

GOVERNANCE



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Corporate Governance Report

Corporate governance at Humana

Governance of Humana is grounded in the Articles of Association, the Swedish Companies Act, other applicable Swedish and foreign laws and regulations, and internal rules and guidelines. These internal rules and guidelines mainly include the Board's Rules of Procedure, the CEO's instructions, instructions for financial reporting, and the financial manual. In addition, Humana has a number of policy documents and manuals that lay out internal rules and recommendations, and include principles and provide guidance in the Company's operations and for its employees.

Humana's shares are not available for trading in a regulated market, and Humana is therefore not obligated to apply the Swedish Code of Corporate Governance ("the Code"). However, the Board of Directors has decided to adhere to the Code where possible, with the aim of ensuring good corporate governance. The

Company has therefore prepared this Corporate Governance Report.

Shareholders

As per 31 December 2015, Argan Capital, through the company Air Syndication S.C.A. is the largest owner of Humana, with 664,800 Class A ordinary shares, 1,150 Class B ordinary shares, and 1 Class C6 preference share. Per Granath (member of the Board) owns 108,649 Class B ordinary shares and 1 Class C1 preference share. No other shareholder owns, directly or indirectly, more than 10 percent of the shares or votes in the Company.

Share capital and voting rights

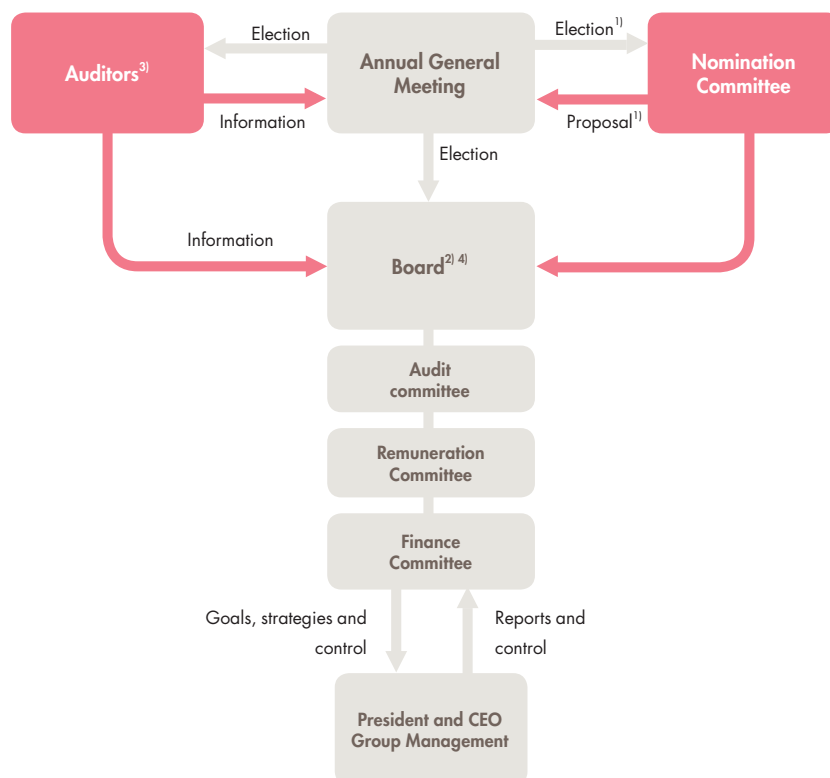
The Company's registered share capital on 31 December 2015 amounted to SEK 1,019,600, divided among 1,019,600 shares, of which 664,800 are Class A ordinary shares, 354,793 are Class B ordinary shares, and seven are Class C preference

shares (C1, C2 [two shares], C3, C4, C5 and C6). The shares have a quotient value of SEK 1 per share. Each Class A ordinary share carries 4 votes, each Class B ordinary share carries 1 vote, and each Class C preference share (C1, C2 [two shares], C3, C4, C5 and C6) carries 0.4 vote. At general meetings of shareholders, each shareholder entitled to vote may vote for the full number of shares owned by him or her and represent such shares without limitation in the voting rights. The total number of votes thus amounts to 3,013,995.8.

The Articles of Association do not regulate how amendments are to be made to the Articles of Association.

There are no outstanding mandates from the Board to issue new shares.

The Articles of Association contain stipulations on preferential rights in connection with, e.g., cash or set-off issues, as well as on rights of first refusal. The Articles of Association also regulate the right to



The model at left illustrates how corporate governance is organised at Humana. Humana is a Swedish limited liability company whose shareholders ultimately decide on the Group's governance by appointing the Company's board at the AGM. The Board, in turn, is continuously responsible for ensuring that the Company's governance adheres to laws and other external and internal governance instruments. At general meetings, every shareholder entitled to vote may vote for the full number of shares owned and may represent such shares without restriction of voting rights.

Internal governance instruments

Business concept and goals, Articles of Association, the Board's Rules of Procedure, the CEO's instructions, the financial manual, strategies and policies on financial information and insider issues, and processes for internal control and governance.

External governance instruments

The Swedish Companies Act, the Swedish Annual Accounts Act, other relevant laws, and the Swedish Code of Corporate Governance.

1) The Nomination Committee drafts proposals for decisions to be presented at the AGM. The AGM decides on principles for appointment of members of the Nomination Committee.

2) The Board establishes the committees and determines which board members are to serve on the respective committees.

3) The auditors review the Board's and CEO's administration as well as the financial statements.

4) The Audit Committee reports to the Board.



dividends and surpluses in the event of liquidation.

Shareholder agreements

The Company's shareholders are currently parties to a shareholder agreement. To the Board's knowledge, no shareholder agreements or other agreements exist between Humana shareholders pertaining to joint control of the company, other than the aforementioned shareholder agreement. Nor is the Board aware of any agreements or similar that could lead to a change in control over Humana.

General meetings of shareholders

Notice of general meeting

According to the Articles of Association, a notice of a general meeting of shareholders shall be made through advertisement in the Official Swedish Gazette (Post- och Inrikes Tidningar) and on the Company's website. An announcement that a notice has been issued shall be made in the Swedish business daily *Dagens Industri*.

Most recent AGM resolutions

The Annual General Meeting (AGM) for the 2015 financial year was held on 20 May 2015. Per Båtelson was elected to preside as AGM chairman. The AGM resolved:

- to adopt the submitted income statement and balance sheet as well as the consolidated income statement and balance sheet, and to carry forward the Company's retained profits and earnings for 2014
- to discharge the members of the Board of Directors and the CEO from liability
- that the Board should consist of eight members and that the directors' fees, fees for committee work and fees to the auditors would remain unchanged
- to re-elect Board members Per Båtelson, Per Granath, Wojciech Goc, Helen Fasth Gillstedt, Simon Lindfors, Maria Nilsson, Lloyd Perry and Ulrika Östlund
- to elect the chartered auditing firm KPMG AB as auditor of the Company until the end of the 2016 AGM.

Humana held an extraordinary general

meeting on 28 January 2015. A resolution was passed at the meeting to amend the Company's Articles of Association to change Humana from a private to a public limited liability company (publ). In addition, a supplementary fee was approved for the Audit Committee chair.

Nomination Committee

According to the Swedish Code of Corporate Governance, companies whose shares are admitted to trading on a regulated market must appoint a Nomination Committee. The Nomination Committee shall submit proposals to the Chairman and other members of the Board regarding fees and other remuneration of the Board. The Nomination Committee shall also make proposals regarding auditors and remuneration of the auditors. The proposal to the AGM was that the Nomination Committee shall consist of representatives of the three largest shareholders and the Company's chairman. The members of the Nomination Committee are announced in a press release as soon as the members are appointed, but no later than six months before the AGM if the Company is listed.

The Board's composition and independence

According to Humana's Articles of Association, the Board shall consist of three to eight directors with a maximum of eight deputies. In other respects there is no stipulation in the Articles of Association on the appointment or dismissal of board members.

The Board consists of eight directors elected by a general meeting. All of the directors were elected by the AGM on 20 May 2015 for a term through the end of the 2016 AGM. Ulf Bonnevier, the Company's CFO, participates at board meetings as its secretary. Other executives of Humana participate at board meetings in a presenting role on particular matters. Except for Per Granath, all board members are independent relative to the Company and its management. Six of the board members are also independent relative to the Company's major shareholders. The Company thereby

meets the Code's requirement for directors' independence.

The responsibilities and work of the Board

The Board's duties are regulated by the Swedish Companies Act and Humana's Articles of Association. In addition, the Board's work is also regulated by annually adopted Rules of Procedure. The Rules of Procedure regulate, among other things, the delegation of duties and responsibility among the Board's members, the Chairman of the Board, and the CEO, and lay out routines for financial reporting for the CEO. The Board also adopts instructions for the Board's committees.

The Board's duties include adoption of strategies, business plans, budgets, interim financial reports, year-end accounts, and of policies and guidelines. The Board is also responsible for monitoring the Company's financial performance, ensuring the quality of its financial reporting and internal control, and evaluating the business in relation to the goals and guidelines set by the Board. During the year the Board discussed Humana's sustainability efforts and more detailed work will be undertaken over the next fiscal year. Finally, the Board decides on significant investments and changes to the Group's organisation and operations. The Chairman of the Board and CEO are responsible for monitoring the Company's development and for leading and preparing for board meetings. The Chairman of the Board is also responsible for ensuring that board members conduct an annual evaluation of their work and that they receive the information needed to be able to perform their duties effectively. A board evaluation in the form of a survey will be conducted by the Board in the first quarter of 2016. The Chairman of the Board represents Humana vis-à-vis the Company's shareholders.

In addition to the statutory board meeting, the Board held 12 meetings during the year, of which four were conducted by conference call. Board work during the year was particularly focused on strategic

discussions surrounding the Company's development, refinancing and disposal of property holdings.

Committees

During the year Humana's Board established three committees: an audit committee, a remuneration committee and a finance committee.

Audit Committee

The purpose of the Audit Committee is to provide a special forum for the Company's work with financial reporting, internal control, risk management and auditing. The members of the Audit Committee are Helen Fasth Gillstedt, Per Bätelson, Simon Lindfors and Wojciech Goc. Helen Fasth Gillstedt is committee chair. The main duties of the Audit Committee, which works according to rules of procedure set by the Board, is to oversee the Group's financial reporting and to oversee the effectiveness of the Company's internal controls and risk management. The Audit Committee shall also stay informed about the audit of the annual report and consolidated financial statements, review and oversee the auditor's impartiality and independence, and take particular note of the extent to which the auditor provides services other than auditing to Humana. The Audit Committee maintains contact with Humana's auditor in order to ensure a continuous exchange of views and information between the Board and the auditor on audit matters. In 2015, the Audit Committee held five minuted meetings.

Remuneration Committee

The members of the Remuneration Committee are Per Bätelson, Maria Nilsson, Ulrika Östlund and Lloyd Perry. Per Bätelson is committee chair. The Remuneration Committee has an advisory and preparatory function. The Remuneration Committee works according to rules of procedure adopted by the Board. The main duties of the Remuneration Committee are to conduct preparatory work for Board decisions related to remuneration policies, remuneration and other terms of

employment for members of company management, to monitor and evaluate all variable remuneration programmes that are current or were concluded during the year, and to monitor and evaluate application of the guidelines for remuneration of senior executives that the AGM decides on as well as Humana's applicable remuneration structures and levels. In 2015, the Audit Committee held two minuted meetings.

Finance Committee

The Board's Finance Committee is tasked with supporting Group management on financing matters. The members of the Finance Committee are Simon Lindfors, Lloyd Perry and Per Granath. Ulf Bonnevier, the Company's CFO, is a co-opted member of the Finance Committee. In 2015, the Finance Committee held regular status meetings. No minutes were recorded of the meetings, but the Committee's work has been reported to the Board.

Directors' fees

The 2015 AGM resolved that a director's fee of SEK 180,000 shall be payable each to Per Bätelson, Helen Fasth Gillstedt, Maria Nilsson and Ulrika Östlund, with a supplementary fee of SEK 220,000 payable to the Chairman of the Board, as long as the Chairman remains as such for the entire period until the 2016 AGM.

Remuneration for committee work shall be SEK 40,000 to the chairman and SEK 20,000 to each member of the Audit Committee, and SEK 12,500 to each member of the Remuneration Committee, based on continuation of the assignment from the 2015 AGM until the 2016 AGM. Wojciech Goc, a member of the Audit Committee, and Lloyd Perry, a member of the Remuneration and Finance Committees, have declined remuneration for their committee work.

CEO and Group management

The CEO is responsible for the continuing administration of Humana in accordance with applicable laws, rules and regulations, and the instructions and strategies set by the

Board. The CEO ensures that the Board receives the information it needs to be able to make well informed decisions. The CEO oversees compliance with Humana's goals, policies and strategic plans that have been set by the Board and is responsible for informing the Board about Humana'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 a deputy CEO/CFO, marketing and communication director, head of quality assurance, head of investor relations and the heads of Humana's business areas.

Auditor

According to the Articles of Association, Humana shall have one to two auditors with a maximum of two deputy auditors, or a registered auditing firm.

At Humana's AGM on 20 May 2015 it was resolved to elect the chartered auditing firm KPMG AB as auditor of the Company until the end of the 2016 AGM. Authorised Public Accountant Petra Lindström, who has been responsible for the audit of the companies in the Group since 2010, was appointed to serve as chief auditor. Petra Lindström is a member of the Swedish Institute of Authorised Public Accountants (FAR).

External audit

The external audit of Humana's accounts and of its subsidiaries, including the administration by the Board and Group management, is performed in accordance with International Standards on Auditing and generally accepted accounting practices in Sweden. The external auditor attends a minimum of one board meeting per year, at which the auditor reports on the auditors' observations from the audit and on their view of the company's internal control. Over the last four financial years, KPMG AB performed services related to tax consulting in addition to its audit work. The auditor is paid a fee for its services in accordance with an AGM resolution.

Humana's Group Management

Name	Position	Member of Group management since	Employed by Humana since	Shares held 31 December 2015
Rasmus Nerman	President and CEO	2014 ¹⁾	2014	4,376
Ulf Bonnevier	CFO and deputy CEO	2012	2012	5,000
Claus Forum	Business Area Manager, Individual & Family	2011	2011	5,000
Cecilia Lannebo	Head of Investor Relations (IR)	2015	2014 ²⁾	-
Mona Lien	Business Area Manager, Norway	2014 ¹⁾	2014	597
Eva Nilsson Bågenholm	Director of Quality Assurance	2015	2015	100
Helena Pharmanson	Director of Marketing and Communications	2010	2010	3,000
Eva-Lotta Sandberg	Business Area Manager, Development	2013	2012	2,500
Harald Wessman	Business Area Manager, Personal Assistance	2008	2008	30,000

1) Rasmus Nerman was previously President and CEO of INOM Group, which was acquired by Humana in 2014. Mona Lien also came from INOM Group, where she was head of Norwegian operations.

2) Contracted as Head of Investor Relations in August 2014.



Internal control and risk management

Control environment

Internal governance and control is an integral part of Humana's management strategy. Internal governance and control is designed to ensure that Humana's financial reporting provides a fair presentation of Humana's financial position.

Humana's efforts in the area during the year were strengthened by additional internal control and monitoring resources. Quality control work in the Group was also strengthened during the year through the implementation of improved systems and the introduction of joint work processes.

Humana's board has ultimate responsibility for ensuring that Humana meets the requirements for good internal governance and control over financial reporting. Humana's CEO has delegated responsibility to the CFO for implementing and maintaining formalised routines that ensure adherence to adopted policies for financial reporting and internal control. However, it is the responsibility of each individual employee to participate in internal governance and control, such as by adhering to the financial manual that was adopted by the Board and by performing the daily controls that were adopted for the purpose of preventing, discovering and dealing with faults and errors. This also includes reporting observed faults in a structured manner.

Humana's strategic quality control work includes quality management systems in the respective business areas (parts of the systems are ISO9001-certified), systematic monitoring and internal control. Combined with evidence-based and measurable procedures, the conditions are in place to develop operations in a systematic

and controlled manner.

Humana's control environment is built upon:

- a strong corporate culture with well-grounded values that permeate the Company
- well-grounded ethical guidelines
- extensive quality-assurance work at all levels of the Company
- a clear-cut organisation with clearly defined roles and areas of responsibility
- clear-cut delegation of authority
- governance documents
- identified and well defined key processes

In addition, Humana has a number of governance documents that are designed to provide support for all employees to act in accordance with Humana's internal rules and guidelines. Governance documents for accounting and financial reporting cover areas of particular importance for promoting correct, complete and current accounting, reporting and information issuance. The financial manual is Humana's central governance document with respect to guidelines for achieving good internal governance and control over financial reporting.

Humana has acquired a number of companies, and it is an essential part of the integration work to ensure that values and the control environment in general are aligned with Humana's guidelines.

Risk assessment

Risk analyses are performed for the strategically most important processes both at the overall operational level and at other organisational levels using a documented methodology. Risks for errors in the financial reporting are analysed annually at the Group-wide level. Identified risks are related to the timetable for the annual accounts, expertise, dissemination of information and systems. The risk analyses are documented separately.

In analyses of the financial reporting, the main areas are taken into account, such as rights and obligations, verifying that events have actually taken place, comprehensiveness, valuations and measurement. Other risks that Humana thoroughly takes into account include the risk for fraud, the risk of unauthorised use of assets outside of Humana, the risk of assets disappearing, and the risk of assets being used for the benefit of counterparties at Humana's expense.

Control activities

Humana conducts control activities for identified significant risks. The Group's CFO is responsible for ensuring that identified risks related to the financial reporting at the Group level are managed. Line managers have a general responsibility for

monitoring that controls in their respective areas of responsibility have been performed. In addition to these concrete controls, result analyses and budget follow-ups are important control activities.

Information and communication

Humana's communication and information channels enable the prompt communication of information and news to pertinent employees. Humana's intranet is the primary channel, and where warranted, information is updated in the financial manual. Besides written communication, which is conducted via the financial manual and other channels, news, risks, outcomes of controls and other matters are communicated and discussed at regular meetings and at an annual financial conference. At the same time, it is a duty of every supervisor to clearly explain the risks and their associated controls to the employees who are involved in a given process. The individual employees have a responsibility to report faults and deviations that are discovered in controls, even if they have been remedied. The aim is to obtain a good picture of how the work is conducted and to be able to make improvements to the procedures.

Monitoring

Humana's essential processes for financial information are reviewed at least once a year. Monitoring of Humana's work with internal governance and control is documented mainly through Group management's continuous review of Humana's activities for ensuring good internal control. A compilation and the status of identified actions are reported to the Board via the ongoing work of the Audit Committee.

According to the Code, the Board shall determine annually whether the company shall have an internal audit function that evaluates whether internal governance and control are working as intended, or if the Board can otherwise ensure that such is the case. This issue is also taken up for consideration annually by the Audit Committee. The assessment is that the Company's further strengthened quality organisation with accompanying management systems is sufficient for ensuring satisfactory order and has therefore opted to not appoint an internal auditor. Humana has opted to work with internal monitoring and self-assessment, and reports the results of this work to the Board.

Review

The Corporate Governance Report is not part of the formal annual report documents and has not been reviewed by the Company's auditors.

Chairman's statement



Crucial succession completed within Humana

As an important part in Humana's development, the Board and the Company's largest shareholder, Argan Capital, prepared for a CEO succession. As Chairman of the Board, I would like to thank Per Granath who as founder and CEO of Humana has done a fantastic job over the last ten years developing the company from a small entrepreneurial company to a large Nordic care company, with revenue of nearly SEK 6 billion. After a long period of building Humana into the fine quality company it is today, the Board is of the opinion that the Company is entering its next phase of development. With the assistance of external advisors, the Board conducted a recruitment programme in the autumn and the Company's deputy CEO Rasmus Nerman was considered the most suitable candidate to take over as CEO. Rasmus has in-depth knowledge of the care market and is also very familiar with Humana due to his role as business area manager of Individual & Family and his previous position as CEO of INOM Group, which was acquired by Humana in 2014. My assessment is that the appointment of Rasmus as the new CEO will bring valuable energy and change to the organisation.

Preparing for the future

Humana has invested considerable resources in recent years to continuously improve the quality of its service offering, increase competence in the organisation and to grow the company both organically through acquisitions. To ensure that Humana continues to have the capacity and financial resources to capitalise on the market's strong growth potential and to continue to develop the Company, the Board has decided to resume the work started in 2014 to make Humana ready to enter the stock market and prepare for an initial public offering. Internal preparations have been ongoing for more than a year and both the Board's and my assessment is that the organisation, after operating and living as a listed company for a fiscal year, is well prepared and ready for a listing. Humana's Board intends to continue to develop the company in the direction it has grown historically, which means that the Company aims to take market share through a strong focus on quality, organic growth, large and small acquisitions, and continued geographic expansion.

The shareholders, the rest of the Board and I are very pleased and excited about Humana's growth. Among a few examples where Humana has taken further steps in the past year I would first like to mention the professionalism and entrepreneurship we have within Individual & Family. The organisation has been successful in carrying out and implementing acquisitions in parallel with continued investments in organic growth. In Personal

It will be exciting to follow our upcoming start-ups in Växjö and other areas.

Assistance, management worked hard during the year to cope with higher costs for social security charges and to prepare for a possible increase in working capital requirements as a result of changes in terms of payment from the Swedish Social Insurance Agency. An exciting growth area for the future is investments in elderly care under Humana's management. The Company's first building in Gävle opened recently and we have high hopes that the establishment will show municipalities and clients that we have set a new industry standard with an efficient and attractive housing solution. It will be exciting to follow our upcoming start-ups in Växjö and other areas.

Challenges and opportunities in the care industry

The nursing and health care sector in the Nordic countries finds itself in a staffing and management crisis. It is becoming clearer to me that public employers, with their monopolistic history, are finding it increasingly difficult to get young people to choose this type of job as a future professional career. The recruitment of skilled employees, especially in leadership positions, is a major problem in the industry today. Public sector employers are dependent on the staffing industry, resulting in higher costs and often lower quality. Today we see higher absenteeism and staff turnover in the public care sector than in privately run operations. A growing aging population coupled with increasing immigration and the current refugee crisis is a major challenge for the industry and society in general, in terms of financial resources and also because it increases the demands on municipal social services. Private companies currently provide a considerable amount of social care services, so restricting individual freedom of choice and limiting the private sector would be untenable given demographic factors such as an aging population and increased health problems.

Private companies now need to take responsibility and help raise the status of the industry, continue to work with competence management and capitalise on the opportunity to offer entry into the labour market to many of the immigrants and refugees who are coming to the Nordic countries. Being an attractive employer that offers opportunities for employees to develop their careers and workplaces helps reduce staff turnover and thus the cost of recruitment and vacancies.

Stockholm, March 2016

PER BÅTELSON
Chairman of the Board

Board of Directors



Position	Per Bätelson Born 1950. Chairman of the Board since 2014, director since 2008. Chair of Remuneration Committee and member of Audit Committee.	Helen Fasth Gillstedt Born 1962. Director since 2014. Chair of Audit Committee.	Wojciech Goc Born 1966. Director since 2011. Member of Audit Committee.	Per Granath Born 1954. Director since 2006. Member of the Finance Committee.
Education	Engineering Physics, Chalmers University of Technology. Studies in business economics, University of Gothenburg.	M.Sc. Econ., Stockholm School of Economics. Studies in Sustainable Community Development at Stockholm University and the Royal Institute of Technology.	MBA, Texas Christian University. M.A. Economics, Poznań University of Economics.	M.Sc. Chemistry, Royal Institute of Technology. Economics studies at the Gothenburg School of Business, Economics and Law at the University of Gothenburg and at Stockholm University. Healthcare Management at Harvard Business School, Paris.
Other current assignments	Chairman of IVBAR AB and Polybiocept AB. Director of Oriola KD Oy, Swedcare AB, Forte AB, KRY AB and MedGroup OY.	Director of AcadeMedia AB, Handelsbanken Fonder AB, Samhall AB, NAI Svefa Holding AB och Sjölunda Gärd Ekogrossisten AB. Director on the Advisory Board for Save the Children Sweden. Own company in business development.	Managing Partner, Argan Capital Advisors LLP (UK). Chairman of Janton OY (Finland). Chairman of the Supervisory Board of AAT Holding SA (Poland) and Hortex Holding SA (Poland).	Chairman of Aktiebolaget Salktennis. Director of G&S Fastigheter i Sverige AB and Svefa Holding AB.
Professional experience and previous assignments	Chairman of Apoteket AB (publ). Director and CEO of Global Health Partner AB. Director of Permobil AB, Mediatech AB and Unilabs Holding AB. Also former director and CEO of Capiro AB.	Director of Intrum Justitia AB, Swedesurvey AB, Precise Biometrics and neXus Technology AB. Executive positions in the SAS Group and the Statoil Group.	Chairman of Paroc Group Oy (Finland). Director of GCE Group AB (Sweden) and EFL SA (Poland).	President and CEO of Humana AB 2006-2015. Chairman of Resurs Bemanning AB (publ). Director of Akademiska Hus Aktiebolag and GustaviaDavegårdh Holding Aktiebolag. President and CEO of Intellecta AB (publ), 2003-2006. Vice President Handelsbanken Capital Markets in charge of healthcare and services sectors, 2000-2003.
Director's fee (AGM year)	400,000	180,000	0	0
Remuneration for committee work	32,500	60,000	0	0
Independent relative to the Company and its management	Yes	Yes	Yes	No
Independent in relation to the principal owner	Yes	Yes	No	Yes
Shares held 31 December 2015	1,850	1,000	0	108,650 ¹⁾
Attendance at board meetings (12)	12	12	11	12
Attendance at Audit Committee meetings (5)	4	5	3	-
Attendance at Remuneration Committee meetings (2)	2	-	-	-
Attendance at Finance Committee meetings⁴⁾	-	-	-	-

1) Incl. 1 Class C1 preference share.

2) Incl. 1 Class C2 preference share.

3) Incl. 1 Class C5 preference share.

4) The Finance Committee holds regular meetings as needed. Since no minutes are recorded of meetings, no attendance record is provided in this compilation.



<p>Simon Lindfors Born 1964. Director since 2011. Member of Audit Committee and Finance Committee.</p>	<p>Maria Nilsson Born 1957. Director since 2006. Member of Remuneration Committee.</p>	<p>Lloyd Perry Born 1965. Director since 2008. Member of Remuneration Committee and Finance Committee.</p>	<p>Ulrika Östlund Born 1968. Director since 2014. Member of Remuneration Committee.</p>
MBA, Stockholm School of Economics.	Higher education studies in HR administration, Frans Schartau.	MBA, University of Chicago, Graduate School of Business. B.A. Economics and History, Northwestern University, Evanston, Illinois.	Studies in Systems Science with complementary studies in economics, Mid-Sweden University, Östersund.
Nordic adviser to Advent International. Director of Silvicapital AB, Silvilao AB and SilviPar AB.	Director of Ewalie AB, Samhall AB and SOS Alarm Sverige AB. Chairman Swesale AB. Chairman of Store Support AB. Own limited company operating as independent consultant specialising in growth companies.	Managing Partner, Argan Capital Advisors LLP (UK). Chairman of GCE Group AB (Sweden). Member of the Supervisory Board of AAT Holding SA (Poland), DHI Company SAS (France) and Hortex Holding SA (Poland).	Director of Q-it AB. Sole proprietor, Q-it.
Principal at Apax Partners and Partner of IT Provider. Chairman of IPM Informed Portfolio Management AB. Director of Avesina Healthcare Holding, Capio AB och Unilabs SA.	Deputy CEO of Manpower AB and CEO of Right Management Consultant and 2Secure. Chairman of Resurs Bemanning AB.	Director of IX Europe (UK). Managing Partner of BA Capital Partners Europe. Vice Chairman of BA Partners Inc. Associate at Bear, Sterns & Co.	Chairman of Vårdföretagarna. Director of Almega Aktiebolag and the Confederation of Swedish Enterprise. Director and CEO of Elina Management Aktiebolag and Familjeforum Holding AB. Director of Öjebo gruppbad i Järvsö AB. CEO of INOM – Innovativ Omsorg i Norden AB.
0	180,000	0	180,000
20,000	12,500	0	12,500
Yes	Yes	Yes	Yes
Yes	Yes	No	Yes
45,764 ²⁾	10,001 ³⁾	0	5,263
11	9	10	11
4	-	-	-
-	2	2	2
-	-	-	-

Group management



Position and year employed	Rasmus Nerman Born 1978. President and CEO since 2015. Deputy CEO since 2014. Former Head of Individual & Family business area.	Ulf Bonnevier Born 1964. CFO since 2012.	Cecilia Lannebo Born 1973. Contracted head of investor relations since 2015.	Helena Pharmanson Born 1966. Director of Marketing and Communications since 2010.
Education	M.Sc. Econ., Stockholm School of Economics. M.Sc. in International Leadership, CEMS MIM.	M.Sc. Econ. with focus on accounting and auditing, Uppsala University. Stockholm School of Economics IFL Executive Education.	MSc Business and Economics from University of Mälardalen and Wirtschfts University in Vienna. International marketing at Mälardalen University. Financial analyst, Kämpasten. Paul Ronge Media Training and Crisis Communication.	International MBA, Uppsala University. Director's programme at the Stockholm Chamber of Commerce.
Other current assignments	Director of Vårdföretagarna Bransch Individ & Familj.	-	Director and founder of i-Core Communications. Deputy director of Zubizuri AB.	-
Professional experience and previous assignments	President and CEO of INOM Group, management consultant in healthcare (project leader), The Boston Consulting Group.	Country Manager of Ipsos in Sweden. CFO Western Europe of Synovate. CEO of Wolters Kluwer in Scandinavia.	Head of Investor Relations at Eniro AB, Hakon Invest AB and Retail and Brands. Equity Analyst at SEB.	Sales Director, Pfizer Sverige AB. Various marketing and sales roles at Pfizer and Pharmacia.
Shareholding (own and related parties)	4,376	5,000	-	3,000


Eva Nilsson Bågenholm

Born 1960. Director, Quality Assurance since 2015.

Nursing Degree, Umeå University. Medical Doctor degree, University of Gothenburg. Licensed physician, specialist in internal medicine.

Director of research council Forte, Danviks Hospital Foundation and Oriola-KD AB. Government investigator, Plastic Surgery Study (Skönhetsutredningen).

Specialist physician at Sahlgrenska University Hospital. Chairman of the Swedish Medical Association. Swedish government national coordinator for the elderly 2011-2014.

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Claus Forum

Born 1965. Head of Individual & Family business area since 2014. Former head of Norway business area.

M.Sc. in international social work and pedagogic leadership, University of Gothenburg. Teaching certificate, Lärarhögskolan i Jelling.

Chairman and CEO of Vindora Utbildning AB. CEO of Nordsternen AB.

5,000


Harald Wessman

Born 1956. Head of Personal Assistance business area since 2008.

M.Sc. Econ., Stockholm School of Economics. MBA from Ivey Business School, Canada.

CEO for several small companies, management consultant at McKinsey, management positions in organisational development and HR at Electrolux.

30,000


Eva-Lotta Sandberg

Born 1971. Head of Development business area since 2013. Business Development Manager 2012-2013.

B.Sc. Economics, University of Gävle. Knowledge Management studies at Luleå University of Technology. Stockholm School of Economics IFL Executive Education.

Director of Vårdföretagarna Bransch Åldreomsorg.

CEO and deputy director of AffärsConcept i Stockholm Aktieföretag. Co-author of the publication Strategiska Offentliga inköp (2010 and 2013).

2,500


Mona Lien

Born 1962. Head of Norway business area.

B.A. Political Science and Psychology, Oslo University and Trondheim. Management programme at BI Norwegian Business School.

Member of NHO Service.

CEO Løft AS, Head of Business Development, INOM Norway.

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