

LIFCO

CORPORATE GOVERNANCE REPORT

Lifco is a Swedish public limited liability company that was listed on Nasdaq Stockholm on 21 November 2014. Lifco acquires and develops market-leading niche businesses with potential to provide sustainable profit growth and strong cash flows. The Group is governed by a clear philosophy implying that the Company has a long-term perspective, focuses on profitability and has a strongly decentralised organisation. Lifco operates 106 companies in 28 countries.

Corporate governance at Lifco is aimed at ensuring the continued strong development of the Company and, consequently, that the Group fulfils its obligations to shareholders, customers, employees, suppliers, creditors and society.

Lifco's corporate governance and internal regulations are consistently geared toward business objectives and strategies. The Group's risks are well-analysed and risk management is integrated in the work of the Board and in operational activities. Gearing corporate governance so clearly toward the Group's business objectives creates the speed and flexibility in the decision-making process that can so often be decisive to success

Lifco's organisation is designed to enable prompt action when changes occur in the market. A strongly decentralised organisation and a high degree of self-determination in the subsidiaries enable rapid operational decisions. Overriding decisions concerning strategy and direction are made by Lifco's Board and Group management.

EXTERNAL AND INTERNAL REGULATIONS

Lifco's corporate governance is based on Swedish legislation, primarily the Swedish Companies Act, the company's Articles of Association, Nasdaq Stockholm's Rules for Issuers and the rules and recommendations issued by the relevant organisations. Since its listing on Nasdaq Stockholm, Lifco applies the Swedish Corporate governance Code ("the Code"). The Code is based on the "comply or explain" principle, meaning that companies applying the Code may deviate from regulations under the Code, but must provide explanations for each deviation. In a company's first corporate governance report, the company is not required to explain a deviation resulting from non-compliance with a rule for which the application was not necessary during the period covered by the report.

Lifco deviates from the Code on one point, which is that the Chairman of the Board is also the Chair of the Nomination Committee. This deviation is explained below under the heading Nomination Committee.

Internal regulations that affect Lifco's corporate governance include the company's Articles of Association, the Board's formal work plan, the terms of reference from the Board to the CEO, policy documents and the Group's Code of Conduct.

Further information:

About the Code: www.bolagsstyrning.se

Lifco's Code of Conduct and Articles of Association: www.lifco.se

SHAREHOLDERS

At year-end 2014, Lifco had 7,494 shareholders according to the share register maintained by SIS Ågarservice. The share capital of Lifco at year-end comprised 90,843,260 shares, of which 6,075,970 entitling the holder to ten votes per share shares were Class A, entitling holders to ten votes per share, and 84,767,290 shares were Class B, entitling holders to one vote per share. Lifco's market capitalisation amounted to SEK 12.2 billion at 31 December 2014. The Company's largest shareholder is Carl Bennet AB, which represents 68.9 percent of the total number of votes in the Company. Further information concerning such factors as Lifco's listing, ownership structure and share performance can be found on pages 22-23.

GENERAL MEETING OF SHAREHOLDERS

The General Meeting of shareholders represents the Company's highest decision-making body. At the General Meeting, shareholders exercise their voting rights in accordance with Swedish corporate legislation and Lifco's Articles of Association. The General Meeting elects the Board of Directors and auditors. The other tasks of the General Meeting include the adoption of the Company's income statements and balance sheets, the appropriation of the Company's profits, and granting discharge from liability for the Board members and CEO. The General Meeting also resolves on remuneration to the Board of Directors, auditors' fees and guidelines for remuneration to senior executives.

The Annual General Meeting (AGM) of shareholders shall be held within six months of the end of the financial year. In addition to the AGM, extraordinary general meetings may also be convened. Lifco's Articles of Association state that a notice of a General Meeting is to be made through publication in the Swedish Official Gazette and on the Company's website. The notice shall also be announced in Dagens Industri. The General Meeting can be held either in Enköping or in Stockholm.

NOMINATION COMMITTEE

The duties of the Nomination Committee are to present proposals regarding the election of the Chairman of the AGM, the Chairman of the Board and other members of the Board, the election of auditors, as well as fees for Board members and auditors.

The composition of the Nomination Committee ahead of the 2015 AGM was published on 20 February 2015 and all shareholders have had the opportunity to submit nomination proposals to the Committee. The Nomination Committee conducts an evaluation of the Board and its work. A proposal for the new Board is subsequently drawn up and submitted with the notice of the forthcoming AGM. For the 2015 AGM, the Nomination Committee comprises the following representatives of the largest shareholders:

- Carl Bennet, Carl Bennet AB
- Tomas Billing, Nordstjernan AB
- Anna-Karin Celsing, representative for minor shareholders
- Per Colleen, Fourth Swedish National Pension Fund
- Hans Hedström, Carnegie Fonder
- Adam Nyström, Didner & Gerge fonder

The Chairman of the Board, Carl Bennet, was appointed as the chair of the Nomination Committee for the 2015 Annual General Meeting, which deviates from the rules of the Code. The reason for this is that it seems natural that a representative of the largest owner by votes is the chair of the Nomination Committee, since this individual should have a decisive influence over the Nomination Committee's composition through his voting majority at the AGM.

Evaluation: As a basis for its proposal to the 2015 AGM, the Nomination Committee has made an assessment as to whether the current Board of Directors is suitably composed and meets the demands that are placed on the Board in view of the Company's position and future focus. The Nomination Committee's proposal will be published not later than in conjunction with the notice of the AGM.

BOARD OF DIRECTORS

The Board of Directors is the Company's second highest decision-making body after the General Meeting and is its highest administrative body. The Board is responsible for the organisation of the Company and the management of its affairs. It is also the Board's duty to ensure that the organisations in charge of accounting and the management of assets are subject to satisfactory controls.

According to Lifco's Articles of Association, the Board shall consist of a minimum of three and a maximum of nine members, with a maximum of nine deputies. The Board members are elected annually at the AGM to serve for the period up to and including the next AGM. The AGM also appoints the Chairman of the Board. The Chairman's role is to head the Board's work and ensure that the work of the Board is well-organised and carried out effectively.

The Board of Directors follows a written formal work plan that is revised annually and established at the constituent Board meeting every year. The formal work plan regulates Board practice, functions and the division of work between the Board and the CEO. According to the formal work plan, the Board shall review its own procedures every year. In conjunction with the constituent Board meeting, the Board also establishes instructions for financial reporting.

The Board meets according to an annually established schedule. In addition to these scheduled Board meetings, additional Board meetings may be convened to address issues that cannot be referred to an ordinary Board meeting. Beyond the

Board meetings, the Chairman of the Board and the CEO have a continuous dialogue regarding the management of the Company. The Board meets the auditor alone a few times per year, without any members of Company management present. The Board held its constituent meeting on 15 May 2014.

During the year, 12 Board meetings were held with an average attendance among the members of 93 percent. With the exception of the CEO, no member of the Lifco Group's Board holds an operational position in the Company. A more detailed description of the Board of Directors and CEO is presented on page 31.

Independence: Lifco fulfils the requirements for independent Board members as stipulated in the Code. It is the opinion of the Company that Fredrik Karlsson, in his capacity as CEO, is not to be regarded as independent in relation to the Company and executive management, and that Carl Bennet and Johan Stern, as representatives and Board members of Lifco's principal owner Carl Bennet AB, are not to be regarded as independent in relation to the largest shareholders. Erik Gabrielson, director of the board of Lifco, is a partner at the law firm Vinge which renders legal services to e.g. Lifco AB and Carl Bennet AB. The nomination committee has, nevertheless, made the overall assessment that Erik Gabrielson is to be deemed independent in relation to the company, the group management and the major shareholders. All other members - Gabriel Danielsson, Sigbrit Franke, Caroline Sundewall and Axel Wachtmeister - are regarded as independent in relation to the Company and executive management, and the largest shareholders.

The secretary at the Board meetings is CFO Therése Hoffman. At its scheduled meetings, the Board addresses permanent items in compliance with the Board's formal work plan, including the business situation, budget, year-end financial statements and interim reports, as well as comprehensive issues concerning the economy and related cost issues, corporate acquisitions and other investments, long-term strategies, financial matters, and structural and organisational changes. In 2014, a significant part of the Board's work concerned preparations for the listing on Nasdaq Stockholm and related matters.

As a part of enhancing efficiency and deepening the Board's work in some issues, there are two committees: The Audit Committee and the Remuneration Committee. The members of the Committees were elected in October 2014. Delegation of responsibility and the right of decision-making to these committees is presented in the Board's formal work plan. The issues addressed and the decisions made at the committee meetings are recorded in minutes and reports are submitted at the next subsequent Board meeting.

AUDIT COMMITTEE

The Board annually appoints Lifco's Audit Committee. Without impacting the other responsibilities and duties of the Board, the Audit Committee shall monitor the financial reporting, monitor the effec-

tiveness of Lifco's internal control, internal audit and risk management, stay abreast of the audit of the annual report and the consolidated financial statements, assess and monitor the auditor's impartiality and independence, taking into account whether the auditor provides the Company services other than auditing services. The Committee is also tasked with evaluating the auditing activities and passing this information on to the Nomination Committee and assisting the Nomination Committee in producing proposals for auditors and fees for auditing services.

The Company's auditor has participated in all of the Audit Committee's meetings. The Committee has discussed and established the scope of the audit together with the auditor.

In 2014, the Audit Committee had the following composition: Caroline Sundewall, Chair, Erik Gabrielson, member, Sigbrit Franke, member and Johan Stern, member.

REMUNERATION COMMITTEE

The Remuneration Committee shall prepare proposals regarding remuneration principles, remuneration and other terms of employment for the CEO and senior executives.

In 2014, the Remuneration Committee had the following composition: Carl Bennet, Chair, Gabriel Danielsson, member, Johan Stern, member and Axel Wachtmeister, member.

PRESIDENT AND CEO

The CEO is subordinate to the Board of Directors and is responsible for the Company's on-going administration and the day-to-day management of Lifco. The division of duties between the Board and the CEO is set forth in the Board's formal work plan and the terms of reference issued to the CEO. The CEO is also responsible for preparing reports and compiling information from the management prior to Board meetings and presents this material at Board meetings.

According to the instructions for financial reporting, the CEO is responsible for financial reporting in the Company and shall ensure that the Board receives adequate information enabling it to evaluate the Company's financial position.

The CEO shall continuously keep the Board informed of the development of the Company's operations, the sales trend, the Company's earnings and financial position, the liquidity and credit situation, important business events and every other event, circumstance and relationship that can be assumed to be of material significance to the Company's shareholders.

FINANCIAL REPORTING

The Board of Directors monitors the quality of the Company's financial reporting through terms of reference for the CEO and the Audit Committee and by establishing requirements concerning the content in the reports relating to financial conditions. These are regularly submitted to the Board through the instructions for financial reporting. The Board studies and assesses financial reporting, such as

the year-end reports and annual report, and has delegated to the executive management the task of ensuring the quality of press releases containing financial information and presentation material in conjunction with meetings with the media, owners and financial institutions.

EXTERNAL AUDITORS

The Auditor-in-Charge at PricewaterhouseCoopers AB is Magnus Willfors, Authorised Public Accountant. Magnus Willfors holds no shares in the Company. When PricewaterhouseCoopers is engaged to provide services other than auditing, such assignments take place in accordance with the regulations determined by the Audit Committee for approving the nature and scope of the services and the remuneration for such. Lifco assesses that the execution of these services has not put PricewaterhouseCoopers' independence at risk. Total remuneration to auditors over the past two years is presented in Note 9 in the consolidated financial statements. Lifco's auditor has participated in all of the Audit Committee's meetings in 2014 and in three Board meetings.

According to the Articles of Association, Lifco shall have one or two auditors with a maximum of two deputies. An Authorised Public Accountant or a registered public accounting firm shall be appointed as the auditor.

OPERATING ACTIVITIES

The CEO and other members of Group management hold regular meetings to review monthly results, update forecasts and plans, and to discuss strategic matters. Lifco's Group management comprises three individuals, who are presented on page 33. Group management deals with Group-wide issues, in addition to operative matters, related to each business area. Group management consists of the CEO, the head of the Dental business area and the CFO. The Board is responsible for ensuring that an effective system for internal control and risk management is in place. The CEO has been delegated the responsibility of creating the necessary prerequisites to work with these issues. Both Group management and managers at various levels in the Company hold this responsibility in their respective areas. Authorities and responsibilities are defined in policies, guidelines and descriptions of duties.

BOARD FEES

At the 2014 AGM, it was resolved that fees amounting to a sum total of MSEK 4.4 shall be paid to the Board, of which MSEK 1.1 is payable to the Chairman and SEK 550,000 to each of the members that are not employed in the Company.

SHARE/SHARE-PRICE BASED INCENTIVE PROGRAMMES

There are no outstanding share or share-price based incentive programmes for Board members, the CEO or other senior executives.

REMUNERATION TO SENIOR EXECUTIVES

At the annual shareholders' meeting 2015, a resolution on guidelines for remuneration to the

CEO and other senior executives is proposed as set forth in note 11. Previous remuneration levels have been resolved by the board of directors in respect of the CEO and by the CEO in respect of other senior executives.

Lifco has entered into agreements regarding variable salary with the CEO and certain other key individuals in subsidiaries. Lifco has the possibility to unilaterally cancel or change the terms for the variable salary.

In total, remuneration to senior executives amounted to approximately MSEK 56 (48) in 2014. See Note 11 for further information.

AUDIT FEES

PricewaterhouseCoopers AB is the Company's auditor. The auditing assignment refers to the auditing of the annual report and accounts, including the Board's and the CEO's administration of the Company, other assignments that the Company's auditors are required to perform and advice or other guidance brought about by observations resulting from the audit or related tasks. Other assignments refer mainly to consultancy services related to auditing and taxation issues, as well as assistance in connection with company acquisitions. In 2014, the auditors were engaged as advisers and conducted reviews in connection with the listing on Nasdaq Stockholm. Fees for auditing assignments in 2014 amounted to MSEK 5 (4) and fees for other assignments to MSEK 7 (1). The remuneration for other assignments in 2014 primarily related to advice and reviews in connection with the listing on Nasdaq Stockholm.

INTERNAL CONTROL AND RISK MANAGEMENT IN FINANCIAL REPORTING

Internal control over financial reporting is an integrated part of the corporate governance in the Lifco Group. It comprises processes and methods to safeguard the Group's assets and accuracy in the financial reporting and, in this manner, protects the shareholders' investment in the Company.

CONTROL ENVIRONMENT

Lifco's organisation is designed to enable prompt action when changes occur in the market. A strongly decentralised organisation and a high degree of self-determination in the subsidiaries enable rapid operational decisions. Overriding decisions concerning acquisitions, divestments, strategy and direction are made by Lifco's Board and Group management. The internal control of financial reporting within Lifco is designed to manage these conditions. The basis of internal control in the financial reporting comprises the control environment, including the organisation, decision-making channels, authorities and the responsibilities that are documented and communicated in governing documents.

Each year, the Board adopts a formal work plan that regulates the duties of the Chairman and the CEO. The Board has established an Audit Committee to increase knowledge of the level of transparency and control of the Company's

accounts, financial reporting and risk management, and a Remuneration Committee to manage remuneration to Company management. Each operational unit has one or more administrative centres that are responsible for the day-to-day handling of transactions and accounting. Each operational unit has a financial manager, who is responsible for the financial control of the unit and for ensuring that the financial statements are accurate, complete and submitted in good time prior to consolidated reporting.

RISK ASSESSMENT

Risk assessment is based on the Lifco Group's financial targets. The overall financial risks have been defined and are mostly industry specific. By conducting quantitative and qualitative risk analyses based on the consolidated balance sheet and income statement, Lifco can identify the key risks that could threaten the achievement of business and financial targets. Within the respective operating units, several subsidiaries are analysed to gain a more detailed understanding of the actual application of the existing rules and regulations. Accordingly, measures to minimise identified risks are formulated centrally within the Group.

CONTROL ACTIVITIES

The identified risks related to financial reporting are addressed through the Company's control activities. For example, there are automated controls in IT-based systems that manage permissions and authorisation rights, as well as manual controls, such as duality in the day-to-day recording of transactions and closing entries. Detailed financial analyses of results and follow-ups against budgets and forecasts supplement the operation-specific controls and provide overall confirmation of the quality of the reporting. The Group follows standardised templates and models to identify and document processes and controls.

INFORMATION AND COMMUNICATION

Lifco has information and communication procedures to promote completeness and accuracy in the financial reporting. Policies and instructions are available on the Company's intranet. Information channels were established to monitor how efficiently the internal controls in the Group function and data is regularly presented through the relevant parties within the organisation via implemented reporting tools.

FOLLOW-UP AND MONITORING

The CEO and CFO perform monthly analyses of the financial reporting at a detailed level. The Audit Committee follows up the financial reporting at its meetings and the Company's auditors report on their observations and provide recommendations. The Board receives financial reports on a monthly basis and the Company's financial position is discussed at every Board meeting. The efficiency of the internal control activities is regularly followed up at different levels in the Group and comprises an assessment of the formulation and operative function of key control elements that have been identified and documented.

Lifco has not established a separate audit function. This function is instead fulfilled by Group management and Lifco's financial staff, with support from the external auditors. The Audit Committee also has an important role in the internal control with the task of evaluating the audit activities and internal control.

CONTINUED WORK

The continuing work in the forthcoming year related to internal control in the Lifco Group will primarily be concentrated on risk assessment and control activities.



Carl Bennet



Gabriel Danielsson



Sigbrit Franke



Erik Gabrielson



Fredrik Karlsson



Johan Stern



Caroline Sundewall



Axel Wachtmeister



Annika Norlund



Hans-Eric Wallin



Stefan Håkansson



Peter Wiberg

BOARD OF DIRECTORS

CARL BENNET

Chairman of the Board

Born 1951. Elected in 1998.

Education: MBA and Honorary Doctorate of Science

Other assignments: Chairman of the Board of Elanders AB, Getinge AB and Carl Bennet AB. Board member of Holmen AB and L E Lundbergföretagen AB

Previous experience: Numerous board assignments, including Chairman of the Board of Gothenburg University and Boliden AB. Board member SSAB AB, and TeliaSonera.

Holdings via companies as of 31 December 2014: 6 075 970 Class A shares, 39 587 290 Class B shares

Independent of Company and Company management: Yes

Independent of majority shareholder: No

Board meeting attendance: 12/12

Remuneration Committee attendance: 2/2

GABRIEL DANIELSSON

Board Member

Born 1954. Elected in 2006.

Education: Forest supervisor

Other assignments: Deputy Board Member and CEO of Slottstornet AB. Board Member of Boxholms Skogar AB, Dylta Bruk Förvaltnings AB, Gustafsborgs Säteri AB, Kårehatt AB, Linköpings Skogstjänst Förvaltning AB. Wanås Gods AB, Wasaskog AB and Wasatornet AB. Deputy Board Member of Gripenbergs Skogar AB

Previous experience: Entrepreneur, land and forest owner.

Own and related parties' holdings as of 31 December 2014: 32 200 Class B shares

Independent of Company and Company management: Yes

Independent of majority shareholder: Yes

Board meeting attendance: 12/12

Remuneration Committee attendance: 2/2

SIGBRIT FRANKE

Board Member

Born 1942. Elected in 2007.

Education: Ph.D. and professor, Pedagogics

Other assignments: Chairwoman of Sigbrit Franke Consulting AB

Previous experience: University Chancellor at Swedish National Agency for Higher Education, Senior Adviser at Umeå University.

Own and related parties' holdings as of 31 December 2014: 3 800 Class B shares

Independent of Company and Company management: Yes

Independent of majority shareholder: Yes

Board meeting attendance: 12/12

Audit Committee attendance: 2/2

ERIK GABRIELSON

Board Member

Born 1962. Elected in 2001.

Education: LL.B.

Position: Lawyer

Other assignments: Chairman of Allegresse AB. Board Member of Elanders AB, Advokatfirman Vinge AB, Advokatfirman Vinge Skåne AB, ECG Vignoble AB, ECG Vininvest AB, Generic Sweden AB, Rosengård Invest AB and Storegate AB. Deputy Board Member of Lamiflex Group AB

Previous experience: See above.

Own and related parties' holdings as of 31 December 2014: -

Independent of Company and Company management: Yes

Independent of majority shareholder: Yes

Board meeting attendance: 10/12

Audit Committee attendance: 2/2

FREDRIK KARLSSON

Board Member

President and CEO

Born 1962. Elected in 1998.

Education: MBA and Master of Science

Other assignments: Board Member of Royal Swedish Yacht Club, Tysk-Svenska Handelskammaren and Bijaka AB

Previous experience: Management consultant BCG, CEO of Mercatura GmbH

Own and related parties' holdings as of 31 December 2014: 325 000 Class B shares

Independent of Company and Company management: No

Independent of majority shareholder: Yes

Board meeting attendance: 12/12

JOHAN STERN

Deputy Chairman

Born 1951. Elected in 2001.

Education: MBA

Other assignments: Chairman of the Board of Fädriften Invest AB, Healthinvest Partners AB, Skanör Falsterbo Kallbadhus AB. Board Member of Carl Bennet AB, Elanders AB, Estea AB, Getinge AB, Rolling Optics AB, RP Ventures AB, Stiftelsen Harry Cullbergs Fond and Swedish-American Chamber of Commerce, Inc.

Previous experience: Roles within SEB in Sweden and the USA

Own and related parties' holdings as of 31 December 2014: 46 000 Class B shares

Independent of Company and Company management: Yes

Independent of majority shareholder: No

Board meeting attendance: 12/12

Audit Committee attendance: 2/2

Remuneration Committee attendance: 1/1

CAROLINE SUNDEWALL

Board Member

Born 1958. Elected in 2001.

Education: MBA

Other assignments: Chairwoman of the Board of Cloetta AB, Streber Cup Stiftelsen. Board Member of Caroline Sundewall AB, Cramo Oyj, Hemfosa Fastigheter AB, Mertzig Asset Management AB and Södra Skogsägarna economic association

Previous experience: Has previously served on the Boards of TeliaSonera, Electrolux, Haldex, Pågen and Ahlsell, among others. Has also worked at banks in Stockholm and London, as economics editor at magazines including Affärsvärlden and Sydsvenskan and as business controller at Ratos

Own and related parties' holdings as of 31 December 2014: 4 500 Class B shares

Independent of Company and Company management: Yes

Independent of majority shareholder: Yes

Board meeting attendance: 11/12

Audit Committee attendance: 2/2

AXEL WACHTMEISTER

Board Member

Born 1951. Elected in 2006.

Education: Master of Science

Other assignments: Board Member and CEO of Wästerlövs AB. Board Member of Kilmartin Estate AB and Symbrio AB. Deputy Board Member of HAWAJ Holding AB and Sydsvensk Form Reklam i Höör AB.

Previous experience: Land and forest owner.

Own and related parties' holdings as of 31 December 2014: 16 200 Class B shares

Independent of Company and Company management: Yes

Independent of majority shareholder: Yes

Board meeting attendance: 11/12

Remuneration Committee attendance: 1/1

ANNIKA NORLUND

Employee Representative, Unionen

Born 1967. Elected in 2013.

Own and related parties' holdings as of 31 December 2014: 300 Class B shares

Board meeting attendance: 12/12

HANS-ERIC WALLIN

Employee Representative, Metall

Born 1952. Elected in 2006.

Own and related parties' holdings as of 31 December 2014: -

Board meeting attendance: 8/12

STEFAN HÅKANSSON

Employee Representative, Unionen

Born 1960. Elected in 2011.

Own and related parties' holdings as of 31 December 2014: 400 Class B shares

Board meeting attendance: 10/12

PETER WIBERG

Employee Representative, Metall

Born 1960. Elected in 2013.

Own and related parties' holdings as of 31 December 2014: 300 Class B shares

Board meeting attendance: 11/12

AUDITOR

PricewaterhouseCoopers AB has been the Company's auditor since 2010 and was re-elected at the annual shareholders' meeting 2014 until the end of the annual shareholders' meeting 2015.

Magnus Willfors (born 1963) is the Auditor-in-Charge. Magnus Willfors is an Authorised Public Accountant and a member of FAR (professional institute for accountants in Sweden).

PricewaterhouseCoopers AB's office address is Torsgatan 21, 113 97 Stockholm.

GROUP MANAGEMENT



Fredrik Karlsson



Therése Hoffman



Per Waldemarson

FREDRIK KARLSSON

President and CEO

Born 1962. Joined the Group as CEO in 1998.

Education: MBA and Master of Science

Other assignments: Board Member of Royal Swedish Yacht Club, Tysk-Svenska Handelskammaren and Bijaka AB

Previous experience: Management consultant BCG, CEO of Mercatura GmbH

Own and related parties' holdings as of 31 December 2014: 325 000 Class B shares

Independent of Company and Company management: No

Independent of majority shareholder: Yes

Board meeting attendance: 12/12

THERÉSE HOFFMAN

CFO

Born 1971. In current position 2011. Employed in 2007.

Education: Upper secondary economics, international marketing

Previous experience: CFO Nordenta AB

Own and related parties' holdings as of 31 December 2014: 300 Class B shares

PER WALDEMARSON

Head of Business Area Dental

Born 1977. In current position 2009. Employed in 2006.

Education: MBA

Previous assignments: Management consultant Bain & Co, CEO of Brokk AB

Own and related parties' holdings as of 31 December 2014: 100,000 Class B shares

PROPOSED APPROPRIATION OF PROFITS

Lifco AB (publ), Corporate Identity Number 556465-3185

THE FOLLOWING PROFITS IN LIFCO AB ARE AT THE DISPOSAL OF THE ANNUAL GENERAL MEETING:		MSEK
Retained earnings		1 925
Net profit for the year		201
Total		2 126
The Board of Directors and CEO propose a dividend to shareholders of SEK 2.60 per share		236
To be carried forward		1 889
Total		2 126

The Board of Directors opinion is that the proposed dividend can be considered justifiable, with reference to the requirements regarding the size of the Group's equity implied by the nature and scope of the operations, as well as the risk exposure in those operations. The dividend can also be considered justifiable considering the Group's consolidation requirements, liquidity and financial position in general.

For further information regarding the Group's and the Parent Company's results and financial position in general, refer to the annual report. Income statements and balance sheets will be presented for adoption at the Annual General Meeting to be held on 5 May 2015.

The Board of Directors and CEO confirm that the consolidated accounts have been prepared in accordance with International Financial Reporting Standards, IFRS, as adopted by the EU, and give a true and fair view of the Group's results and financial position. The annual report has been prepared according to generally accepted accounting principles and gives a true and fair view of the Parent Company's results and financial position.

The administration report for the Group and the Parent Company presents fairly the development of the Group's and the Parent Company's operations, financial position and results, as well as describing the significant risks and factors of uncertainty facing the Parent Company and other companies in the Group.

Enköping, 8 April 2015

Carl Bennet
Chairman

Gabriel Danielsson
Board Member

Sigbrit Franke
Board Member

Erik Gabrielson
Board Member

Fredrik Karlsson
CEO and President,
Board Member

Annika Norlund
Board Member,
Employee Representative for Unionen

Johan Stern
Board Member

Caroline Sundewall
Board Member

Axel Wachtmeister
Board Member

Hans-Eric Wallin
Board Member,
Employee Representative for Metall

Our audit report was presented on 8 April 2015
PricewaterhouseCoopers AB

Magnus Willfors
Authorised Public Accountant
Auditor-in-Charge

Martin Johansson
Authorised Public Accountant