plast's overall key Group processes. Identified key processes involving control activities include inventory, manufacturing, purchase to pay, order to pay, accounting, consolidation, reporting and budgeting. Qualitatively assessed processes covered are IT general controls and information security.

For each process, there should be a list, or 'control matrix', of identified risks and the control activities that need to be established to mitigate the risks, as well as a description of how the effectiveness of the control activities is monitored through self-assessments.

### **Information and communication**

Internal information to employees is provided through various channels, including an internal portal which also contains guidelines and instructions.

The company's Board has adopted an Information Policy, which describes Arla Plast's handling and communication of inside information and other external information requirements. The Board has delegated the responsibility for handling inside information-related issues to the CFO.

The investor relations (IR) function is managed and supervised by the CEO and the CFO. The main responsibility of the IR function is to support the CEO and senior executives in relation to the capital markets. The IR department also works with the CEO and CFO to prepare the company's financial reports, capital market presentations and other regular reporting.

### **Monitoring and follow-up**

The results of Group management's risk assessment, the related action plan and control activities are reported to the Audit Committee. The reporting also summarises the results of self-assessments of the effectiveness of internal control and describes any discrepancies that need to be addressed. The Audit Committee reports to the Board.

The Board receives monthly reports on the Group's revenues, profit and financial position. The Group's interim reports, other financial reports and annual report are always reviewed by the Board before they are published. In addition, the Group's policies are subject to annual approval by the Board of Directors.



# Board of Directors



## Kenneth Synnersten

Chairman of the Board since 2004

**Born**  
1946

### Education

MSc in Polymer Chemistry, KTH Royal Institute of Technology, and MSc in Business Administration, Stockholm University.

### Other experience

CEO of Arla Plast 1993–2004. Positions previous to this included Vice President of ABB Sweden.

### Other ongoing assignments

Chairman of the Board of Aros Congress Center Holding AB and Plaza i Västerås AB. Board member of Synnersten Invest AB and Mats Synnersten Fjällturism AB.

### Shareholding

2,412,500 shares through companies.

### Independence

Independent in relation to company management. Not independent in relation to major shareholders.



## Annelie Arnäck

Board Member since 2009

**Born**  
1981

### Education

M Phil, Uppsala University and LLB, Lund University.

### Other experience

Product Manager at Arla Plast 2008–2012

### Other ongoing assignments

Board member of Aros Congress Center Holding AB.

### Shareholding

2,219,500 shares through companies.

### Independence

Independent in relation to company management. Not independent in relation to major shareholders.



## Ulf Hedlundh

Board Member since 2021

**Born**  
1960

### Education

MSc in Economics and Business, Stockholm School of Economics.

### Other experience

Various senior positions in analysis and management, Alfred Berg Group 1984–1993.

### Other ongoing assignments

CEO of investment company Svolder AB (publ) 1993–. Board member of Garo AB (publ).

### Shareholding

8,208 shares.

### Independence

Independent in relation to company management. Not independent in relation to major shareholders.



## Sten Jakobsson

Board Member since 2018

**Born**  
1949

### Education

MSc in Engineering, KTH Royal Institute of Technology.

### Other experience

President and CEO of ABB Sweden, among other positions.

### Shareholding

650 shares.

### Independence

Independent in relation to company management and major shareholders.



## Leif Nilsson

Board Member since 2014

**Born**  
1952

### Education

MSc in Polymer Chemistry, Lund University of Technology.

### Other experience

CEO of Arla Plast 2004–2012. CEO of Trioplast Landskrona AB 1999–2004. Chairman and industry representative for the Swedish Plastics Industry Association (SPIF), 2015–2020. Board member of Svensk Plaståtervinning i Motala AB, 2015–2020.

### Other ongoing assignments

Chairman and CEO of RentUS AB, RIN-pack AB and Cyclicor AB. Board member of Bioextrax AB (publ) and S Q i Sverige AB.

### Shareholding

650 shares.

### Independence

Independent in relation to company management and major shareholders.

# Board of Directors, cont.



## Ola Salmén

Board Member since 2018

**Born**  
1954

### Education

MSc in Economics and Business from Stockholm University.

### Other experience

Deputy CEO and CFO of Sandvik AB 2009–2012. Previously CFO V&S Vin & Sprit AB, among others.

### Other ongoing assignments

Board member of Luossavaara-Kiirunavaara Aktiebolag and Hasseludden Konsult AB. Deputy Board member of Hasseludden Management AB.

### Shareholding

1,900 shares.

### Independence

Independent in relation to company management and major shareholders.



## Jan Synnersten

Board Member since 2021

**Born**  
1972

### Education

Post-secondary engineering education.

### Other experience

Branch board of Svenska Handelsbanken AB.

### Other ongoing assignments

Chairman of the Board of Quicknet AB. Board member of Jan Synnersten AB and Sunhill Ranch AB.

### Shareholding

2,219,500 shares through companies.

### Independence

Independent in relation to company management. Not independent in relation to major shareholders.



## Annika Erlandsson

Employee representative since 2022. Appointed by Unionen.

**Born**  
1965

### Other experience

Transport Planner at Arla Plast.

### Shareholding

650 shares.



## Klas Renlund

Employee representative since 2022. Appointed by IF Metall

**Born**  
1981

### Other experience

Machine Operator for three machines and former technician for opaque products at Arla Plast.

### Shareholding

–

# Management



**Christian Krichau**  
President and CEO since 2021

**Born**  
1976

**Education**  
Executive MBA from Stockholm University.

**Other experience**  
Purchasing Manager at Arla Plast 2015–2019, among other positions. Purchasing Manager at Gbo Fastening Systems AB and Biltema Sweden AB.

**Shareholding**  
80,000 Series 2020/23 warrants.



**Sören Fischer**  
Operations Manager Germany since 2022

**Born**  
1975

**Education**  
Business school

**Other experience**  
Business Director and CEO at Alphaplex GmbH 2022. Owner of KSF Kunststoffe e.K. 2009–2022.

**Shareholding**  
–



**Monica Ljung**  
CFO since 2005

**Born**  
1966

**Education**  
MSc in Economics and Business from Örebro University.

**Other experience**  
CFO at Danagårds Grafiska AB, Financial Controller and Head of Accounting at HDF-Bolagen AB, CFO of Zanda AB and in charge of the financial management of a newly established distribution company within Atlas Copco.

**Shareholding**  
100,000 Series 2020/23 warrants.



**Anna Russberg**  
Operations Manager Sweden since 2023

**Born**  
1982

**Education**  
BSc in Psychology from Uppsala University.

**Other experience**  
Information and Transformation Manager at Arla Plast 2020–2022. Previously worked in Operations Excellence at Jotun A/S and Jotun Saudi Arabia.

**Shareholding**  
–



**Tomas Jon**  
Operations Manager Czech Republic since 2008

**Born**  
1972

**Education**  
MSc in Economics and Industry Management from Brno University of Technology.

**Other experience**  
Plant Manager at FTE Automotive, Czech Republic, and Vice President of Schott Electronic Packaging.

**Shareholding**  
100,000 Series 2020/23 warrants.