

# ANNUAL MAGAZINE

PUBLISHED BY MELLBY GÅRD AB

2022

“When new opportunities present themselves, we’ll be ready!”

All in all, our intensive work over the past year has resulted in a record year that, in spite of everything, surpasses our historically best year yet, 2021. This is thanks to the work that all employees at Mellby Gård have managed to accomplish during this turbulent time.



## Circularity to ensure long-term growth

Duni Group reverses the trend after the pandemic – focusing on sustainability.



## Timelessness and quality open up new business opportunities

Great success for Sustain by Oscar Jacobson – the company’s first second-hand store.



MELLBY GÅRD





# Welcome to this year's magazine!

A warm welcome to Mellby Gård's Annual Magazine 2022. Last year we wanted to try something new to highlight all the good things happening in and around us and our companies – an annual magazine instead of a yearbook.

**T**he response to the magazine has been overwhelmingly positive, with a nomination for the Publishing Prize serving as ultimate confirmation that the stories about our companies and projects have been highly appreciated.

This year's magazine is in the same vein. It offers insights into all our companies, highlights some of our social commitments and employees and, given the volatility of the world around us, also discusses issues such as inflation, problems with raw materials supply and general market concerns.

We also highlight sustainability as an overarching theme. This is an issue that is and will remain important in terms of how our companies conduct their business, but also regarding how we as an owner company value current and future companies in our portfolio. Two new investments were made during the year, both strongly linked to a key sustainability issue: the right to clean water.

We at Mellby Gård are happy that you're currently sitting with our magazine in front of you. We wish you a pleasant reading experience!



## BRIEF FACTS ABOUT US

Mellby Gård is a family-owned, long-term investor committed to preserving the entrepreneurial spirit of its portfolio companies. A fundamental part of its business model is to be the largest shareholder in each company and thus gain the right opportunities to set the strategic agenda and take overall responsibility for the company's development.

Mellby Gård currently operates in four verticals: industry, consumer goods, agriculture and services. From an overall portfolio perspective, it is important to strike a balance between these verticals to spread the risks. There are currently no plans to invest in new verticals, but future investments have not been ruled out.

## FOUNDED IN 1986

Mellby Gård was founded in 1986 when Rune Andersson bought the Mellby Gård farm in Sösdala, in the northern Skåne region in southern Sweden. Initially, the farm was purely an agricultural operation, and expansion took place over a few years within the company Andersson & Bennet. In 1995 50 percent of Älvsbyhus and 100 percent of Söderberg & Haak were acquired, two companies that are still part of the Group.

## FROM PROMISING TO LEADING

The three cornerstones of Mellby Gård's business model, the Mellby Model, are a long-term approach, active corporate governance and partnership. The goal of the business is to transform companies from being promising to leading. Gradually developing the full potential of our holdings is fundamental. We achieve this by being active owners, maintaining a close dialogue with the management of the companies and through a robust partnership in which all parties are able to share in the value they create.

Mellby Gård's objective – to help companies make the transition from promising to leading – describes the direction in which companies should develop while also confirming the value of all portfolio companies.

## ANNUAL MAGAZINE

produced by Aspekta AB in collaboration with Mellby Gård AB.

## PUBLISHER

Johan Andersson, Mellby Gård AB

## EDITOR AND PROJECT MANAGER

Susanne Canerstrom, Mellby Gård AB  
Sara Lindblad, Aspekta AB

## ART DIRECTOR

Peter Forsnor, Ingela Söner  
Trademark Malmö AB

## PHOTOS

André deLoisted Photography  
Philip Tønning, Aspekta AB  
The companies' own photos  
Picture on page 2, Vincent van Gogh

## PRINTING

Norra Skåne Offset AB

# 14

## SUSTAINABILITY KEY TO FUTURE-PROOFING INVESTMENTS

Long-term, responsible and active ownership are the cornerstones of Mellby Gård's investment philosophy.

# 21



## FIRST YEAR WITH SUSTAIN BY OSCAR JACOBSON

Timeless design and flawless quality open up opportunities for circular business models that extend the life of the garments.

# 78

## FMG CIRCULAR INVEST MAKES ITS FIRST ACQUISITIONS

With the aim of becoming the leading water treatment investment company, FMG Circular Invest acquired stakes in two companies during the year – I-phyc and Spec-Imaging.

# 35



## FERALCO ACHIEVES RECORD YEAR – DESPITE MARKET HEADWINDS

The company is also involved in securing clean drinking water in war-torn Ukraine.

# 39

## DUNI GROUP ENJOYS STRONG RECOVERY AFTER THE PANDEMIC

The company sees a future in which sustainable single-use items are sold alongside sustainable reusable solutions, allowing customers to choose the best solution for their needs.

# 25



## KAPPAHL A PIONEER IN CRITICIZED INDUSTRY

Long-term strategic efforts focusing more sharply on sustainability have paved the way for success.

## EDITORIAL

# “Our intensive work has resulted in yet another record year”

A summary of 2022 has to start by touching upon the terrible war still being fought in Ukraine. At the time of writing, it is almost exactly one year since Russia's invasion and there is still no light at the end of the tunnel in the form of a peaceful solution. Our heart goes out to the Ukrainian people and all those affected, directly or indirectly.

In these situations, it is particularly important for companies to put other things aside and do what is necessary in terms of humanitarian aid. Within our group of companies, we launched a variety of initiatives, from donating and securing supplies of necessities and making purely financial contributions, to preparing school places for those displaced and securing clean water for those who stayed behind via the 'Water for Ukraine' initiative. We can certainly do even more – we all can!

Because of the war, combined with the end of the COVID-19 pandemic, we have also experienced unprecedented turbulence in the financial markets. The energy crisis and commodity supply issues, coupled with massive coronavirus-related stimulus packages, have resulted in a rate of inflation not seen in decades. As a result, we are now also experiencing market interest rates at a level that we have not experienced for a long time.

For us as a group, this new global situation has meant that we have had to respond as best we can. This has naturally also meant that almost all our companies have had to increase their prices due to soaring input costs. For some companies, this has entailed ceasing all forms of activity in Russia – a decision Mellby Gård supports but that in concrete terms has resulted in exports being suspended and two subsidiaries being closed. It has also meant that – more than ever – we have wanted to ensure a strong balance sheet to keep interest costs down and better support our portfolio companies.

We have been very successful in these measures and, in light of the current situation, can conclude that the divestments made in 2021/2022 – Flowbird, Smarteyes and Hedson – proved to be extremely well-timed. We are now in a strong position ahead of the forthcoming financial year and can feel secure during these uncertain times. Also, we have a comparative advantage in that we are able to make interesting investments and acquisitions when the right opportunities present themselves.

Although our work in 2022 focused more on existing companies and the measures mentioned above, we did not come to a standstill

where new investments are concerned. In line with the strategy we have applied, we continued to 'dig where we stand'. This means applying our ownership model and our longstanding know-how in areas such as industrial security solutions and water treatment technologies. We have made a few investments in these areas during the year within FMG Circular Invest, which you can read more about in the Annual Magazine. In addition, there have been a number of value-creating add-on acquisitions, primarily in companies in our industry and service verticals.

All in all, the intensive work over the past year has resulted in a record year that, in spite of everything, is likely to actually surpass the best year yet historically: 2021. Consequently I am deeply impressed by the work that all Mellby Gård employees have managed to perform during this turbulent time. The year ended with Mellby Gård as a whole and we in the Andersson family receiving the EY Family Enterprise Award of Excellence 2022 – proof of the work we all do to promote entrepreneurship and impetus within Swedish business.

We are now entering a difficult-to-assess 2023, with a potential recession that could hit a few specific industries hard. But given our balance sheet and our limited exposure to the most vulnerable sectors, I am hopeful that we will do well in the near term and also be able to take advantage of the opportunities that present themselves.

Johan Andersson,  
CEO, Mellby Gård AB



FACTS

# The Mellby Gård year in brief

After two financial years markedly affected by the COVID-19 pandemic, 2022 was no less turbulent. But despite a turbulent market affected by war and cost increases, the year was our most successful to date. The Group's financial results for the year and important events in our companies are presented below.



HOLDINGS IN  
**14**  
COMPANIES\*

\*Companies owned by Mellby Gård AB. The Annual Magazine also presents companies owned by Mellby Gård AB's parent company Mellby Gård Intressenter AB.



TWO NEW INVESTMENTS  
with Feralco AB via the FMG Circular Invest initiative

**MELLBY GÅRD**

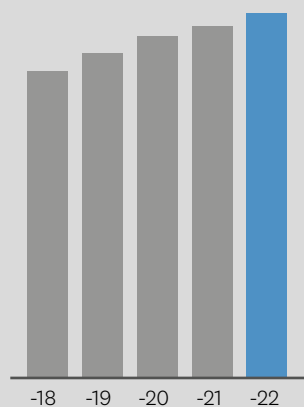
divests Hedson Technologies and Smarteyes



**2022**  
– Mellby Gård's best year ever

NET SALES

**11 394**  
SEK M



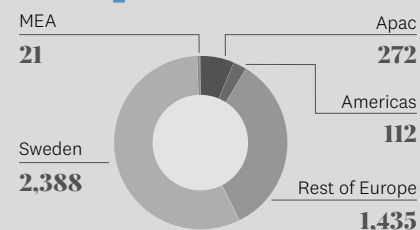
THE ANDERSSON FAMILY  
and Mellby Gård AB receive the EY Family Enterprise Award of Excellence 2022

EBITDA

**2 165**  
SEK M

FULL-TIME EQUIVALENTS

**4 228**



FINANCIAL KPIS

SEK m	2018/2019	2020	2019/2020 (18 months)*	2021	2022
Net sales	6,147	9,449	13,983	10,433	11,394
EBITDA (excl. IFRS16)**	1,005	1,548	2,354	2,068	2,165
EBITDA %	16%	16%	17%	20%	19%
Equity	7,385		7,714	9,729	11,670
Net debt (excl. IFRS16)	-1,277		-1,268	45	669
Total assets	11,042		13,813	15,655	16,886
Equity/assets ratio	67%		56%	62%	69%

\* Financial year changed to calendar year, hence 18 months in the transition year.  
\*\* EBITDA corresponds to earnings before net financial items, tax and depreciation/amortization of tangible and intangible fixed assets and excludes non-recurring costs and income. EBITDA includes the Group's share of associated companies' EBT.

**OSCAR JACOBSON ..... p18**

- Record net sales and profit.
- Successful launch of new range of jeans, shirts and shoes.
- Opening of a new store in Malmö.

**KAPPAHL ..... p22**

- E-commerce launch of Newbie in Europe.
- Partnership with John Lewis & Partners.
- Launch of an innovative multi-piece dress – an example of sustainability from the drawing board onwards.

**OPEN AIR GROUP ..... p26**

- Deal with Aclima closed in February 2022 – performed well during the year.
- Successful synergies in the Tech division.
- A new warehouse has helped streamline and improve the offering to customers.

**FERALCO ..... p32**

- 2022 delivered a better financial result than 2021.
- Major efforts to address market challenges – inflation, energy crisis and raw material shortages.
- Two new investments made through FMG Circular Invest (see p. 78).

**DUNI GROUP ..... p36**

- Strong business recovery in the third quarter after pandemic restrictions were lifted in most key markets.
- Operations discontinued in Russia.
- Welcomed Australia-based private equity and venture capital firm Five V Capital as a minority partner in BioPak Pty Ltd, the aim being to expand the business into more markets.

**ROXTEC ..... p40**

- Record sales again.
- Operations discontinued in Russia.
- Record number of new hires.

**ÄLVSBYHUS ..... p42**

- Production rate increased in the first quarter of 2022 to 20 houses per week.
- Extreme price increases on the supplier side.
- Redundancies started to take place in the sector at the end of the year.

**ACADEMEDIA ..... p48**

- Acquisition of the German school group FAWZ.
- Acquisition of preschools in the Netherlands.
- The government has proposed school reforms that are expected to provide a clear, long-term regulatory framework within which legitimate independent schools can continue to operate.

**KLARAHILL AND VERAHILL .. p50**

- Sven Ackell new CEO at Klarahill.
- Acquisition of four funeral homes, with 11 new offices.
- Launch of a mediation service.

**STUDENTCONSULTING ..... p52**

- Growth in net sales of 51 percent and more than double the profits – success based on long-term hard work.
- The industry's most satisfied customers for the eighth consecutive year.
- Investment in further improvements to IT systems.

**PERITUSKLINIKEN ..... p54**

- Agreements signed with further healthcare regions.
- Research collaborations initiated in precision medicine.
- Reference clinic in the field of transperineal fusion biopsies.

**EXCALIBUR ..... p56**

- The only fund out of 99 fixed-income funds to deliver a positive return in 2022.
- Best return of all fixed-income funds in the Nordic region for the third year in a row.
- Assets under management increased by 20 percent since 2021.

**AROS KAPITAL ..... p58**

- Erik Berfenhag appointed new CEO.
- Appointed a new Board Chair.
- Recruitment of 30 employees.

**BMAGRI ..... p64**

- Higher prices and greater demand in a turbulent environment have generated positive results.
- The timing between last year's purchases and this year's sales made a strong contribution to this year's success.
- Staff adaptability in a turbulent period has been crucial to achieving the record year.

**SÖDERBERG & HAAK ..... p66**

- Increased sales in the construction machinery business area.
- Higher costs, lack of components and uncertain deliveries affect the 2022 financial results.
- Greater investment in sales and aftermarket resources in different geographical areas of the country.

**ERIKSBERG HOTEL & NATURE RESERVE ..... p72**

- Uncompromising, sustainable and exclusive hotel venture.
- Archipelago Walk with support from the Swedish Agency for Economic and Regional Growth.
- Opening of a new pool in which the sounds and presence of animals provide an amazing night-time experience.

**MELLBY GÅRD JORDBRUK .... p74**

- Decision to increase capacity of own solar panels to 400 kW.
- Forest felling at record levels, exceeding the growth rate.
- Good level of fattening pig production, same level of sales as in 2021.



# Industrial companies heading for a record year

Mikael Helmersson, Deputy CEO of Mellby Gård, notes that demand for the companies in Mellby Gård's industrial vertical has held up well throughout the year. All businesses got off to a good start after the pandemic, and although everyone is talking about a downturn, this has not yet been visible in the Group's industrial companies.

**D**emand among industrial companies in Mellby Gård was good throughout 2022, and the year ended strongly. Mikael Helmersson sees several reasons for this.

"One reason is that demand in general in industry has been good; another is that our companies have low exposure to sectors that have already experienced a downturn," he says. "A significant portion of Roxtec's sales is, for example, in the energy sector, where future demand looks set to be higher in the future, and certain parts of infrastructure, which also saw positive development. Where Feralco is concerned, demand is only marginally affected by the economy, as its products involve the treatment of drinking water and wastewater."

"Instead, the big challenge for us has been at the other end, that is, obtaining raw materials and dealing with many of the challenges indirectly related to the war in Ukraine," he continues. "A higher energy price obviously also affects our industrial companies, mainly in terms of access to and prices of raw materials for Feralco."

## CONCERNS ABOUT HIGH ENERGY PRICES IN THE LONG TERM

Mikael Helmersson also expresses some concern about the long-term effects of high energy prices.

"We believe that energy prices will continue to be high for some time," he says. "This could have major consequences, including changes to the structure of European basic industries. If the difference between energy costs in Europe and the rest of the world persists, it will be difficult to achieve profitability, for example in certain parts of the chemical industry. For many companies using by-products from these industries, such as Feralco, the conditions will change."

Naturally, inflation and the higher level of interest rates also affect Mellby Gård's industrial vertical.

"Within the Group, we've talked a lot about how to compensate for this with price increases," says Mikael Helmersson. "We are well trained in this area, which I think has helped ensure that these changes have gone more smoothly for us than for many others. Customers have generally accepted the price increases, and I'm happy with how we've managed to implement them, which have been necessary due to higher costs."

## SUSTAINABILITY INCREASINGLY IMPORTANT

One trend running through all companies is sustainability, an area that is high on Mellby Gård's agenda.

"Sustainability issues are primarily the responsibility of each company, as the conditions and requirements from public authorities and customers differ greatly from one industry to another," says Mikael Helmersson. "We constantly point out the importance of continuous sustainability work and keeping up to date with regulations and the opportunities that the transition has to offer. Direct energy use is not a major concern for us, as our industrial companies do not emit particularly large volumes of carbon dioxide. However, it is important to keep track of our indirect impact, as we make purchases from companies that may have higher emissions."

Digitization in a broader sense is another crucial long-term trend. In particular, Roxtec has been working for several years on digital drawing tools and other forms of digital support for its customers. Digital work is also an important part of Roxtec's marketing, which the company is investing heavily in and gradually improving.

## NEED TO BE ABLE TO TAKE RAPID ACTION

At the same time, the world surrounding Mellby Gård's industrial vertical is moving increasingly rapidly, and it is important to be quick off the mark and adaptable, according to Mikael Helmersson.

"The major global events of recent years underline the importance of keeping our ear to the ground so that we can quickly adjust our operations," he says. "Monitoring the geopolitical situation in particular has become even more important. Protectionism is gaining ground in many countries, and we need to plan for this."

It is also a major advantage to work closely with colleagues at Mellby Gård who work in other industries.

"After almost eight years as CEO of Roxtec, I've now been Deputy CEO of Mellby Gård for almost two years," says Mikael Helmersson. "It's very exciting and stimulating to be part of the team with Johan Andersson, CEO of Mellby Gård, and other colleagues in the Malmö office. I work in close dialogue with Thomas Gustafsson and Sven Knutsson, the two other Deputy CEOs at Mellby Gård. By keeping each other updated on what's going on in different industries, we can quickly and efficiently pass on information and knowledge between the different companies, which is to everyone's benefit."



## Sustainability key to future of clothing companies

When Thomas Gustafsson and Sven Knutsson, both Deputy CEOs at Mellby Gård, analyze the Group's ready-to-wear clothing companies, they point out three general trends: The Group's omni-strategy has been successful, runaway costs have necessitated significant price increases and sustainability is crucial to the future of the industry.

**B**y the end of 2021, the pandemic seemed to be over and many people predicted a more normal 2022.

"We breathed a sigh of relief after the pandemic, which wasn't nearly as bad for us as we'd feared," says Thomas Gustafsson. "On the contrary." For the first two months of 2022, the feeling of positivity from the end of 2021 prevailed, after which the terrible war in Ukraine struck.

"If we look specifically at the performance of our two ready-to-wear clothing companies, Kappahl and Oscar Jacobson, over the last three years, it has clearly emerged how demand and trading patterns differ between the companies," Thomas Gustafsson continues. "During the pandemic, customers stopped shopping in stores, leading to a rapid and dramatic drop in sales. Where Kappahl was concerned, sales rose again very quickly thanks to e-commerce, which doubled. But for Oscar Jacobson, recovery was slow."

"In hindsight, this was a logical development," Thomas Gustafsson argues. "People weren't allowed to be in the workplace; instead they worked from home in clothes they usually lounged around in. They weren't allowed to go to pubs, organize major birthday parties, weddings, etc. So there was no need for Oscar Jacobson's products. On the other hand, Kappahl's basic offering was much sought after, and at one point, sweatpants were Kappahl's best-selling men's garment."

"Oscar Jacobson came back with a vengeance in 2022 and the company enjoyed a record year," says Sven Knutsson. "The underlying trend then headed in the opposite direction. Offices were open, weddings and 50th birthday parties could be organized, conference facilities and hotels were fully booked. Consumers once again needed to buy a new suit, or other office or party wear. Based on what we're seeing in terms of bookings at hotels and major events, demand for Oscar Jacobson's products looks set to remain high in the first half of 2023."

### COMPENSATION FOR COST INCREASES

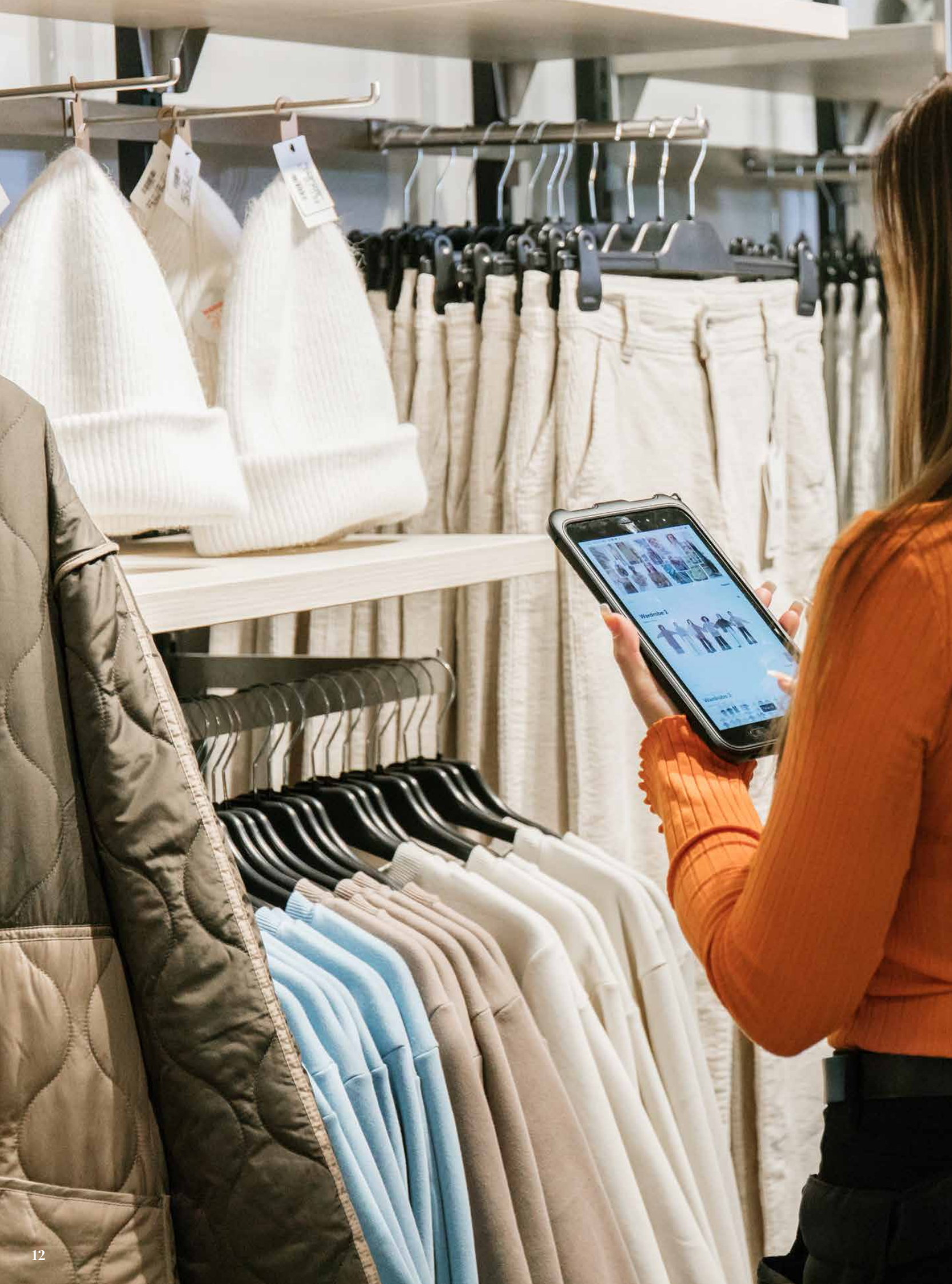
2022 has been characterized by large cost increases for virtually all inputs. During the year, there have been many discussions within the Group about price increases to compensate for costs. "How much can we raise them by? What's the competition doing?" Pricing is key for Mellby Gård and the Group continuously works with pricing as a tool.

"In general, the companies have managed the price increases very well," says Thomas Gustafsson. "Our long-term belief is that cost increases will gradually abate, which is why it's important for us to compensate over time so we can pick up the gross margin later. There has been some concern in a few of the companies about raising prices too aggressively, and we've played an important role in helping ensure that their reasoning is constructive in this regard."

"There's a big difference between companies able to compensate themselves with a more or less general percentage increase, as many of our industrial companies have done, and companies like Kappahl and Oscar Jacobson, which have to work product by product to ultimately achieve the same overall effect," says Sven Knutsson.

"There's a specific pricing mechanism in the clothing industry that uses what are known as price points, with companies really having to fine-tune their prices," he explains. "Let's say a garment costs SEK 299 and you want to increase it to 329, but there's no price point. The price must then either be left unchanged or be raised to the closest price point, which in this case is 349. We've worked our way through the ranges like this, garment by garment – a huge task that overall meant that we were more or less able to compensate for the cost increases we were affected by."





**WANTS TO MEET CUSTOMERS IN STORE AND ONLINE**

Among Kappahl’s competitors, those focusing on e-commerce have experienced a major decline after the pandemic. The reality has changed and it has become clear that consumers also want to be able to shop in physical stores.

“We’ve always stuck to our omni-strategy, that is, that the consumer wants to be able to move between stores and e-commerce, and this has been successful,” says Thomas Gustafsson. “During the pandemic, a lot of people talked about the death of the store, as the focus was on e-commerce. But 2022 has shown that it’s not a question of ‘either or’, but rather ‘both!’”

**SUSTAINABILITY GENERATES NEW OPPORTUNITIES**

Sustainability is becoming increasingly important in the clothing industry. In Sweden, each person buys around 14 kg of clothes per year, a level that needs to be radically reduced. The industry takes in too many garments, and as much as 30 percent has to be sold off at a discount. The Swedish Trade Federation has estimated that each item of clothing is used on average seven times, a figure that needs to increase significantly in the coming years.

“The big sustainability issue in the ready-to-wear clothing industry is that we need to get much better at assessing demand,” says Sven Knutsson. “Consumer behavior is largely based on the clothing’s disposability. But almost a third of garments being sold at a discount is not sustainable. The industry needs to take action to produce garments that are so attractive and durable that they can be used multiple times. This will require a major adjustment.”

New EU directives are constantly being introduced, requiring garments to be clearly labelled with the materials they are made of, to be easy to repair and for sellers to offer to take them back once the person has finished wearing them.

“The big change concerns how many times the garments can be used,” says Sven Knutsson. “They have to be of such good quality

that they can withstand being worn 50, 70 or even 100 times. The next challenge is to create new business models, such as offering to mend clothes or making second-hand a natural part of the business.”

A specific example of this is Sustain by Oscar Jacobson in Stockholm, a brand new store concept that combines sustainability with experiences. The items sold include clothes that consumers return and in exchange receive a voucher that can be used to buy new garments. You can also buy sample garments there that have been hanging in the stores, as well as test garments made in just a few copies.

“We’re curious about new, exciting and sustainable ideas at Kappahl and want to invest in them,” says Thomas Gustafsson. “The management team has a clear mandate to not only focus on the garments but also on the offering to consumers. We want to be able to implement the concepts in the stores, but we’re not quite there yet. Among other things, we’re looking at rentals, especially of children’s clothing. Children grow quickly and have a constant need for clothes in bigger sizes. There’s an interesting market in this area.”

“Some of these sustainable changes can be driven by the companies themselves – others require the industry to work together,” says Sven Knutsson. “The companies should be able to improve the quality of their garments, but to establish new consumer behavior, the major players need to work together to increase the volume in question. When regulation is introduced, the industry will change rapidly as consumers recognize the benefits of the new systems. There are likely to be some big changes over the next few years.”

“Clothing is a matter of economics,” says Thomas Gustafsson. “It’s important that there are clothes for everyone, which is why legislators are somewhat more cautious. Sustainability is crucial for the future and generates opportunities. We shouldn’t wait for regulation but instead be at the forefront, curious and working on concrete solutions.”



# Sustainability at the heart of current and future investments

Long-term, responsible and active ownership are the cornerstones of Mellby Gård's investment philosophy. With a sharper focus on sustainability in all business activities, this philosophy is more relevant than ever. The Mellby Gård Group is now ready to step up its sustainability efforts and generate even more positive change.

Mellby Gård's commitment to sustainability can be divided into three levels: the work that takes place in the parent company Mellby Gård AB, the sustainability work conducted in all companies in the Mellby Gård Group and finally the way in which new investments are valued. All the work is based on Mellby Gård's ownership philosophy – the Mellby model – which focuses on long-term, responsible and active ownership. This is combined with a strong social commitment.

"Where Mellby Gård is concerned, sustainability in the broader perspective is about helping to tackle major societal challenges," says Mellby Gård CEO Johan Andersson. "We're seeing a major shift in the business world and what is expected of us as a group, where it's no longer sufficient to be able to describe the 'what' of your business, but also the 'how' and the 'why'. That's why we're secure in the Mellby model, which gives us a clear direction and purpose in what we do, so that we can help effect positive change for the environment and society."

Today, the Mellby Gård Group comprises 15 companies in various industries. This naturally means that companies face different requirements and have different levels of maturity when it comes to their own sustainability efforts. Where this is concerned, Mellby Gård has always been supportive of those companies that want to be at the forefront, but also acted as a sounding board for those companies that have required extra support. There is now a clear change regarding the issue of sustainability, linked in particular to the forthcoming EU legislation, in which the parent company of a group is expected to have a more defined coordinating role in the sustainability efforts that take place in all its subsidiaries.

"So far, work on sustainability at Mellby Gård has largely been performed within each individual company, with our support," says Johan Andersson. "Most companies manage their sustainability efforts perfectly well on their own, clearly integrating them in their business models. But there will be changes in requirements for our sustainability efforts for us as a group and for all our companies in the coming years, and we need to decide how to tackle that."

## A COMMON FRAMEWORK

In order to meet more exacting requirements and higher expectations, the Mellby Gård Group is currently working hard to establish a common approach to sustainability going forward.

"When we get to 2023, we'll form a joint body with selected companies in the Group, enabling them to share knowledge with us as

the owner company and with other companies in the Group, partly because we as the Group parent want and need to become more active in this work," says Johan Andersson. "We strongly believe in continuing to take a decentralized approach to sustainability efforts, but at the same time, we in the parent company must be clearer about what we expect from our companies, and together we need to establish a common framework that will apply to everyone."

The common framework for sustainability will include a set of common metrics (KPIs). Again, the hope is for those companies that are well advanced in their sustainability efforts to share knowledge and working methods for data collection with those that need a little extra support.

Sustainability is also becoming an increasingly important factor when Mellby Gård makes a valuation of companies to potentially invest in. Given the Mellby model's focus on the long-term, sustainability – and having a sustainability mindset in your business model – is about identifying companies that are relevant over time.

"Sustainability is certainly an important aspect when we look at new investments," says Johan Andersson. "If we don't get the right answers to our questions, we prefer to refrain from an investment or acquisition. On the other hand, we get even more excited about companies that have a strong, positive impact on society and the environment via their business. A sustainable business concept is quite simply more attractive to us, because it demonstrates the company's ability to survive in the long term – and attract customers, skills and capital."

## WANTS TO GENERATE POSITIVE CHANGE IN SOCIETY

Mellby Gård's sustainability efforts also include the company's extensive social commitment, where they provide financial support to a number of individuals and organizations working on one of the issues close to Mellby Gård's heart.

"I'm aware that there are differences of opinion on whether philanthropy should be considered part of sustainability, but for us, as a small operation with large assets, we see it as an opportunity and a duty to give back to society and help effect positive change," says Johan Andersson. "We're particularly passionate about issues related to children's rights, young people's educational opportunities, labor market and skills supply issues, entrepreneurship and sports and health. You can read more about this in several places in this year's magazine."

Each company in the Group is also encouraged to get involved in social issues that are important to them. The spring of 2022 marked the start of the Russian invasion of Ukraine, shaking the whole of society but also creating a huge desire to act in support of the war-torn areas and their people.

"I'm very impressed with all the activities in our group of companies related to helping the Ukrainian people," says Johan Andersson. "We've provided everything from clothing and other necessities for those affected on the ground to training and education for refugees here in Sweden. We're particularly proud of Feralco's 'Water for Ukraine' industry initiative, which, together with the Ukrainian Ministry of the Environment, has managed to maintain deliveries of water treatment chemicals right up to the front line to secure the supply of clean water in war-torn areas."

Going forward, Johan Anderson does not see any tendency for sustainability to become less important or for demands to be relaxed – on the contrary. As more and more people become increasingly informed and interested, they will continue to drive change. This concerns both how sustainable companies become in their own operations, but also the impact they have on society at large.

"As I see it, there's really no alternative to acting sustainably; it is and will remain a necessity for any modern company," says Johan Andersson. "The big question is how you choose to act. If you do the right things at the right time to future-proof your business, you're well placed to remain relevant – as a company and as an investment partner!"





# The Anderson family receive the EY Family Enterprise Award of Excellence 2022

The Family Enterprise Award of Excellence is awarded to an entrepreneurial family driven by a strong entrepreneurial spirit and with a business that has played a significant role in the development and growth of Swedish industry.



## THE JURY'S STATEMENT:

For decades, the Andersson family has proven its ability to preserve the company's traditions and values while maintaining an entrepreneurial spirit across the generations. At the same time, they have pursued a successful, sustainable and long-term oriented strategy for all their corporate commitments. All in all, they are a true source of inspiration for all family-run businesses in Sweden and in the Nordic countries alike.



“As a family, we’re delighted and honored to have received this award. For many years, we’ve been faithful to our ownership model, which is based on a long-term approach, active ownership and clear incentives. It’s great that our hard and consistent work is being recognized in this way.”

**Johan Andersson, CEO, Mellby Gård AB.**



# Oscar Jacobson

Oscar Jacobson has been offering stylish, beautifully tailored men's suits for more than a century. Now the range has been extended to suit all occasions. The guiding principles are high quality combined with a high degree of style. The timeless design of the garments also lends itself well to the garments being reused as second-hand items.

## At Oscar Jacobson quality means sustainability

With Oscar Jacobson clothing, the style-conscious man can be both stylish and in tune with the times. 2022 saw the party suit return to the wardrobe just as the classic menswear company expanded its focus on jeans, shirts, sweaters and shoes for everyday wear. Then as now, quality and sustainability are the recipe for success for Oscar Jacobson.

For men's ready-to-wear company Oscar Jacobson, 2022 was a fantastic year. Net sales increased to SEK 393 million while the profit was the best ever in the company's 120-year history. Although the numbers speak for themselves, it is important to be humble, according to Oscar Jacobson's CEO Richard Woodbridge.

"We see growth in 2022 as a natural recovery after two years that were partially lost," he says. "There's clearly pent-up demand, and now that it's possible to go to parties and weddings again, people have a good excuse to buy a new suit. What we need to do going forward is to get our customers to supplement their new suits and create a new positive trend."

The brand was founded in 1903 by tailor Oscar Jacobson in Borås. He was a pioneer who revolutionized the textile industry by sewing suits in predetermined sizes. Today, Oscar Jacobson is an established lifestyle brand. The focus is on creating perfection in each garment

based on Swedish tailoring craftsmanship. As a purveyor to the Swedish Royal Court, Oscar Jacobson collaborates with some of the world's most exclusive textile mills, with production taking place in Europe for quality and sustainability reasons.

### FILLING UP THE ENTIRE WARDROBE

Oscar Jacobson has continued to develop its range during the year in line with the company's strategy to offer additional products for men's wardrobes. New launches of jeans, shirts and shoes keep to the same style and price level as the rest of the range. Suits still account for around 60 percent of sales, but demand is now growing for other products as well.

"Dressy fashion has made a comeback," says Richard Woodbridge. "There was great demand for ties and double-breasted suits in fall 2022."

### Facts

<b>NET SALES</b> SEK 393 m	<b>EMPLOYEES</b> 77	<b>HEAD OFFICE</b> Borås	<b>CHAIRMAN</b> Sven Knutsson	<b>PART OF THE MELLBY GÅRD PORTFOLIO SINCE</b> 2018
-------------------------------	------------------------	-----------------------------	----------------------------------	--



### OWN-CHANNEL SALES INCREASE

Oscar Jacobson is well known in Sweden and Norway and has great potential to grow even more rapidly in the Nordic region. During the year, a new store was opened in the Hansa department store in Malmö. The next store will be opened in the famous Illum department store in Copenhagen in Q1, with two more standalone stores being opened in Denmark in Q2. The ambition is for the company to continue developing its own stores and online sales at a rapid pace over the coming years. Today, Oscar Jacobson has 16 of its own stores and works with 300 retailers. Growth has been witnessed in all sales channels in 2022, with the increase being greatest in the company's own channels.

### INDUSTRY AND CUSTOMERS DEMANDING CIRCULARITY

The global textile industry faces major sustainability challenges. The challenges concern managing the entire production chain more responsibly and reducing consumption to ensure a more circular business in the long run. A 2019 report by the European Environment Agency shows that, on average, a garment is used 7-8 times before being discarded. Many argue that this is a conservative estimate. The single most important action the industry can take is to extend the life cycle of the garments by one or more users instead of producing new garments.

As Oscar Jacobson's garments constitute high-quality craftsmanship in a classic style, designed to last for over ten years, they are very suitable for reuse. Based on this thinking, the circular concept Sustain by Oscar Jacobson was launched in 2021.

"Sustain is our way of taking responsibility," says Richard Woodbridge. "Our clothes are of a quality that allows them to be used a great deal, for a long time and by several owners. By buying and selling clothes that we've made ourselves, we extend the life of the garment and reduce its environmental impact in real terms."

The concept store in Stockholm, whose interior design is also based on reused materials, has been surprisingly well received. There is a lot of interest in both submitting and buying clothes. Oscar Jacobson has a fairly broad target group, as does Sustain, but younger customers are more attracted to the possibility of buying a quality garment at a slightly lower price. The demand for suits in particular is high, and the store could benefit from more people submitting garments.

"We're very proud of the store," says Richard Woodbridge. "It's given us a great deal of joy throughout the company, and it feels great to see our beautiful garments with new, happy owners!"



Richard Woodbridge, CEO

# Sustain

INTERVIEW

## Sustain by Oscar Jacobson gives quality garments a new lease of life

Since 2021, Stockholmers interested in style have been able to shop sustainably in the Sustain by Oscar Jacobson store. In the store you can buy Oscar Jacobson suits and other garments that have had a previous owner. Those submitting a garment receive a percentage of the sale price - known as commission. This extends the life of each individual garment, making a real difference to the sustainability of the textile industry. And there is a high demand for garments submitted. Over 80 percent of the garments are sold within two months. Since its inception, Sustain has sold over 1,000 second-hand garments and paid half a million in commission to hundreds of different sellers. 77 percent of them have chosen to receive this commission in the form of a gift voucher from Oscar Jacobson.

The entire store concept is based on a sustainability mindset, and the store has proven to be a recipe for success for Oscar Jacobson. As store manager Sebastian Dahlgren says:

"We're pleasantly surprised by how well it's been received. The interest in submitting clothes and in second-hand shopping has certainly exceeded our expectations. We need more people to bring us their clothes so we can meet the demand."

For Oscar Jacobson, the store is so much more than a symbol of sustainability - it is a container for the values that the brand stands for, both past and future.

"As we equate quality with sustainability, it's natural for us to create a marketplace for sustainable fashion," says Sebastian Dahlgren.

Along with reused garments, you can also find test garments

from Oscar Jacobson's sample collections. These are mainly used for product development, to convince buyers to make a purchase or at fashion shows. Historically, these garments have not received so much attention. By displaying them in the store, they can now go to someone who really wants to give them a little more love. There is also the option to have something personalized and unique sewn here. Oscar Jacobson offers 500 fabrics from some of the world's finest fabric producers. Or for those who are more fickle in their style, it is possible to hire something for a special occasion.

"It's very clear to us in the store that there's great demand for circularity, even among the style-conscious," says Sebastian Dahlgren. "What surprised us most is that those who submit clothes and have them sold here usually choose to reinvest their profits in gift vouchers rather than cash. Sustainability thinking is quite simply self-reinforcing!"



Sebastian Dahlgren, Store Manager





# Kappahl

Kappahl was founded in Gothenburg in 1953 and is one of the Nordic region's leading fashion chains, with around 360 stores under the Kappahl and Newbie brands and Shop Online in Sweden, Norway, Finland, Denmark, Poland and the UK. Kappahl has five brands and offers a wide range of products for all of life's occasions. Today, more than 80 percent of Kappahl's fashion range is made from more sustainable materials.

## Facts

<b>NET SALES</b> SEK 5,000 m	<b>EMPLOYEES</b> around 4,000	<b>HEAD OFFICE</b> Mölnådal	<b>CHAIRMAN</b> Thomas Gustafsson	<b>PART OF THE MELLBY GÅRD PORTFOLIO SINCE</b> 2013
---------------------------------	----------------------------------	--------------------------------	--------------------------------------	--

## Kappahl ready for next step

Almost 70 years ago, Kappahl's founder Per-Olof Ahl wanted all women to be able to dress well at a reasonable price. That motto still applies today, although the concept has been expanded to also include men and children. Today's Kappahl is a profitable fashion company that focuses on diversity and sustainability.

There are probably not many people in Sweden who haven't seen a Kappahl store. Most are familiar with the clothing chain and have a sense of what it stands for: everyday, affordable and responsible fashion for women, children and men. It is less well known that the chain has stores in five countries – the Nordic countries excluding Denmark, along with Poland and the UK. The number of brands is also growing. There are Newbie and Minorities for children and babies. kay/day is a women's brand that focuses on sound materials, sustainability and timeless design. XLNT is a brand designed to make those with a fuller figure look good, not just offering the same garments as the regular range but in bigger sizes. But Kappahl's CEO, Elisabeth Peregi, still sees the company's heritage and philosophy as a common thread running through today's business. "We still work with Per-Olof Ahl's basic concept, but we do it in a modern way and with a much wider range than just coats as it was back then," she says. "We produce 3,600 custom-made items per season."

### HOLISTIC APPROACH TO DESIGN AND SUSTAINABILITY

Elisabeth Peregi points out that Kappahl is a fashion chain with its own design, production and distribution departments. This means that the entire value chain is controlled by the company itself. To be successful, the clothes must be perceived as stylish, comfortable and affordable, and the customer must be able to trust the company's commitment to sustainability. The clothing industry as a whole is not environmentally sustainable, and consumers are increasingly aware of what they are buying.

"We attach great importance to taking responsibility for our footprint in all aspects of sustainability," she says. "Our ambition is to halve our current environmental footprint. In 2023 we'll also start implementing traceability regarding the origin of all garments in terms of materials and manufacturing."

Sustainability work starts at the drawing board in Mölnådal, where 40 designers and design assistants work on selecting materials for long-lasting clothes. In addition stylish, long-lasting design is a sustainability factor in itself, because the clothes can be used for a long time.



Sustainability efforts do not stop once the garments have left the stores either. A second-hand venture has been launched in Sweden and Norway, the aim being for increasing numbers of Kappahl's customers to be able to buy circular fashion.

#### INVESTMENTS DURING PANDEMIC YEARS PAYING OFF

2022 was an eventful year for Kappahl. The company was affected by the global situation, including wage inflation, higher costs for raw materials and transport and, on top of that, a weakening of the Swedish krona. Nevertheless, the year was the second best in the Group's history after the record year of 2021, when there was pent-up consumer demand after the pandemic.

"Our costs went up in 2022, but so did our sales," says Elisabeth Peregi. "2022 saw fantastic results overall, even if profits were slightly lower than the previous year. But it should be remembered that we're comparing it with a record year. Kappahl is doing very well!"

The background to Kappahl's ability to meet the challenges is the substantial work already carried out during the pandemic to provide the company with the conditions to grow. Firstly, the branding strategy was developed, combined with a review of target groups and the offers aimed at them. Secondly, extensive IT investments were made in customer and cash register systems. This type of investment is not visible to the customer but has enabled Kappahl to take the next step towards profitable growth.

#### E-COMMERCE ON THE RISE

Development is already underway, for example of the Newbie brand, which now has its own e-commerce website in 20 countries. The launch has been well received.

"We want to grow in new markets, in new channels and reach more customers," says Elisabeth Peregi. "So far, Kappahl has always operated through its own sales channels, either physical stores or its own e-commerce. This will continue to be our main track in our existing markets. But we'll also start selling via external channels, such as the major e-commerce platforms."

The first step in this direction was taken during the year by establishing sales operations at the British department store and e-commerce company John Lewis & Partners.

"Our business concept is to celebrate the diversity of everyday life, offering affordable and responsible fashion in a simple and inspiring manner," says Elisabeth Peregi. "We need to be there for a lot of people, so we also need to be present in many places, both physically and digitally."



Elisabeth Peregi, CEO



#### INTERVIEW

## Pioneer and inspiration in a criticized industry

Working on sustainability in a highly criticized industry is challenging. Greater demands and expectations from customers and legislative changes to ensure that companies actually carry out sustainability work and strengthen transparency made their clear mark on Kappahl's sustainability efforts in 2022, according to Lina Nyqvist, Sustainability Manager at Kappahl. "Our customers are increasingly well informed and expect our products to be manufactured from sustainably produced materials," she says. "It's then crucial that we as a fashion company can present them with real solutions!"

Kappahl takes a broad view of sustainability. The company works on improving the quality and choice of materials to extend the life of the garments. The design is more time- and season-oriented and less based on temporary trends – and for some brands, such as Minorities, is even gender-neutral. Kappahl is exploring circular business models, on its own initiative and with third parties. And it has launched a pilot with software developer TrusTrace, initially to map and track the entire denim production chain.

"All the initiatives we ran during the year have given us plenty of valuable experience," says Lina Nyqvist. "In our circular projects, we've gained insights into the demands placed on a garment when the plan is for it to be used several times and by several people, which places higher demands on the quality of the garment. The TrusTrace pilot is also new this year. To make all our garments more sustainable, we need to keep a close eye on the entire value chain – down to every button – which we'll now be able to do. We're starting with denim and are aiming for the traceability to encompass all Kappahl products within a few years."

Sustainability efforts are well established in the company's business strategy. For several years, a matrix structure has been used to more clearly link sustainability excellence to different functions. That organization was further strengthened in 2022. Kappahl's high

level of ambition is also reflected in the corporate environment, which is conducive to trying out new solutions.

"Here, everyone's open to trying new things," says Lina Nyqvist. "This year, for example, we had a 'circular Lucia' campaign, where customers could submit garments for the children's Lucia procession in exchange for a voucher. We were able to sell these garments on to other youngsters celebrating Lucia. For some time now we've been offering our christening dress from Newbie for hire, which has been very popular. All these initiatives may eventually be something we can do on a larger scale."

All the work has started to pay off. In the fall of 2022, Kappahl was presented with *Miljö & Utveckling* magazine's environmental strategy award on the grounds that the company is an inspiration and a pioneer in sustainability in a highly criticized industry – key confirmation that the company is on the right track. But there are still many issues left to work on.

"The key sustainability issue in the fashion industry is to ensure the longevity of clothing," says Lina Nyqvist. "We as a company can do a lot in this regard in terms of design and production, but also by offering guidance on how to take care of garments. We need to better educate our customers to understand the impact of their consumption and how to make sustainable choices. Transparent communication will be one of the areas we'll be working on even more in the future!"



Lina Nyqvist, Sustainability Manager





# Open Air Group

Excitement, community and close proximity to nature – hunting and outdoor activities provide a sense of freedom and independence. And the experience is all the greater if you have the right equipment. Open Air Group’s nine different subsidiaries offer more or less everything you need in the wilderness, from woolen underwear to GPS tracking for hunting dogs.



## Facts

<b>NET SALES</b> SEK 911 m	<b>EMPLOYEES</b> 240	<b>HEAD OFFICE</b> Stockholm	<b>CHAIRMAN</b> Rickard Kemfors	<b>PART OF THE MELLBY GÅRD PORTFOLIO SINCE</b> 2019
-------------------------------	-------------------------	---------------------------------	------------------------------------	--

# For a better experience in nature

2022 has been a challenging year for Open Air Group. But through investments, synergy effects and cost efficiency measures, the group has continued to achieve excellent results on its journey towards providing more people with the right equipment for hunting and outdoor life.

Open Air Group is an acquisition-driven group that aims to grow by consolidating the market for outdoor activities, hunting and dogs. Through cooperation between subsidiaries within each division, synergies generate growth. The three divisions are Brands, Retail and Technology. Group CEO Camilo Sjödin looks back on an eventful year.

“The biggest event of the year was the acquisition of Aclima, a deal that was closed at the beginning of the year,” she says. “Aclima is a Norwegian family business that produces high-quality outdoor clothing. In previous years, we had identified greater interest in their products in their own sales channels, and so we made the investment.”

In recent years, the market has moved considerably. Open Air Group has experienced strong growth since its inception in 2016 and during the coronavirus pandemic. This year will also generate high figures.

## RECESSION MAY POSE CHALLENGES

The challenges for Open Air Group in recent years have concerned adapting rapidly and reviewing their various costs. Identifying further synergies between the different companies is a key part of the company’s strategy.

“Nobody expected the current situation – everything was on the way up at the beginning of the year even though interest rates had already started to rise back then,” says Camilo Sjödin. “Then the stock market started going down, followed by the war in Ukraine and finally inflation. But we’re pleased that we’ve managed to maintain a good level of operating profit, even if we don’t reach our sales target. It’s mainly the Retail and Brands divisions that have been hardest hit by the decline in sales. But overall, thanks to our hard work on keeping costs down, we’re managing to maintain profitability, and Aclima and the Tech division have performed well during the year.”

The Tech division has succeeded in taking shape during the year and has been developed further through cooperation and synergies between the three companies. Uniting the group in this way is crucial to the strategic efforts ahead of us. Open Air Group believes that the future will present even greater challenges, but sales of outdoor products have previously been spared during recessions. Rather, the trend has indicated that more and more people are spending time in nature in their home area instead of spending money on restaurants and trips abroad.

## INVESTING IN FURTHER SUSTAINABILITY

Where Open Air Group is concerned, it is important to not only market a product but also to indicate what the customer can experience with it. It is important to communicate the benefits of experiencing nature in terms of well-being. The products aim to make it easier to get out

into nature, hunt and enjoy the outdoors. Open Air Group’s goal is to develop the best products and services to become the leading e-retailer for activities relating to hunting, dogs and the outdoors. Its ambition is to do this with as low environmental impact as possible.

“Working on sustainability is a necessity in our businesses,” says Camilo Sjödin. “We have responsibilities and goals we want to achieve. We work on the basis of four overarching business objective areas: sustainable range, sustainable supply chains, operating our own business in a responsible and sustainable way and encouraging sustainable outdoor activities.”

Meanwhile, Open Air Group is working on other sustainability initiatives and has just been accepted into the Science Based Targets initiative. To become part of this initiative, companies are required to set targets in line with the Paris Agreement. Broadly speaking, this will provide the impetus and support to enable the company and its subsidiaries to halve their emissions by 2030. At the same time, it will also contribute to a better understanding of the potential risks to climate inherent in the value chain.

“Currently Open Air Group is working to develop products with a longer life and therefore a lower environmental impact,” says Camilo Sjödin. “One example is that the subsidiary Alaska’s next collection is largely made from recycled polyester instead of virgin polyester, which has a greater climate impact.”

At the same time, Open Air Group is contributing to a Norwegian research study in which enzymes will be able to break down polyester in garments made of mixed materials so that the wool can then be recycled for use in new garments. This recycling method aims to increase the possibility of working with textiles in a circular way.

## CONTINUED INVESTMENT

In the future, the company will continue to invest in e-commerce. In both the Retail and Brands divisions, continuing to generate better offers for the company’s customers and make it easier to buy from Open Air Group is a high priority. At the same time, the company will increase efficiency and make better use of its premises.

“Our aim with these investments is to be able to serve more customers while ensuring that our existing customers are even more satisfied and keep turning to us to meet all their outdoor needs,” says Camilo Sjödin.



Camilo Sjödin, CEO



## The tax director who never wants to stop learning (and teaching)

Working with Mellby Gård's different types of companies results in new and interesting tax issues. This is something that Magnus Brokelind, tax manager at Mellby Gård, values highly. Magnus has worked as a tax manager since 2016 and also works with the various social commitments that Mellby Gård is involved in.

**M**agnus Brokelind has more than 30 years' experience in tax law. It all started at Lund University, where he graduated with a degree in economics, supplementing this with essential 'goodies' from the law program. He also regularly taught tax law at Lund University for many years, but now only does this occasionally.

"The best way to learn something is by teaching someone else while working with it hands-on – this is an unbeatable combination for me, as I always want to be at the forefront," he says. "Not developing or acquiring new knowledge makes things boring in the long run."

Magnus Brokelind wants to constantly develop his knowledge, which is why he finds tax law interesting. It's a highly changeable area. At the moment, there are more changes taking place internationally than in Sweden, but a lot of self-study is required to keep up to date with the latest practices – which is something he values highly.

### THE ROAD TO MELLBY GÅRD WAS NEVER LONG

Mellby Gård was not unknown to Magnus Brokelind before he joined the company as tax manager. During his 14 years as a consultant at Deloitte, he had worked closely with the Group for a long time. Once he decided to leave the consultancy business, he asked whether Mellby Gård needed a tax manager, something he already had a hunch about. The Group was interested and the decision was quickly made.

"I knew them well and they knew me well – it was an easy process and the distance to Mellby Gård was short in all respects," says Magnus Brokelind. "The move from the consultancy company to Mellby Gård was a very short one, both geographically and mentally."

In addition to his role as tax manager, Magnus Brokelind enjoys spending time in his holiday home in Nerja on the south coast of Spain with his partner and children. He doesn't mind the hills around Nerja, because it means he gets a lot of exercise. He also enjoys high altitude hiking in the Italian and Austrian Alps. The beautiful nature provides him with a great way to relax. Besides hiking, Magnus Brokelind works out at the gym twice a week and tries to play tennis at least once a week.

### SPONSORSHIP AND SOCIAL COMMITMENTS

At Mellby Gård, Magnus Brokelind is not only responsible for tax issues but also works with Mellby Gård's sponsorship and social commitments. Among Mellby Gård's various social commitments, it is perhaps not surprising that he is particularly passionate about sponsoring the organization Rättvis Skatteprocess (Fair Tax Litigation), an initiative linked to fairness for taxpayers in tax issues, where he is also a member of the organization's tax council. Going forward, he looks forward to continuing to work on the existing projects, but also to welcoming new social commitments that, with Mellby Gård's help, are able to take the next step.

MAGNUS BROKELIND, TAX DIRECTOR AT MELLBY GÅRD

"I look forward to working with existing projects and welcoming new social commitments to Mellby Gård"





# Research and education for a better future

At Mellby Gård, we believe that everyone has the right to an education that encourages personal development and offers great prospects for the future. This lays the foundation for offering society new ways of thinking and thus a larger number of key innovations. We aim to give more people a better future.

## WORLD'S FIRST RESEARCH CENTER FOR CLUSTER HEADACHES

In early 2023 the Mellby Gård Foundation and Karolinska Institutet (KI) launched the world's first research center for cluster headaches, which are also known as Horton's cephalalgia. The Foundation donated SEK 34.3 million to KI to fund the research for the next seven years. Andrea Carmine Belin, Associate Professor and Senior Researcher at KI and her research team will form the basis of the research center.

"We've been researching cluster headaches for years, but it's still an illness that's unknown to the general public," she says. "Although it was described as early as the 1700s, there's been relatively little research into it. Currently there's no cure, and available treatments have a limited effect on cluster headaches. There's also a lack of knowledge about their underlying causes."

Cluster headaches are said to be the most painful thing a person can experience and have also been called 'suicide headaches'. A 2020 study in Texas ranked cluster headaches higher than gunshot wounds, kidney stones and childbirth on a pain scale. Between 3-7 million people worldwide suffer from cluster headaches. Men are the most affected, but the headaches also occur in women. Cluster headaches appear in recurring attacks that last between 15 minutes and up to three hours. Attacks can occur several times a day. About 90 percent of sufferers have an episodic form, meaning that they are symptom-free for up to three months between attacks. Others are affected by a chronic variant without any prolonged periods when the sufferer is symptom-free.

"General knowledge of the illness is poor, and more attention needs to be paid to it to raise the level of understanding and awareness," says Andrea Carmine Belin. "In medical education, headaches form only a small part of the curriculum. As a result, there is a lack of awareness of the illness even among healthcare professionals, which means that it can take up to ten years to get a diagnosis. That's why our research is so incredibly important."

Via the Swedish Brain Foundation, Mellby Gård has recurrently funded cluster headache research for several years.

"The long-term support from Mellby Gård has been crucial for us in building our biobank," says Andrea Carmine Belin. "The latest donation to our research center offers new opportunities for collaboration and for visibility in the wider world, enabling the recruitment of the best researchers and investment in new research projects."

Research on cluster headaches is also conducted through international collaborations in order to compare different results. Commitment to participating in studies is high among patients. The research team is currently investigating how the illness is affected by sleep, whether it is hereditary and whether treatments can be personalized according to genetic predisposition.

"I can only see opportunities in this project!" says Andrea Carmine Belin. "The aim is to find effective treatments that improve the quality of life of those affected by cluster headaches. Both Rune Andersson and Johan Andersson usually provide intelligent insights, and we hope that Mellby Gård will continue to support us. But to succeed, we need more funding to expand the research center internationally and continue to lead the way in cluster headache research."

**Andrea Carmine Belin,**  
Associate Professor  
and Senior Researcher,  
Karolinska Institutet.



## CHALMERS MASTER TEACHER PROJECT AIMS TO ADDRESS THE TEACHER SHORTAGE

Since 2011, Chalmers University of Technology has been working to reduce the current shortage of teachers through the 'Learning and Leadership' master's program. Its ambition is to train 30 new teachers each year. In order for the program to maintain the same high quality and high standard as Chalmers' engineering programs, they have chosen to focus in particular on the 'Master Teacher' project.

Master teachers are active upper secondary school teachers who work part-time within Chalmers teacher training program for three years. Together with Chalmers' skilled teaching staff, they cover an extremely important component of teacher training – that of supplementing theoretical knowledge with practical. Master teachers provide an additional perspective based on their practical experience and give an insight into the day-to-day running of schools.

The Master Teacher project requires continuous funding for it to continue, with Mellby Gård having been one of several financiers since 2017.

"Teachers play an essential role in our society, with their education laying the foundation for that of many others, which is why our Master Teacher project is so important," says Philip Gerlee, head of the 'Learning and Leadership' program. "The contribution from Mellby Gård means a great deal to our project and our activities. The funding helps ensure that the quality of the training and what it can offer can remain the same for years to come, and we're very grateful for that!"

**Philip Gerlee,**  
head of the 'Learning and Leadership' program,  
Chalmers University of Technology





# Feralco

Clean drinking water is such an obvious part of life, we barely think about it at all. Clean water emerges from the taps in most countries in Europe. Wastewater treatment plants around the world rely on chemicals for the treatment process. Feralco is one of the companies manufacturing products that make clean water possible.

## Continued growth despite market headwinds

Almost everywhere there is a need to treat water, Feralco is involved. As one of the leading European manufacturers, they produce and supply high-performance water treatment and process chemicals, ensuring that millions of people have access to clean drinking water.

**A**head of 2022, Feralco had high expectations; the pandemic was getting under control and the economy was recovering. Reality turned out differently, as Feralco CEOs Ludovic Huitorel and Stephen Childs describe. Russia's war in Ukraine continues to have worldwide effects, and Feralco has not escaped these.

### MANY MARKET CHALLENGES TO OVERCOME

The main challenge this year has been to overcome all market barriers – supply chain problems, the energy crisis and raw material shortages. Put simply, the year has entailed huge cost increases.

“In some respects, 2022 has been more of a challenging year than the years of the pandemic,” says Stephen Childs. “On the one hand,

our raw materials come from industries that are energy-intensive and therefore severely affected by the energy crisis. On the other, we've historically had many fixed price agreements with water companies and municipalities. This year we saw our purchase prices increase rapidly – sometimes fivefold for some raw materials. We're currently working with all our customers to generate more flexibility in our existing contracts, making us all less vulnerable to major changes in the market.”

Feralco has also focused sharply on ensuring a stable supply of essential water treatment products to its customers. Thanks to the company's efforts, no customer or water treatment plant has been significantly affected by the supply shortage.

### Facts

<b>NET SALES</b> SEK 2,042 m	<b>EMPLOYEES</b> 262	<b>HEAD OFFICE</b> Helsingborg	<b>CHAIRMAN</b> Mikael Helmersson	<b>PART OF THE MELLBY GÅRD PORTFOLIO SINCE</b> 2001
---------------------------------	-------------------------	-----------------------------------	--------------------------------------	--



“Feralco stands for stability and resilience,” says Ludovic Huitorel. “Due to the nature of our business – vital water treatment – economic crises do not usually affect us so much. Regardless of external events, people will still need to have access to clean drinking water and have their wastewater treated. But this year it’s been a challenge to secure a stable supply, and I’m grateful for the hard work done throughout our organization to ensure the supply of these essential products.”

#### WORKED ON SUSTAINABILITY FOR 20 YEARS

Feralco has evolved in recent years to become even more environmentally friendly and circular. The company now has a very low carbon footprint. The main raw material in their products comes either from non-fossil sources or is a by-product of other industries. More recently, Feralco has also looked further into schemes to reuse the chemicals they market themselves, with great success. Moreover, when looking at new investments, sustainability and circularity are in focus.

“We’re an industrial company working with chemicals, which can often be seen as negative,” says Ludovic Huitorel. “But I want to emphasize that we deliver sustainable products with minimal impact on the environment. Sustainability is something we’ve been working hard on for more than 20 years. We’re proud of the high level of circularity and low carbon footprint of our products, but we’re always striving to improve our performance in these areas.”

#### EXPANSION TO FUTURE-PROOF THE BUSINESS

Despite the many challenges this year, the company has generally performed better than last year. With two new acquisitions in 2021, Feralco has taken strategic steps in expanding its market and product portfolio while integrating multiple parts of its value chain into its own operations.

“We acquired two new companies halfway through last year, and a major challenge this year has been to integrate them into the Feralco Group,” says Stephen Childs. “In hindsight the integration has gone very well, and both companies have made a positive contribution to the year’s financial result.”

In 2023 Feralco’s focus will be on continuing to do more of the same – expanding its activities in the water treatment field. To help address the issue of raw material shortages, Feralco has made some major investments that will be launched in 2023 – investments that will expand Feralco’s production capacity and support continued growth.

“I’m proud of what the entire company has achieved in these difficult times,” says Ludovic Huitorel. “We’ve continued to work hard, grow, integrate our new acquisitions and even made new investments while adapting to a completely new market situation and a challenging world. It’s certainly been an interesting and stimulating year for the Feralco Group.”

Stephen Childs and  
Ludovic Huitorel, CEOs



# Securing drinking water in war-torn Ukraine

INTERVIEW

Russia’s war on Ukraine has been devastating for the country and its civilian population. In the early stages of the war, Russian troops seized the only production unit for what are known as coagulants – essential for water purification – and bombed key infrastructures, leading to a massive shortage of drinking water. As early as April, UNICEF declared that 1.4 million people lacked safe and clean water in Ukraine.

Following discussions with the Ukrainian government in the early days of the war, Feralco decided to help and provide Ukraine with water treatment products to secure their production of drinking water. Ludovic Huitorel, one of Feralco’s CEOs, explains:

“After discussions with the Ukrainian Minister of Environmental Protection and Natural Resources, Ruslan Stilets, we had to act quickly to supply products that could ensure clean drinking water,” he says. “To supply our products to Ukraine, they had to be listed on the EU list of products for humanitarian aid. Since then we’ve been able to provide frontline areas with the necessary resources to ensure clean and safe drinking water.”

To make it easier for other companies to contribute, Feralco set up the Water for Ukraine organization.

“Our ambition for Water for Ukraine is to bring together other companies and organizations in our industry that are willing to

donate products to help Ukraine,” says Ludovic Huitorel. “We also hope to involve other companies that can provide other necessities that Ukraine requires. Every contribution – big or small – is crucial.”

Water for Ukraine enables and facilitates Feralco and other companies involved in the initiative in supplying their products to areas in need. This means that Feralco, through Water for Ukraine, can maintain a consistent supply of water treatment solutions throughout Ukraine. UNICEF is now stepping in to take over responsibility for this critical supply chain.

“After months of work, we were about to phase out our part in it, as UNICEF was going to start supplying our products to Ukraine instead,” says Ludovic Huitorel. “But the bombing of the water infrastructure escalated in the fall, and we were asked to continue our deliveries. So we did! In this situation, you just have to roll up your sleeves and do what you can to help.”

The ongoing deliveries from Feralco and UNICEF enable Ukraine to continue to treat drinking water in the war zone. In late 2022 the Water for Ukraine initiative was recognized with a Responsible Care Award from the European chemicals industry for outstanding humanitarian aid work in Ukraine.



# Duni Group

The Duni Group is a leading supplier of attractive and functional table setting and takeaway products. The group markets and sells two brands, Duni and BioPak, which are represented in more than 40 markets. The Duni Group employs around 2,300 people in 24 countries, and it has its own production facilities, mainly at the wholly owned Rexcell paper mill in Dalsland, central Sweden. There are also production facilities in Germany, Poland, Thailand and New Zealand.

## Facts

<b>NET SALES</b> SEK 6,976 m	<b>EMPLOYEES</b> 2,231	<b>HEAD OFFICE</b> Malmö	<b>CHAIRMAN</b> Thomas Gustafsson	<b>PART OF THE MELLBY GÅRD PORTFOLIO SINCE</b> 2007
---------------------------------	---------------------------	-----------------------------	--------------------------------------	--

## Ensuring long-term growth focusing on sustainability and circularity

Duni Group enables people to socialize around good food and drink, in restaurants and at home. Even though the company's operations were affected by the pandemic in the spring and then by the war in Ukraine, sales increased in the second half of the year, while the company also made great strides in the area of sustainability.

**W**hen the restrictions were lifted in the spring, the industry received a huge boost, according to Robert Dackeskog, CEO of Duni Group. People wanted to meet up, eat and travel again. Festivals, parties and weddings finally took place. The HoReCa (Hotel/Restaurant/Café) market started to recover.

"The third quarter, which was the first full quarter that was not affected by any restrictions, saw a sales increase of 26.2 percent, and we delivered an operating profit that was historically strong," says Robert Dackeskog.

As the pandemic loosened its grip, Europe had already entered a new crisis – the war in Ukraine. At the outbreak of war, Duni Group took an active stand against the invasion, closing down its operations in Russia.

"With accompanying inflation and rising energy and raw material costs, we have worked consistently to implement price increases for our products and services," says Robert Dackeskog. "However, the consequences of the current geopolitical situation remain uncertain, including the impact on the buying behavior of end consumers."

Duni Group's takeaway segment grew strongly during the pandemic, buying behavior that has continued. The outlook is also positive in terms of the HoReCa market continuing its recovery.

"The key to moving forward as an organization is to be adaptable," says Robert Dackeskog. "We train our leaders to lead in times of uncertainty and change. With that in mind, I'm optimistic about the future."



## IMPLEMENTING THE STRATEGY

Last year, Duni Group updated its strategy – ‘Our Decade of Action’ – with the overall goal of being the leading sustainability company in the industry by 2030. By taking this step, the company has made an active choice to become a more purpose-driven company and establish a clear direction and ambition. These efforts have generated positive reactions both internally and externally.

“Within the organization, staff started to actively review the strategy, our sustainability goals and values and how they could be adapted to their own local operations,” says Robert Dackeskog. “We took a big step this year and have learned a great deal. At the same time, we made a decision to focus on the HoReCa market and to be the partner of choice for hotels, restaurants and cafés when they’re choosing sustainable products and services for the future.”

The aim of Duni Group’s strategy is for the group to become the industry’s sustainability leader, with ambitious goals to become circular at scale, to have net-zero climate emissions and to practice what they preach. This has included, during the year, Duni Group completing its switch to renewable electricity in all its European facilities and also beginning to report on its climate impact on a quarterly basis, being the first in the industry to do so. To be a credible sustainability leader, Duni Group has also invested heavily in training its own employees in areas such as leadership and sustainability.

“This is a key part of propelling us forward,” says Robert Dackeskog. “We want to accelerate knowledge acquisition and bring it to the whole organization. It’s important that we at Duni Group can offer expertise to our customers. As a step in this direction, we’ve appointed sustainability ambassadors across the organization to pursue these issues further. A lot of people were interested, which shows the amazing level of commitment we have in the company!”

## INVESTING IN SUSTAINABILITY

The corporate investments made in 2021 and the resulting product launches are further evidence of Duni Group’s strategic focus on profitable growth and development. Sustainability and circularity are a common thread in this respect.

“Duni Group’s aim is to inspire the world to give more than we take,” says Robert Dackeskog. “That’s why we believe in the transition to a more circular society and want to invest knowledge and capital in solutions based on the concept of circularity.”

The investments in Bumerang and Relevo are investments in two companies with such circular solutions. Relevo has created a digital platform of reusable takeaway products and is working towards combating the problem of plastic waste by offering smart and sustainable solutions that are easily accessible for businesses in the HoReCa industry. The partnership expands Duni Group’s already wide range of sustainable takeaway packaging solutions. Similarly, Bumerang wants to use technology and a digital platform to tackle the current waste problem with a returns system for takeaway packaging.

The year ended with additional focus on long-term growth. In December Duni Group welcomed Australia-based private equity and venture capital firm Five V Capital as a minority stockholder in the group’s subsidiary BioPak Pty Ltd, which is also based in Australia and New Zealand.

“Together we will accelerate BioPak Pty Ltd’s expansion in Asia Pacific and additional markets,” says Robert Dackeskog. “The partnership will also strengthen Duni Group’s strategic focus on profitable growth and development.”



**Robert Dackeskog,**  
President and CEO



Single-use items have not been looked upon favorably in terms of their sustainability over the years. Since the 2019 EU Single Use Plastics Directive, the issue of plastics and single-use items has dominated the market, and the recent EU Packaging Regulation clearly shows that legislators think reusable solutions are the way to go. From 2023 in Germany and 2024 in Sweden, all catering establishments using single-use items must also offer a reusable option. Duni Group works continuously to stay at the forefront and offer circular, climate-smart solutions, according to Erik Lindroth, Sustainability Director at Duni Group.

“Single-use items will exist in the future, but we need to find sustainable solutions that can continue to meet requirements for hygiene, climate-smart transport and functionality,” he says. “We have an important role to play in this area in relation to our customers. By choosing better materials and products, we provide opportunities for the customer to take clear steps forward in their sustainability efforts and generate value from them. We want to make the customer a hero.”

Duni Group believes strongly in using both single-use and reusable solutions, which is clear if you look at several of last year’s investments. Neither one is automatically more sustainable than the other – it is the system surrounding the product and how well this works that determines how sustainable the solution is.

“In many cases, reusable solutions need to have a reuse rate of 97–99 percent, which is very difficult to achieve,” says Erik Lindroth. “A single-use product made from recyclable and renewable materials may then be the more sustainable option. Our investments in Bumerang and Relevo thus complement our business – we can learn from them and they can grow through us. In the future, we want to see sustainable single-use items sold along with sustainable reusable

solutions, where Duni Group as an expert can help the customer select the best solution for their business and needs.”

Because Duni Group’s large group of sales personnel in Europe is in close contact with customers, it can quickly bring new solutions to the market and serve as a catalyst for change. The company is constantly developing its products and the systems they are part of.

“We currently work in partnership with the Swedish company &Repeat, which provides a deposit system via QR codes on single-use packaging,” says Erik Lindroth. “The code is scanned when you put them in the right box, enabling more material to be sorted more accurately and thus recycled. At Duni Group, we’re also looking at the possibility of using QR codes on our packaging, where the consumer can get information on how to sort the packaging in the country they’re in.”

One of the company’s goals is for its entire range to be fully circular by 2030. It has therefore been important for Duni Group to adapt its entire business and its offering to customers at an early stage.

“It’s better to get onboard with a change early on and turn it into an opportunity – and it’s also much more fun!” says Erik Lindroth. “It generates a completely different impetus throughout the company, which is necessary if we are to achieve our long-term goals.”

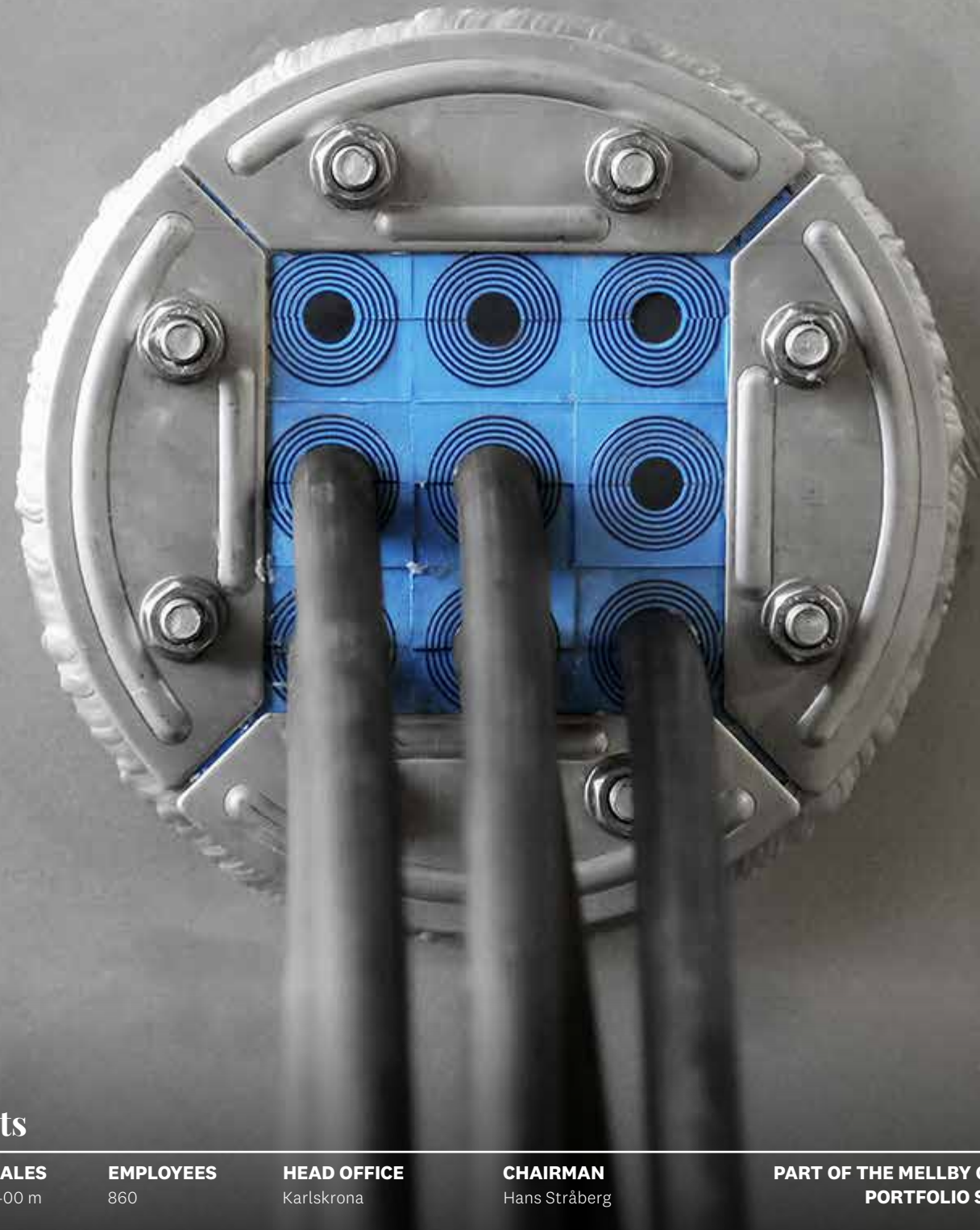


**Erik Lindroth,**  
Sustainability Director



# Roxtec

In the space of 30 years the Multidiameter™, invented in a garage in Karlskrona, southern Sweden, has established Roxtec as a global leader in sealing solutions for cable and pipe bushings. Its modular and scalable solutions, which are used in a multitude of industries and environments, are available in 80 markets through subsidiaries and distributors. Where many of its customers are concerned, Roxtec's solutions are essential when it comes to guaranteeing safety and operation and protecting lives and assets.



## Facts

<b>NET SALES</b> SEK 2,400 m	<b>EMPLOYEES</b> 860	<b>HEAD OFFICE</b> Karlskrona	<b>CHAIRMAN</b> Hans Stråberg	<b>PART OF THE MELLBY GÅRD PORTFOLIO SINCE</b> 2006
---------------------------------	-------------------------	----------------------------------	----------------------------------	--

# Another record year – despite a troubled world

Despite 2022 being yet another year of uncertainty and instability, the Roxtec growth curve is continuing to ascend. Sales smashed previous records, despite the company winding down its Russian operations. Despite continued challenges due to material shortages and price increases, the target of 3 billion Swedish kronor in sales by 2025 is within reach.

**R**oxtec manufactures scalable sealing modules for cable and pipe bushings for demanding environments with multiple performance requirements – on land, at sea and underground. The company's seals are therefore found in the most diverse industries and contexts – in everything from Italian superyachts to wind turbines, on rigs and platforms, in heavy industry and at research facilities – where they fulfill a wide range of functions. The seals are also essential in a variety of mission-critical IT and infrastructure. Today Roxtec makes sales in 80 markets through both subsidiaries and distributors. The company's CEO, Magnus Holmberg, explains:

"We've seen very strong organic growth of almost 9 percent in 2022 and hope to end up with sales of over SEK 2.4 billion," he says. "Currency developments and inflation have been favorable in terms of the development of sales, and we've been able to safeguard our profitability despite cost increases. The component shortage has been a challenge during the year, but our purchasing department has done a fantastic job and so we've managed to keep production going."

As a consequence of Russia's invasion of Ukraine, Roxtec's board of directors decided early on to shut down operations in Russia. The closure took place gradually to protect employees and ensure that all steps in the legal process of closure were carried out in accordance with the rules.

"I think we handled the situation responsibly," says Magnus Holmberg. "We made great efforts and attempted to protect our staff on the ground in Russia. It was absolutely the right decision to make. In addition, our products are now subject to sanctions."

## STANDING STRONG WITH SEVERAL STRINGS TO ITS BOW

Roxtec's three business areas are Marine & Offshore, Power & Process Industries and Industry & Infrastructure. From a geographical perspective, the North American market showed strong demand in Power & Process. In April 2023 Roxtec will open its new headquarters in Tulsa, Oklahoma. This is part of establishing a stronger presence on the other side of the Atlantic, focusing on continued growth. In Europe, developments are more mixed. The southern parts started the year strongly, but the market gradually weakened. The trend in northern Europe was the opposite: initially weak and then gradually growing.

As forecast, the Industry & Infrastructure business area developed strongly, and Roxtec won several deals in Europe and the US for semiconductor manufacturers. The Asian market has continued to be sluggish as a direct result of China's recurring lockdowns, which are hitting hard across the region. Most affected is Power & Process, where investments in offshore wind power came to a complete halt in 2022.

"The fact that Roxtec has several strings to its bow, both in terms of business segments and regions, is a source of strength," says Magnus Holmberg. "It's clearly an explanation for this year's success."

## GOOD MOMENTUM IN THE DIGITAL BUSINESS

For a couple of years, Roxtec has been focusing on increasing sales of its own software (SaaS), alongside its traditional products. The digital portfolio offers great opportunities for customers to have full control over their cable bushings. In short, customers can customize and document their solutions from the drawing board to installation and regular inspection, as well as manage registration, quality control and updates themselves.

"We've seen our digital business start to take off during the year," says Magnus Holmberg. "Customers can see the added value of our software. This type of sales requires different skills, and to utilize digital product potential, Roxtec also needs to recruit more sales personnel."

Roxtec is also certified to inspect watertight cable bushings on ships and offshore installations. Due to new legislation and a backlog of on-site inspections as a result of the pandemic, Roxtec expects service assignments to grow in the long run.

## THE ROAD TO THREE BILLION

Last year Roxtec launched a new sales target to reach SEK 3 billion in 2025. The way to achieve this is by recruiting people with the right skills and continuing to invest in product development, the customer experience and value-adding services. In 2022 45 new employees, not including replacement recruitments, started working at Roxtec. Going forward, increasing staff levels remains a priority, mainly in sales-related activities and IT. With 2022 in the rearview mirror, Magnus Holmberg remains optimistic about the future.

"To sum up, it's been a challenging year, but Roxtec employees have much to be proud of," he says. "We believe in further expansion. Roxtec has several new products and a larger digital offering that we will be rolling out in the coming years, and that will be accompanied by a lot of new recruitment and growth."

Magnus Holmberg, CEO





# Älvsbyhus

For over 75 years, the family-owned company Älvsbyhus has been building houses all over Sweden. Nowadays, the company is also a Nordic group with operations in Sweden, Norway and Finland.



## Facts

**NET SALES**  
SEK 1,400 m

**EMPLOYEES**  
296

**HEAD OFFICE**  
Älvsbyn

**CHAIRMAN**  
Erik Andersson

**PART OF THE MELLBY GÅRD  
PORTFOLIO SINCE**  
1995

## Fully booked factories – but challenging times ahead

Your home is your castle. Älvsbyhus offers an affordable option for those dreaming of their own house. However, after a couple of record years when the pandemic made many people want to leave urban areas for a less densely populated existence, things have turned around. Rising interest rates and price inflation became a less than pleasant combination in the second half of last year.

Älvsbyhus is being run by the third generation of the Johansson family, current CEO Kent Johansson, after his father Donald Johansson and his grandfather, founder Göran Johansson. The company builds prefabricated houses and delivers them on a turnkey basis to the buyer's lot. Manufacturing in Älvsbyn has been fine-tuned for decades, with everything from the production of fitted kitchens, its own sawmill and railway tracks for freight generating a level of cost efficiency that is hard to beat. This is no secret but a well-known and indisputable fact behind the long-standing success of Älvsbyhus.

"This is the reason why we can have the highest profitability in the industry, year after year, while keeping prices lower than our competitors," says Kent Johansson. "We have control over the entire production chain and are constantly finding new ways to work more intelligently and more efficiently. Due to our in-house production of each component, we also have control over the quality."

### BIGGEST IN THE MARKET – FOR THE 23RD YEAR IN A ROW

The pandemic brought unprecedented demand for single-family homes. The company's three house factories in Älvsbyn, Bjärnum and Kauhajoki in Finland have been working at full speed since the summer of 2020. Älvsbyhus sells its products in Sweden, Norway and Finland. The Swedish market is the biggest by some margin, selling 500 houses in 2022. This gives Älvsbyhus a market share of just over 11 percent, making it the industry leader – a position it has held for 23 years in a row.

Close to 200 houses were sold during the year in Norway, with higher profitability than in Sweden. Prices in Norway are higher than in Sweden due to different building standards, and also because of Norwegian purchasing power, which is relatively strong. More than 100 houses were sold in Finland. Finnish homebuyers have started to return to Älvsbyhus after a few lean years.

Demand during the pandemic meant that the order book was fully subscribed for almost two years, resulting in increasingly longer lead times. Around 730 houses were delivered in 2022, and the factories are booked to run at the same capacity throughout 2023, provided that order intake picks up before the summer.

### LOWER DEMAND TO BE EXPECTED

However, the combination of higher interest rates and inflation is reducing the demand for housing. Inflation also affects the prices of Älvsbyhus' inputs, forcing price increases.

"We have fixed price lists, so the customer knows what their house will cost, and it doesn't increase in price while they're waiting for

delivery," says Kent Johansson. "We're proud of that. But when our purchase prices go up while the price to the customer remains unchanged, it affects profitability. We've updated our price lists more frequently. Now we adjust them about every four months compared to every six months in the past. The price of a finished house has gone up by around 20 percent since 2021. But this is 20 percent of a lower amount than our competitors, so in monetary terms our price increases are smaller."

However, Kent Johansson is moderately concerned. He points out that interest rates are expected to peak in 2023 and then stabilize. In addition higher energy prices have provided an incentive to save energy, and a new Älvsbyhus house is extremely energy-efficient after major investments in energy-efficient walls.

"It remains to be seen how new sales will fare in 2023," says Kent Johansson. "But I'm an optimist. There will be pent-up demand. I think sales will pick up during the year."

It is also a question of fine-tuning the range by introducing new house models. During the year, a new single-story house of 129 square meters was launched which, with its spacious rooms and possibility of a home office, was in demand.

### BUILDING PERMIT REGULATIONS A CHALLENGE

One challenge for a manufacturer of standardized houses is the building permit regulations, which can be interpreted differently in different municipalities. One example is a case in Nässjö where the municipality did not grant a building permit for an Älvsbyhus house because the distribution board was placed too high up. The municipality claimed that disabled people would not be able to reach it, even though the board was positioned in accordance with national building permit regulations. However, Älvsbyhus won the case in all instances after the municipality appealed, which will hopefully set a precedent.

"I wish municipalities would stick to the national building permit regulations, which we use as a basis when designing our houses," says Kent Johansson. "This would save us, the municipalities and, not least, the customers time and money."



Kent Johansson, CEO



## Strategic work and internal networks high on the agenda for the Group's new CFO

Since 1 December 2022 Johan Sandberg has been the new CFO of Mellby Gård. But he is not a new name in the Group. He was most recently CFO at Smarteyes, the optician's chain that Mellby Gård built from scratch and which was divested in 2022.

**J**ohan Sandberg grew up in Örebro and moved to Gothenburg to study at School of Business, Economics and Law at the University of Gothenburg. He then spent ten years as an auditor at EY before being appointed CFO at Smarteyes – a position he held for just over seven years.

“My time at Smarteyes has given me a good insight into how Mellby Gård works from a subsidiary's perspective,” he says. “When the opportunity arose to apply for the position of Group CFO, at a very convenient time for me, I didn't hesitate.”

### **DIVESTMENT OF SMARTEYES RESULTED IN LESSONS LEARNED**

During Johan Sandberg's last year at Smarteyes, he spent much of his time on the divestment of the company.

“I became a key project manager for the company in this respect,” he says. “The work was intense, but very enjoyable and instructive. I'd say that it's one of the single most important projects in my career so far. I've been involved in similar processes before during my time as an auditor, but more in limited areas. I was now in contact with virtually all parts, which gave me broad and detailed knowledge of how best to take the process to the finish line.”

“When the sale of Smarteyes was completed, I was able to 'look up' and then realized that the CFO position at Mellby Gård had not been filled,” says Johan Sandberg. “My discussions with Mellby Gård intensified after the summer, and then things went quickly because we knew each other well beforehand. I appreciate that I can continue to be a part of Mellby Gård.”

Johan Sandberg says that there are obvious differences between the two CFO assignments: Smarteyes is a growth company with net

sales of about SEK 700 million, while Mellby Gård is a group with many subsidiaries and associated companies with net sales of over SEK 11 billion.

### **DEVELOPING INTERNAL CONTACTS WITHIN THE GROUP**

“At Smarteyes I also worked operationally on business-related issues so I could keep my ear to the ground and act quickly,” says Johan Sandberg. “At Mellby Gård I'll be working more from a Group perspective, and I look forward to building on the contacts with the subsidiaries and their highly skilled CFOs.”

“Creating and maintaining internal networks within the Group is an important task, both in terms of sharing knowledge between companies and of ensuring relevant and effective governance from an owner perspective,” he says. “Furthermore, I hope to get the opportunity to regularly visit the Group's companies to stay up to date on their activities.”

### **LOOKING FORWARD TO WORKING MORE STRATEGICALLY**

“It will be very exciting to work more strategically,” says Johan Sandberg. “I learned a lot from the sale of Smarteyes, and in the future we will probably engage in similar processes, especially in terms of acquiring companies. These are intense and challenging tasks that I look forward to being part of.”

“Based on the short time I've been here and especially on my years at Smarteyes, I see Mellby Gård not only as a family business, but as a less formal business,” he says. “Decision paths are short, the team at Mellby Gård is highly skilled and there's always someone to discuss different issues with. I find it very gratifying to have the opportunity to continue working in the Mellby Gård Group.”

JOHAN SANDBERG, CFO AT MELLBY GÅRD

“It's very gratifying to continue working at Mellby Gård”





# The power of sports in society

At Mellby Gård we want to give clubs and athletes the opportunity to do what they do best – practice their sport! Sports and athletics involve and engage a lot of people. With the right input, this power can be harnessed to create better conditions for athletes and the world surrounding them.

## TRELLEBORGS FF'S WOMEN IN ELITETTAN 2023!

Trelleborgs FF is close to Mellby Gård's heart. That's why it's great when the teams excel. The men's team finished in fourth place in the Superettan league, but the women's team did better, winning division one. After this win, a qualifier against BK Häcken awaited – a close match that ended in victory for the women's team and promotion to the Elitettan league. The team was given the award for sports achievement of the year in Trelleborg municipality for this feat.

Mellby Gård and Trelleborgs FF have a long-standing partnership that aims to make the soccer club available to everyone. Trelleborgs FF thus offers both boys and girls the opportunity to be active in their free time by giving soccer a try. The hope is that soccer will then be part of the rest of their lives. The collaboration between Mellby Gård and Trelleborgs FF has also contributed to the successful initiative in women's soccer. Johan Bauer, sports director for Trelleborgs FF's women's team, explains:

"Mellby Gård's recurring sponsorship of the club has helped us invest further in women's soccer. The women have quickly climbed the leagues, which isn't an easy thing to do. Each step on this journey

requires additional resources, and we're very grateful that Mellby Gård is choosing to continue to support the women's success!"

As the women's team is now moving up to the Elitettan league, Mellby Gård has decided to make targeted sponsorship investments. It will match the amount that other existing sponsors decide to increase their sponsorship by, krona for krona. The money will mainly go to the elite women's team and girls' activities to enable them to achieve further success.



**Johan Bauer, Sports Director, Trelleborgs FF Women**



## LENA MALMSTRÖM AND FABULOUS FIDELIE AIMING FOR THE 2024 PARALYMPICS

Lena Malmström made her debut in para-dressage at the age of 47, but she has participated in equestrian sports since childhood. Since then her career has gone from strength to strength, and with her own horse, Fabulous Fidelie, she has enjoyed great success. Fabulous Fidelie is the third highest ranked horse in Sweden, after Henrik von Eckerman's horse King Edward and Jens Fredricsson's horse Markans Cosmopolit.

2022 has been a particularly good year due to Fabulous Fidelie being on excellent form.

"My horse Fabulous Fidelie has been in absolute top form this year, but we still have more to give!" says Lena Malmström. "The year began with our first international win, which was followed by double wins at the Nordic Championships. We also won a gold medal at the Swedish Championships and were in the top three internationally several times. At the end of July we took part in the World Championships in Herning, finishing in an admirable sixth place."

The European Championships in Reisenberg, the Nordic Championships, the Swedish Championships and several

international starts await in 2023. Their long-term goal is to qualify for the Paralympics in Paris in 2024. With the help of sponsorship from Mellby Gård, they can take the next step towards achieving this goal.

"The future looks bright, and receiving support from Mellby Gård means a great deal to us," says Lena Malmström. "Fabulous Fidelie and I have been incredibly well taken care of by Mellby Gård's professional equestrian staff, Anneli Maja Emretsson and Norse Alfredsson. We want to thank you for your support, and I'll do everything I can to make you proud of us!"



**Lena Malmström**

## FC ROSENGÅRD AND THE TIM BERGLING FOUNDATION: FOR A BETTER DAY

Year after year, women's soccer club FC Rosengård shows the importance of working together to achieve further success. Including this year's league and cup wins, their total number of wins is thirteen Swedish Championship golds, six Swedish Cups and four Super Cups. While the club continues to reap sporting victories, FC Rosengård is also increasing its social commitments. FC Rosengård collaborated in 2022 with the Tim Bergling Foundation, founded by the parents of artist and songwriter Tim Bergling – also known as Avicii. The Foundation is actively involved in various initiatives aimed at preventing mental health problems among children and young people.

Mental ill-health among this group has increased in recent years, something FC Rosengård and Mellby Gård take very seriously. By creating opportunities for physical activity and giving young people

a sense of belonging, FC Rosengård and Mellby Gård hope to reverse this trend. Together with the Tim Bergling Foundation, the club organizes discussions and training to generate an understanding of mental ill-health and a discussion platform for children, young people and coaches. The club provided mental health training for over 500 coaches and players in 2022.

On 14 October FC Rosengård wore an exclusive match kit developed with the Tim Bergling Foundation featuring quotes from the club's youth players. The quotes described the ways in which soccer makes them feel good. In addition to Mellby Gård's ongoing commitment to the club, they lent the club their sponsorship space on the stand for this purpose. After the match, the shirts were auctioned off to benefit the club's continued efforts to prevent mental ill-health – #ForABetterDay.



# AcadeMedia

High-quality education and conditions that allow everybody to reach their full potential – these are the guiding principles of AcadeMedia, the biggest education company in northern Europe. The company's size per se provides a sense of security and creates the opportunity for the company to be a long-term stakeholder in education that helps build communities.

## Facts

**NET SALES** SEK 14,000 m  
**EMPLOYEES** around 20,000  
**HEAD OFFICE** Stockholm  
**CHAIRMAN** Håkan Sörman  
**PART OF THE MELLBY GÅRD PORTFOLIO SINCE** 2017

# Interest in independent schools has never been greater

Thirty years after the Swedish independent school reform, interest in independent schools has never been greater. A total of 400,000 pupils currently attend an independent school in Sweden. AcadeMedia works to ensure that students and parents feel secure in their daily lives and can rest assured of a high-quality education.

After a long and difficult period during the pandemic, 2022 was a year in which AcadeMedia was able to return to its normal routines. As a result of the pandemic, much of the teaching, especially among older students and adult learners, took place online. The insights gained by both teachers and students on different teaching methods are crucial going forward.

In total AcadeMedia has more than 700 units with almost 200,000 preschool children, school-age students and adult education students. It employs around 18,900 people. It is northern Europe's leading, single largest independent education provider, with operations in Sweden, Norway, Germany and the Netherlands. In Sweden AcadeMedia offers preschools, primary and secondary schools and adult education. Where the other countries are concerned, there are preschools in Germany, and also primary and secondary schools and adult education since fall 2022.

## GROWING IN EUROPE THROUGH ACQUISITIONS

In November 2022 the group announced its acquisition of the German school company Fürstenwalder Aus- und Weiterbildungszentrum, FAWZ. The deal marked a breakthrough outside Sweden in education above preschool level, adding around 2,300 school and adult students and 320 employees to the group. President and CEO Markus Strömberg explains:

"We're continuing with our international strategy. Sweden and Norway are relatively mature as markets, while there are great opportunities for expansion in the surrounding countries. We've had a challenging few years with the pandemic, but I'm proud to say that, in spite of this, we've been able to maintain a pace of 15 new units per year."

Sweden is still the largest country in terms of operations, and there were Swedish parliamentary elections in 2022. In the election debate, there were calls to limit the activities of independent schools in various ways. However, Marcus Strömberg makes a distinction between the political debate and what is actually happening in people's daily lives.

"Demand for independent schools has never been greater than it is today, and it exceeds supply," he says. "Nearly one million parents have a relationship with an independent school due to their children attending one. I feel that the political debate differs from public opinion."

## ADVOCATING REFORMS FOR FREEDOM OF CHOICE AND QUALITY

Marcus Strömberg points to the unique nature of the Swedish model – that everyone can attend an independent school, not just those with a lot of money. At the same time, a great deal of responsibility falls upon the independent schools, and in particular on AcadeMedia as the largest operator, to ensure that all schools are of good quality. This is why AcadeMedia is advocating a series of reforms regarding the grading system, school vouchers, school choice and national testing. The aim is to create a school system with freedom of choice, without leaving individual schools and students behind. At the same time, high-performing students should be acknowledged and receive teaching appropriate to their individual level.

Constructing upper-secondary schools in campus form is another idea that highlights and integrates students from different backgrounds and different areas of interest and education. Opened in 2022, the Södermalm and Vasastan campuses in Stockholm are examples of bringing together several upper-secondary schools with different specializations in one place. They have 4,200 students in total.

"Together, the Södermalm and Vasastan campuses are our largest investment to date, with a financial commitment of SEK 1.2 billion," says Markus Strömberg. "We're taking upper-secondary education to the next level with these initiatives."

## ADULT EDUCATION IN GAME DEVELOPMENT

AcadeMedia's adult education saw slightly weaker growth in 2022, but this was compared to record levels, as many people applied for courses during the pandemic. After the pandemic, many adults have gone back to work.

A successful venture at post-secondary level is game development courses. The year saw the acquisition of Futuregames, which is ranked as one of the world's top games courses. The group already includes the renowned The Game Assembly.

"Never before has AcadeMedia done so much for so many," says Markus Strömberg. "We're following our roadmap of international growth and investing in quality and pedagogy in a safe environment."



Marcus Strömberg, CEO



# Klarahill driven by desire to grow and change

Klarahill was formed in 2014 with the ambition of consolidating and transforming the Swedish funeral industry. An aggressive acquisition strategy combined with strong brands is helping the group increase its presence in a larger number of locations while developing its service offering in funerals and family law.

**D**uring the year, Klarahill, the funeral division of the Group, continued on its acquisition journey. Today the company has around 60 offices and more than 100 employees – from Uppsala in the north of Sweden to Malmö in the south. Acquisitions and a clear business model form the basis for profitable development that continued in 2022. The funeral business increased its sales by 38 percent – to SEK 202 million.

## STRONG NETWORK IMPORTANT IN COMPETITION

The many acquisitions have enabled Klarahill to quickly and successfully integrate new funeral homes into the group. A strong internal culture is required to keep 60 funeral homes in line with each other, each of them established to a great extent in the local community and with a habit of doing things their own way. During the year Klarahill initiated a strategic valuation process. This was about demonstrating the benefits of the funeral home network and assuring the quality of what is offered. At the same time, it is important to maintain a local identity and entrepreneurial spirit in order to be competitive, explains CEO Sven Ackell.

“In 2022 we focused much more sharply on strengthening our team spirit, in particular by bringing everyone together at a staff conference on the theme of Together,” he says. “This provided new insights and gave us an energy boost.”

For more than 15 years there has been a debate about whether the Church of Sweden should be able to run funeral homes, and at the end of 2022 the General Synod decided to allow this. Klarahill believes that the legislation is inadequate and that the decision will lead to unequal and unhealthy competition that will hit smaller funeral homes particularly hard.

“Our acquisition plan remains in place, but the establishment of funeral homes by the Church of Sweden represents a new risk that we need to take into account going forward,” says Sven Ackell.

## MORE INTELLIGENT SOLUTIONS FOR CUSTOMERS

Today Klarahill carries out 7,000 funerals per year and aims to reach 10,000 by 2025. To cover a larger part of the funeral market, it is therefore important to supplement local presence with a digital option. The digital agency Lova Begravning has been part of Klarahill since 2020.

“Our digital offering allows us to compete with other players who have focused solely on a digital presence, known as online funeral homes,” says Sven Ackell. “Having both a digital service and physical funeral homes means that we occupy a unique position in the market. For example, we can take on assignments in Stockholm that we

wouldn't otherwise have received at our offices, and we can use existing resources available in other locations. Working digitally and more intelligently, with coordination and collaboration, gives us more time for our customers.”

## VERAHILL CORRECTLY POSITIONED

In 2022 the family law business in the subsidiary Verahill broadened its range of services and now offers expertise in property law and international private law. Distinct specialist groups have also been established, while the staff has grown from 60 to 100 during the year. The investments are expected to have already made a major impact by the end of 2023, according to Petra Segerdahl, CEO of Verahill.

“Our expansion running parallel to that of the funeral division offers major opportunities,” she says. “We're growing our existing business while attracting new skills. Our employees are truly passionate about making a difference and want to be involved in driving development in the company and the industry.”

A clear trend in 2022 is greater interest from operators such as insurance companies and banks in offering family law services to their customers. For example, a deeper partnership with the insurance company If was established, with Verahill now being a preferred partner in family law for If's corporate customers.

## MEDIATION – A SUSTAINABLE SOLUTION FOR ALL

Previously, Verahill's business was dependent on providing legal services regarding the deceased, but it has now positioned itself as an innovator in dispute resolution. By investing in a broader range of products, the business is now more robust, with a strong business model and a steady flow of customers.

What's new in 2022 is that Verahill has launched mediation as a new service. “We always put the child first in custody disputes, and mediation helps mitigate conflicts when parents have difficulty agreeing,” says Petra Segerdahl. “Working closely with our partner Varannan Vecka, we've put together a package comprising our service plus their digital tool for parents who have separated. This combination is unique and has the potential to make a big difference for families and society.”

**Sven Ackell,**  
CEO of Klarahill  
**Petra Segerdahl,**  
CEO of Verahill



# Klarahill

The Klarahill Group rests on two firm foundations – funeral services and family law. Where funeral services are concerned the group's aim is to consolidate the industry, offering partnership and participation to funeral homes with strong local roots. Group subsidiary Verahill focuses on growth in legal disputes and preventive financial family law, as well as legal services regarding the deceased. Collectively, they employ around 200 people and have more than 60 offices, from Uppsala in the north of Sweden to Malmö in the south.

## Facts

**NET SALES**  
SEK 270 m

**EMPLOYEES**  
around 200

**HEAD OFFICE**  
Nacka

**CHAIRMAN**  
Sven Knutsson

**PART OF THE MELLBY GÅRD  
PORTFOLIO SINCE**

2015



# Growth of half a billion in the last two years and the industry's most satisfied customers

Over the past two years, StudentConsulting has grown organically by half a billion Swedish kronor. This represents growth of 51 percent and a doubling of profitability. The work carried out during the year has helped fill 20,185 vacancies, resulting in the most satisfied customers in the industry – for the eighth year in a row!

Where StudentConsulting is concerned, 2022 was yet another successful year. This is no coincidence, according to CEO Tobias Lindfors.

“We work very hard to ensure we have the industry's most satisfied customers, which is why it's so great that we've received this award again,” he says. “A lot of it has to do with being a leader in flexible staffing. At the same time, we're a talent channel that brings future employees to our clients by them hiring and then taking over our consultants, or via recruitment. I'm extremely proud of what we have achieved in the last two years. It's actually only now that we've been able to fully reap the benefits of our leading and comprehensive staffing, temping and recruitment system, SC Jobbot, which we've developed over the course of 20 years.”

StudentConsulting works with long-term strategic goals and is constantly developing its digital systems and their functions. The systems will enable automated and simplified staffing, temping and recruitment processes to efficiently meet customer needs.

The company's long-term development has generated excellent results over several years, with StudentConsulting winning a Gazelle Award (Swedish business newspaper *Dagens Industri's* award for the fastest-growing company) four times, making the company the most frequent winner in Sweden. It has been named Sweden's fastest-growing company three times and was runner-up twice. In 2017 Tobias Lindfors was awarded the Royal Swedish Enterprise Medal for outstanding entrepreneurship, and in 2019 he received the Master Gazelle award from *Dagens Industri*. This personal success has now been followed by great profitability and growth for StudentConsulting over the last two years.

## LEADING DIGITAL SOLUTIONS

StudentConsulting was ready with a well-developed digital system when it was most in demand and simultaneously had the courage to invest when many of its competitors did the opposite. The system is called SC Jobbot and is StudentConsulting's digital staffing, temping and recruitment system.

“My theory was that future employees would want to work digitally to a greater extent and attend digital job interviews,” says Tobias Lindfors. “For example, StudentConsulting was the first company to offer video CVs. We had this mindset way before the pandemic. That's

why we've been able to develop a leading comprehensive system in the form of SC Jobbot. The fact that during the pandemic, we were able to offer our entire recruitment process, including video CVs, has been hugely significant. The system is under constant development and automates customer and candidate matching. This development will free up time for our staff to work more closely with our customers, help them forecast staffing needs and generate additional value.”

SC Jobbot and other automation will not replace our employees recruitment work, but given the amount of data in the systems, they're an effective tool, for example when lead times are short.

“Our system manages over 17,000 clients, 30,000–40,000 job applications per month and over 450,000 candidates,” says Tobias Lindfors. “Last year 20,185 vacancies were filled in 206 locations in Sweden, Norway and Denmark.”

## MISSION FOR THE FUTURE

StudentConsulting wants more than to achieve record figures. The company has a clear mission to put more people into work each day – while ensuring the most satisfied customers in the industry. StudentConsulting is innovating and improving the labor market. In a turbulent world of war, inflation and recession, this market can be tough. This is where the work and mission of StudentConsulting become particularly important. The company is committed to all issues leading to lower unemployment and is actively working to identify workable models.

“As owners we have a long-term plan, and this was already evident during the pandemic,” says Tobias Lindfors. “When other competitors made cutbacks, we continued to invest. To ensure we're not negatively impacted by external factors, we've always said that we should have the most efficient service organization and the system with the greatest flexibility so that we can offer the most affordable staffing, temping and recruitment service to our customers. All our efforts aim to ensure we put the right person in the right place at the right time – at the right price.”

Tobias Lindfors, CEO



## StudentConsulting

The Swedish labor market is undergoing rapid change. The gig economy, as it is known, means that more people are choosing to take on consultancy roles instead of being employed by companies. The role of the Swedish Public Employment Service is in the process of changing. Recruitment is increasingly taking place online, with StudentConsulting playing a key role in this transformation.

## Facts

<b>NET SALES</b> SEK 1,386 m	<b>EMPLOYEES</b> 2,528	<b>HEAD OFFICE</b> Luleå	<b>CHAIRMAN</b> Bengt Wallentin	<b>PART OF THE MELLBY GÅRD PORTFOLIO SINCE</b> 2010
---------------------------------	---------------------------	-----------------------------	------------------------------------	--



# Perituskliniken

Perituskliniken opened in the fall of 2020 and is now one of Sweden's most modern and best-equipped specialist clinics. Its objective is to provide first-class healthcare services, primarily in the field of urological diseases. This private hospital is situated in Medicon Village in Lund, in an environment promoting research and innovation. Three owner families are responsible for Perituskliniken: the Andersson family (Mellby Gård), Mats Paulsson (PEAB) and Göran Ennerfelt and Antonia Ax:son Johnson.



## Facts

**NET SALES** SEK 42 m  
**EMPLOYEES** 38  
**HEAD OFFICE** Lund  
**CHAIRMAN** Orvar Magnusson

**PART OF THE MELLBY GÅRD  
PORTFOLIO SINCE**  
2018

## “Perituskliniken plays an important role in Swedish healthcare”

Perituskliniken is something as unique as a private specialist hospital. The clinic, which opened in fall 2020, is now one of the Sweden's most modern and best-equipped clinics for the treatment and care of urological diseases. Through ‘care without waiting’, Perituskliniken can play an important role in Swedish healthcare. It's a win-win situation.

**P**atient flows have more than doubled in 2022 compared to the previous year. This applies both to diagnostics patients (MRI and PET/CT) and to clinical and surgical treatments. The majority of patients are contract patients from the Swedish healthcare regions, but patients also come via insurance companies or seek care privately. Patient growth can mainly be explained by new agreements with more healthcare regions, including for implementing robot-assisted surgery (RALP) for treating prostate cancer patients.

### SIMPLER PROCUREMENT MEANS MORE PEOPLE RECEIVE CARE

To increase capacity, manage the impact of the pandemic and reduce healthcare waiting lists, the Swedish Government decided to simplify the regions' direct procurement of private healthcare providers. Regions that procured services from Perituskliniken during the year are Region Skåne, Region Östergötland, Region Kalmar and Region Västernorrland. CEO Åsa Dahm explains:

“During the pandemic, many patients refrained from seeking healthcare, creating an even greater challenge for public healthcare services. New rules regarding direct procurement of private hospitals make it easier for more patients to receive both diagnosis and treatment. We wish this process could go even faster, and we're doing what we can in this regard through political advocacy. By being active in the debate, we can highlight the need for private cancer care and prostate cancer screening.”

### WIN-WIN PARTNERSHIPS

Perituskliniken still has the capacity to admit more patients. For this reason they have approached Region Skåne, aiming to continue to ease the future public healthcare burden regarding cancer care in the field of urology. The clinic also collaborates with other private healthcare providers to make use of its full capacity. In 2022 an agreement was signed with Evidia, which offers radiology and magnetic resonance imaging (MRI) to Region Skåne. While Evidia waits for new premises, its patients attend Perituskliniken for examinations. This allows the clinic to exchange expertise and study high patient flows at close quarters.

“Given the nature of the Swedish healthcare system, partnerships with private healthcare providers can help improve public healthcare,” says Åsa Dahm. “It's a win-win situation.”

### HIGH QUALITY CARE AND PATIENT SATISFACTION

Perituskliniken is a specialist hospital offering the full range of care under one roof. It provides world-class expertise and technology to

handle urology diagnostics and surgery. Running a hospital requires extensive knowledge to meet clinical and regulatory requirements. In ongoing public quality reporting, Perituskliniken can monitor whether they are delivering high quality in relation to other hospitals. The clinic's patients are quite simply satisfied.

There is currently no mandatory requirement for work on quality, neither for day-to-day operations nor in the procurement process. However, the clinic has initiated structured and strategic efforts to create a quality and environmental management system that ensures the quality of care will continue to improve in 2023. Perituskliniken complies with all regulatory requirements regarding, for example, occupational health and safety and non-conformance reporting, receiving its ISO 14001 and ISO 9001 certification at the end of 2022.

### ROOTED IN THE RESEARCH COMMUNITY

Perituskliniken is located in the midst of Skåne's research mecca Medicon Village, where most of the clinic's neighbors are research companies. In 2022 research efforts were initiated, with Perituskliniken now discussing and formulating possible suitable projects together with potential research partners.

“It's clearly an advantage to be located in Medicon Village,” says Åsa Dahm. “It offers the conditions for collaboration and exchange of expertise. It's easy for us to just run over to another company and have a face-to-face meeting.”

Specialists in urology are in short supply, not just in Sweden. Training is needed to produce more of them, and attracting them also requires a high flow of patients and a clear research base. In 2022 Perituskliniken initiated a reference assignment with a medical technology provider in the field of transperineal fusion biopsies. This means that the clinic's specialists will train international doctors in diagnostics in Lund and give lectures in the doctors' respective home countries.

“2022 has been an important and eventful year for us,” says Åsa Dahm. “As I see it, we're just at the beginning of a very long journey, and we have a great deal left to do before we can be satisfied.”



Åsa Dahm, CEO



# Excalibur

Rising inflation, concerns regarding the pandemic and uncertainty on the stock market. It might be time to reduce risk and protect your assets when the entire financial market is in a state of flux. More and more people are recognizing that Excalibur offers a safe haven.

## Excalibur continues to deliver returns in uncertain times

Excalibur is a well-established operator in fund management. The company's fund management objective is to generate a positive return at a low risk, regardless of market conditions. In a tumultuous economic environment, Excalibur has once again succeeded in doing so, achieving a 6-percent return in 2022.

According to the investment magazine *Placeringsguiden*, Excalibur was the only fund manager among the managers of 99 fixed income funds that delivered a positive return during the year. In an environment characterized by inflation, rapidly rising interest rates and uncertainty, this is something out of the ordinary. One of the reasons for this is an easily adjustable portfolio, which is good in a changing world, but also extensive knowledge of the market and a high level of responsiveness, according to the company's CEO Thomas Pohjanen.

"The market has been very volatile recently," he says. "There's been a great deal of variation in exchange rates and interest rates. Navigating this environment while maintaining risk control has been challenging. The fact that we're actually ending the year clearly in the black shows that we've succeeded in this regard."

### MARKET 'SOBERING UP'

The economic environment leading up to the pandemic was characterized by zero and negative interest rates. Risky investments have been rewarded. But with recent economic developments, the situation does not look quite the same anymore.

"In this kind of economic situation, everyone wants to own risk," says Thomas Pohjanen. "In such cases, Excalibur isn't so attractive. What we're now entering is a sobering-up phase after the party, with the Riksbank (Swedish central bank) removing the punch bowl. Going forward, investment decisions will be based on a healthier view of the cost of money and risk, which I think is fundamentally a good thing. Long periods of very low interest rates inevitably lead to borrowing excesses that end in tears, bankruptcies and consolidations."

Over the past three years, Excalibur has had the best return of all fixed income funds in the Nordic region, with the fund growing by 20 percent during the year. The goal is to reach one billion Swedish kronor in assets under management, which could be achieved as early as 2023.

"We're continuing in the direction we've been going in," says Thomas Pohjanen. "The fund is profitable and we want to grow it further. It's important to be responsive, and even when we're wrong, there shouldn't be a negative return. No two years are the same, so we're constantly adapting to the current situation."



Thomas Pohjanen, CEO

### Facts

NET SALES SEK 19 m	EMPLOYEES 6	HEAD OFFICE Stockholm	CHAIRMAN Johan Andersson	PART OF THE MELLBY GÅRD PORTFOLIO SINCE 2008
-----------------------	----------------	--------------------------	-----------------------------	--



# Aros Kapital

Aros Kapital has established itself as a financial partner for small and medium-sized enterprises in the Nordic countries and the UK. Innovative financing solutions combined with clear messaging and rapid service are laying the foundation for better business and higher growth.



## Facts

<b>NET SALES</b> SEK 650 m	<b>EMPLOYEES</b> 96	<b>HEAD OFFICE</b> Gothenburg	<b>CHAIRMAN</b> Pål Ryfors	<b>PART OF THE MELLBY GÅRD PORTFOLIO SINCE</b> 2015
-------------------------------	------------------------	----------------------------------	-------------------------------	--

## Aros Kapital invests in healthy and sustainable growth

After several years of focusing on growth, Aros Kapital conducted a strategic review of its operations in 2022. Extensive recruitment and a new structural approach have laid a solid foundation to better serve customers in a market with a totally new macroeconomic environment.

For several years, Aros Kapital was driven by strong growth ambitions, with an explicit focus on new sales and geographical expansion. The rapid growth combined with greater market uncertainty during the year highlighted the need for internal consolidation, while maintaining the company's strong entrepreneurial spirit. Erik Berfenhag was the driving force behind the consolidation process. He joined the company as Chief Credit Officer in September 2021 and was appointed CEO in August 2022.

"I like environments where there's a lot to do," he says. "Aros Kapital has been run very entrepreneurially for many years, and there was now a need to evaluate the business. To preserve our identity while streamlining our operations in order to scale up in the long term, we could leave no stone unturned."

New procedures and processes resulted in clearer internal governance, spanning from the boardroom to each individual employee. Extensive recruitment and investment is laying the foundations for the company to successfully deliver healthy and sustainable growth. Net sales for 2022 amounted to around SEK 650 million.

"Having almost 40 new employees and very low staff turnover means that we now have an organization that's ready for the next step in Aros Kapital's change journey," says Erik Berfenhag.

### NEED FOR ALTERNATIVES TO BIG BANKS

The strategic review also included an evaluation of Aros Kapital's offering. In the past, it has almost exclusively offered financing solutions to small and medium-sized customers. This has included factoring solutions and project financing real estate investments through loans. As the market has become more uncertain and risk appetite has decreased, a more diversified offering is required if Aros Kapital is to be a competitive alternative to the major banks.

Aros Kapital has an increasingly important role to play. We look at the individual needs of each client prior to making an assessment. And by taking a personal, flexible and accessible approach, we can be the financing partner of choice for many SMEs.



Erik Berfenhag, CEO



## Accountant takes on new role with fresh opportunities

On December 1 Tamara Dubyna celebrated one year as an Economy Assistant at Mellby Gård – a year that has passed quickly but has contributed greatly to her professional development. She is now taking on the role of accountant and is looking forward to an exciting time in the Group.

**T**amara Dubyna was initially uncertain about whether to apply for the position of accounting clerk at Mellby Gård. The job was very appealing to her due to new responsibilities and the business vision the Group is pursuing. But it would be her first workplace where English was not the business language, and that worried her. All that worry disappeared at the first interview.

“I felt so incredibly welcome,” she says. “I was able to speak freely and it all felt very natural. As soon as I left the office, I called the recruiter and said: I have to do all I can to become part of Mellby Gård!”

The past year has lived up to the feeling she had on her first encounter with the company – and today she’s very happy that she applied for the position. Originally from Ukraine, Tamara Dubyna has spent the last 15 years studying, working and living with her family in Belgium and Sweden. Before Mellby Gård, she worked as a revenue accountant at Qlik, a software company in Lund.

### CHALLENGES PROVIDE MOTIVATION

Over the past year, Tamara Dubyna has undergone an intensive training period on the reporting processes, requirements and regulations that the Group adheres to. In her current position, she works with accounts receivable and payable, bookkeeping, deferrals, account reconciliations and monthly accounts while also playing an active part in ongoing projects in the Group.

In addition to her daily work, she takes financial courses at FAR, the institute for the accountancy profession in Sweden. By the end of 2022, she took over as accountant at Mellby Gård, with her overall responsibility increasing.

“I like variation – I always want it in my work,” she says. “Combined with the support and trust I receive from my colleagues, it’s the challenges that energize me and make me more driven. That’s why I’m very much looking forward to the new role and to everything I’ll be contributing on that journey.”

In her spare time, she, her husband and their two children enjoy hiking in the countryside in Skåne, but preferably in the Italian Dolomites. During the pandemic, Tamara Dubyna discovered an interest in exercising at home and is now trying to stick to her new routine. Both she and her husband enjoy cooking inspired by different countries, with themed dinners with friends often on the agenda.

### BALANCE, EXPERTISE AND RESPECT

With her new professional role, Tamara Dubyna is looking forward to an exciting future at Mellby Gård and all the opportunities the Group has to offer. She uses three key words to describe her workplace; balance – because you have the freedom to organize your work as you wish; competence – because you have access to an incredible amount of knowledge and experience; and respect – because you’re accepted for who you are.

“Saying that I like it here doesn’t come close. My children have started saying I have two families, them and Mellby Gård!,” says Tamara Dubyna.

TAMARA DUBYNA, ACCOUNTANT AT MELLBY GÅRD

“As a workplace, Mellby Gård is characterized by balance, expertise and respect”





# For children's right to be children

All children have the right to feel safe and secure. All children have the right to education. All children have the right to believe in the future. We at Mellby Gård want to help provide vulnerable children with safe, warm and nurturing environments – where they have time to be children before they become adults.

## PROJECT PLAYGROUND ESTABLISHES OPERATIONS IN THE GAMBIA

Project Playground is a Swedish organization whose vision is to create “a world in which all children and young people can grow up with a belief in the future and the ability to make a positive impact on their own lives”. Project Playground works from a holistic perspective, which means that every child and young person involved in its activities receives support based on their individual needs and life situation – in a safe place and from safe and competent adults.

The founders H.R.H. Princess Sofia of Sweden and Frida Vesterberg started the organization because they saw the great need for an organization that sees the whole child – and that sees the child's own capacity to grow. Founded in 2010, Project Playground focuses on socioeconomically disadvantaged areas in which society's support systems are insufficient to help children living in broken and violent homes, for example.

By providing vulnerable children with support and capacity-building activities, Project Playground helps boost the confidence of these individuals and helps children at risk of ending up in crime, addiction or mental ill-health to find a different path.

Project Playground currently operates in South Africa and Sweden, and has also recently started work on establishing a presence in the Gambia. Mellby Gård has been a Project Playground partner for several years.

“All children have the right to be children,” says Cecilia Bergling Nauclér, Secretary General. “An essential part of our work is to provide children with safe and meaningful contexts in which they can grow and develop. The contribution from Mellby Gård is of great importance to our activities, helping us continue and develop our work.”



**Cecilia Bergling Nauclér,  
Secretary General**

## GLOBAL CHILD FORUM HELPS COMPANIES FOCUS ON CHILDREN

Global Child Forum is a Swedish organization that works to improve the lives of children around the world by engaging global business leaders, academia, governments and civil society. Through strong partnerships, its aim is to encourage these players to take action to enable a sustainable society in which children's rights are respected.

In particular the organization wants to involve companies in improving children's rights where their own activities and the world in which they operate are concerned. To achieve this, Global Child Forum consults with companies on how to make children's rights part of their sustainability and business strategy, with clear goals aiming to help more children develop and live a good life.

Since 2013 Global Child Forum has conducted over 3,000 audits of companies around the world regarding their impact on and actions to defend children's rights. By sharing their knowledge, Global Child Forum makes it easier for the business community to set and achieve their goals for sustainability and children's rights, as companies can compare their own performance with that of their peers in the industry.

Mellby Gård has been working with Global Child Forum for several years and continued to do so in 2022.

“Children's rights should be a key issue for everyone, especially for companies that have the opportunities and resources to make a difference in children's lives,” says Katarina Mellström, Secretary General. “Mellby Gård's contribution helps us continue our work, enabling us to ensure that more companies work with clear goals aiming to help more children develop, be respected and live a good life!”



**Katarina Mellström,  
Secretary General**





# BM Agri

BM Agri buys and sells grain, oilseeds, legumes and fertilizers on the global grain market. The company also works with hedging via various commodity exchanges and provides market information to Swedish farmers on an ongoing basis. BM Agri operates all over Sweden. By focusing on strong relationships, cost-effectiveness and innovative solutions, BM Agri wishes to be a partner that really benefits farmers.

## Facts

<b>NET SALES</b> SEK 1,177 m	<b>EMPLOYEES</b> 10	<b>HEAD OFFICE</b> Lidköping	<b>CHAIRMAN</b> Thomas Svensson	<b>PART OF THE MELLBY GÅRD PORTFOLIO SINCE</b> 2011
---------------------------------	------------------------	---------------------------------	------------------------------------	--

## Dual record in a turbulent period

In turbulent times, the trading house BM Agri has succeeded in reaching last year's target of net sales of more than one billion Swedish kronor. This goal has become a reality thanks to higher grain prices, a weak Swedish krona and good timing in making crop and fertilizer purchases and sales.

2022 was a year of global turmoil, rising inflation and war in Ukraine. These events have had a major impact on commodity markets, where prices have increased significantly. Higher prices, high demand and a weak Swedish krona have worked to BM Agri's advantage. Before the year began, BM Agri set the target of reaching SEK 1 billion in net sales and an operating profit of one to two percent. This goal was achieved by investing heavily in the 2021 crop and being able to quickly adapt to the current situation and time the market. BM Agri achieved net sales of SEK 1,177 million and a profit of SEK 29.1 million – making 2022 a unique record year!

### LARGE INVENTORY AND TIMING ENABLED RECORD

Ahead of the 2022 financial year, BM Agri purchased large quantities of the 2021 crop that was sold off last spring. This investment tied up a lot of capital, but was made possible with the help of the company's owners, who contributed part of this capital. The existing stock purchased in 2021 was sold during the spring to new and existing customers and to destinations the company had not previously sold to. At the beginning of the year, BM Agri identified rising prices in the market, and the outbreak of the war in Ukraine increased demand along with the price of grain, which has never been higher. The company's CEO, Per-Arne Gustavsson, explains:

"We had full stocks when the price reached its peak and were therefore able to sell off the 2021 crop when the price reached a record level. The low value of the Swedish krona also contributed to the record year. We export more than we sell within Sweden, and so we find it gratifying and beneficial to have a weak Swedish krona. For this reason the currency has had a positive impact on us, boosting our ability to pay a reasonable price to farmers."

Another reason for this year's success is BM Agri's employees, whose ability to adapt to market fluctuations and prevailing circumstances has contributed to the record profit.

"We have some of Sweden's best grain merchants in the company, a stable and effective finance department and owners who provide good input via the Board," says Per-Arne Gustavsson. "And we shouldn't forget our suppliers, the farmers. Without them, we're nothing. It's our suppliers who entrust BM Agri with managing their grains and oilseeds and who buy fertilizer from us. Many are both suppliers and customers, which means we work closely together."

### SUSTAINABILITY AIDED BY DIRECT FLOWS AND TRACEABILITY

BM Agri is experiencing greater demand from its customers for sustainability, which the company is constantly working to improve. In 2021 Absolut Company declared that 400 farms in southern Sweden needed to adapt their operations to a number of sustainability requirements. These include increasing traceability and reducing the use of fossil fuels. BM Agri offers traceability throughout the chain, from the farm where the crops are grown to the customer.

Another sustainability initiative that has also reaped economic benefits is the shift from large boat loads of fertilizer to truck flows going straight from producer to customer. The price of sea freight had already risen between 100 and 200 percent the previous year. This led to fertilizer becoming a very expensive commodity to trade. That is why it has been advantageous to have direct flows, as BM Agri then avoids major investments in fertilizer and, primarily, expensive transport costs. At the same time, driving distances and thus also the climate impact are minimized through the direct flow of trucks.

### FURTHER EFFORTS TO IMPROVE PERFORMANCE

Going forward, BM Agri wants to continue to develop and make everything a little better all the time. With a new business controller and new business models, the company will become better at quickly following up on deals to gain an overview of the outcome at an earlier stage, something which they hope will lead to them having the confidence to do even more, and bigger, deals. This will generate greater profit and enable BM Agri to take a stronger position in the market.

"Farmers enjoyed a good harvest in 2022, so right now there's a lot of grain to trade, which is positive, but less fertilizer, which may make it difficult to achieve the same level of sales next year," says Per-Arne Gustavsson.

"The company is expecting the market situation to have normalized to a greater extent in 2023, with prices remaining high for grain, fertilizer and shipping – albeit not as high as in 2022."

Per-Arne Gustavsson, CEO





# Söderberg & Haak

Söderberg & Haak's business concept is based on importing and selling construction and agricultural machinery and offering technical expertise, service and spare parts.

With one foot in each business area, the company operates in both the mature agricultural market and the more expansive construction market. As an intermediary between suppliers and dealers, Söderberg & Haak creates value by offering technical expertise, nationwide service, efficient logistics for spare parts, cost-effective solutions and a long-term relationship with its customers, both big and small.

## A challenging year focused on customer relations

2022 was the year when Söderberg & Haak planned to take its feet off the brakes and move up a gear. Instead, they focused on adaptability, flexibility and sensitivity. The company quite simply had to modify its expectations and its strategy to focus instead on the customer relationship and stewardship of its business concept.

Söderberg & Haak has established partnerships with a variety of customer categories in the Swedish market, both large and small. Through these relationships and the relationships with suppliers in Japan, Germany, the UK and Denmark, they have felt the impact of many of the world-changing events that characterized 2022, according to CEO Jonas Jaenecke.

"It's been a very special year," he says. "We've followed the market closely and accelerated and decelerated where possible to adapt to the external environment. We had recently changed our financial direction and wanted to start moving forward, but the outbreak of the war in Ukraine created a lot of uncertainty in the market and among our customers. The inputs and components for both agriculture and construction activities became more expensive and more difficult to obtain, which has been and continues to be tough for us and many of our customers."

Despite market uncertainty, sales of construction machinery exceeded the company's forecasts. The market has remained strong with many ongoing projects, but the future is still uncertain. Ongoing projects in the housing market will be completed, but not many new ones are in the pipeline. This may be offset by a greater need for infrastructure and other projects, particularly in northern Sweden. Sales of agricultural machinery are likely to remain stable. Depending on what they grow and produce, some farmers are more affected by the global situation than others.

"Our agricultural customers have been affected by higher input prices, and livestock farmers in particular have found it difficult to compensate for this, while grain farmers had a good year in 2022," says Jonas Jaenecke. "Overall, we believe that our customers will be slightly cautious when it comes to making investments in agricultural machinery in 2023."

### SHARPER FOCUS ON CUSTOMER RELATIONS

In order to tackle the uncertainties in the market in 2022, Söderberg & Haak chose to focus even more sharply on customer relations. Post-pandemic there are now opportunities to meet customers at trade fairs again, which is important in the industry. In addition the company is able to spend more time at the customer's premises to understand their day-to-day work, difficulties and needs, and adapt its work accordingly. There are also plans to develop the aftermarket offering in terms of service, technical support and spare parts.

"We want to maintain our good reputation in the market, compensate for the uncertainty that exists and be the obvious choice for the customer," says Jonas Jaenecke. "We do this mainly by providing effective and accessible service. Our sales personnel are the ones who initiate the relationship and subsequently develop

it along with our aftermarket organization, ensuring that we keep the customer and that they're satisfied. We've come a long way in this work, but there's always scope to improve and refine it further."

In order to increase customer satisfaction, more investments are being made in sales and aftermarket resources in different geographical areas of the country. The company is also hiring additional specialists to improve its positioning in relation to the market, customers and retailers.

### INTRODUCTION OF MORE SUSTAINABLE CONSTRUCTION MACHINERY

The construction and agricultural machinery industry is lagging behind the automotive industry in terms of electrification and sustainable products, but customer interest is growing. Manufacturers started presenting electric machines at trade fairs in 2022, and some manufacturers have launched a few models on the market.

"There's great interest among our larger customers when it comes to electrified products, but we're also seeing smaller construction customers start to look at electrified options now that diesel prices are so high," says Jonas Jaenecke. "Developments will be determined by availability, pricing and the charging infrastructure being in place."

Within the field of sustainability, Söderberg & Haak tries to influence what it can as an intermediary and importer. This includes reviewing transport efficiency and evaluating a project that involves installing solar panels at the facilities. Internally, they conduct environmental and health inspections to ensure a safe working environment and are developing a digital employee survey to measure staff well-being on a regular basis.

"I think we have fantastic employees who, under challenging circumstances, demonstrate a wonderful fighting spirit that helps create the pleasant atmosphere we have at Söderberg & Haak," says Jonas Jaenecke. "Mellby Gård continues to be a secure long-term owner that provides us with support and assistance in various processes – and we're very grateful for that!"

*This interview was conducted in December 2022 with Jonas Jaenecke, who was CEO at the time. Gustaf Thuresson has been CEO of Söderberg & Haak since May 2023.*



Gustaf Thuresson, CEO

### Facts

NET SALES  
SEK 735 m

EMPLOYEES  
115

HEAD OFFICE  
Staffanstorp

CHAIRMAN  
Sven Knutsson

PART OF THE MELLBY GÅRD  
PORTFOLIO SINCE  
1995



## Head of accounting who isn't afraid of a challenge

Karin Miller is an accountant who doesn't let challenges get in the way of achieving her goals. She moved her entire family from Seattle to Malmö so she could take the job at Mellby Gård where, after two years at the company, she took up the position of Head of Accounting in January 2023. Outside of work, her three children, skiing and yoga take up much of her free time.

In 2019 Karin Miller, her husband and their three daughters moved from Seattle, USA, to Sweden. After a year in her home town of Lidköping, she was offered a job as an accountant at Mellby Gård. Karin Miller had applied for another position, but the recruiter thought that her previous workplace was very similar to Mellby Gård and suggested her for that position instead.

"I read up on Mellby Gård and it seemed like a great fit for me," she says. "I was very determined to make it work, so we found accommodation and schools at short notice. We saw the move as a manageable challenge. Our big move from the US made this move comparatively much easier. Although moving is always stressful, we kept our eyes on the prize – a life in Malmö!"

But moving from Seattle was not a foregone conclusion. "If I'd known in advance there were companies like Mellby Gård in Sweden, we could have moved from the US earlier," says Karin Miller. "A lot of things are better in Sweden, although I sometimes miss the range of activities available in a large city along with my friends and my husband's family. We aren't as car-dependent as in the US, because our children can walk to school, I can bike to work, and we live in a great location close to stores and services."

### NEWFOUND INTERESTS AND NEW WORK TASKS

Yoga and skiing have become major interests for Karin Miller. She practices Yin Yang Yoga – a mix between meditative and strength yoga. Yoga has been a great help in finding a balance between her life

as a parent and as a full-time employee. Skiing is one of Karin Miller's favorite things to do on vacation with her family. It offers a winning combination of physical activity and delicious meals afterwards. They also try to travel and experience other places in Europe when they can, something that partly motivated their move to southern Sweden.

When Rolf Andersson retired, Karin Miller took over the role of Head of Accounting. She trained in preparation for this new role, working alongside Rolf throughout the year. At the same time, she also made preparations for Tamara Dubyna to take over her role.

"My new role as Head of Accounting feels very exciting," she says. "Rolf has provided great support while I've been learning the job, but now I can stand on my own two feet, which feels good! I really like to challenge myself. That's how you develop in your professional role and as a person."

What Karin Miller likes most about Mellby Gård is the fact that the tasks are varied and the subsidiaries so different. Alongside her accounting work, Karin Miller particularly appreciates the possibility to gain an insight into the various opportunities and challenges of the subsidiaries. She always looks forward to getting out and meeting even more of the companies.

"I feel very much at home at Mellby Gård," she says. "It's a pleasant working environment and my colleagues are the best imaginable. Between them there's so much expertise, and everyone helps each other out. Together we're working towards the same goal – to keep Mellby Gård thriving!"

KARIN MILLER, HEAD OF ACCOUNTING AT MELLBY GÅRD

**“My new role as Head of Accounting feels very exciting!”**



# A safe and fair society

Promoting societal development requires knowledge and involvement in several societal issues. At Mellby Gård we want to help create a better functioning society by sharing our knowledge and contributing to organizations that stand up for the rights of every individual.

## CENTER FOR JUSTICE FIGHTS FOR INDIVIDUAL RIGHTS AND FREEDOMS

Center for Justice (Centrum för rättvisa) is an independent non-profit whose mission is to protect the fundamental rights and freedoms of the individual in relation to the state and municipality. Its activities consist of providing free legal representation to individuals in fundamentally important legal proceedings against the state and municipalities. This applies in particular to legal cases that would otherwise not be heard because the individual affected lacks knowledge of their rights or the financial resources to enforce them. Through its work, Center for Justice levels the playing field in relation to powerful opponents.

The cases aim to provide individuals with access to justice and redress, but also to achieve landmark judgments that strengthen the legal system's protection of individuals' rights and freedoms against abuses of power by the authorities.

Center for Justice has won most of the cases it has taken on. Several of the cases have led to important legislative changes that have strengthened legal security in Sweden. In addition to pursuing legal cases, Center for Justice organizes training for law students to help ensure a strong culture of the rule of law in Sweden in the long term.

The organization does not charge the people it helps. It is entirely funded by donations and contributions from individuals.

"It's difficult for individuals to stand up for their rights and, in practice, you need a big wallet to even stand a chance against the authorities," says Fredrik Bergman, Director of the Center for Justice. "Thanks to Mellby Gård and others who support us, we can help individuals gain access to justice and hold the state and municipalities accountable in legal cases that will set precedents and strengthen the rule of law in Sweden."



**Fredrik Bergman,**  
Director, Center for Justice



## SNS HUB FOR OBJECTIVE PUBLIC DEBATE

SNS – Center for Business and Policy Studies – is a non-profit organization and learning and knowledge exchange hub that brings together business, academia, politics and administration. Its activities include research projects, conferences and training on key societal issues. With the help of a broad research network in Sweden and internationally, SNS produces around 20 relevant research reports each year. Mellby Gård has been a member of SNS since 1995.

"Mellby Gård is involved in SNS' activities in many ways," says Charlotte Paulie, Research Director, "partly as members of the network, which helps us to be a leading hub for key issues in society, but also by participating in reference groups for our research projects and as speakers at seminars where we provide our perspective on society."

2022 saw the launch of the *Crime and Society* research project, which will run until 2024. Mellby Gård helps finance the studies. The research project hopes to answer the question of how to tackle crime that has a major negative impact on society. Mellby Gård was also part of the reference group for the *Taxes in a globalized world*

project, which was concluded last year. The project analyzed the tax system from the perspective of how globalization and technological development have changed the Swedish economy. A fundamental question was what should be taxed in the future.

"Participants in the reference group enable the research projects by helping to fund the projects," says Charlotte Paulie. "At the same time, they provide us with their time and knowledge, which is just as important and valuable to us. This drives our work forward and helps us identify and highlight the most important issues that are relevant to policy."



**Charlotte Paulie,**  
Research Director, SNS

## FOUNDATION WISHES TO ENSURE FAIR TAX LITIGATION

The Fair Tax Litigation charitable foundation helps individuals and small businesses who have been unfairly treated in tax proceedings. Since its establishment in 2016, the foundation has helped a number of people pursue their cases in court by funding legal costs. The foundation is a non-profit, has a fundraising account granted by Swedish Fundraising Control and is entirely funded by donations. Fair Tax Litigation also works to promote education, research and public debate to raise awareness of the importance of legally secure and fair tax litigation.

In addition to its board and executive member, Fair Tax Litigation has a non-profit tax council that includes Mellby Gård's own tax manager Magnus Brokelind, as well as several other expert lawyers.

Over the past year, the foundation has closed a case that has been pursued since 2021, dealt with a large number of new enquiries and launched an appeal in a new case. In addition it organized a well-

attended online seminar with the Swedish Bar Association. It has also published a report mapping the application of the rules on tax surcharges in the courts, with an accompanying op-ed in Swedish newspaper *Svenska Dagbladet*, and organized several meetings with experts, stakeholders and politicians.

Mellby Gård's support for the foundation means that they have been able to engage in more in-depth research on the application of the law in tax litigation, continue to represent clients who have been unfairly treated and raise awareness of the foundation's activities.

In 2023 they plan to launch additional new appeals, carry out a review of how compensation is awarded for costs in tax cases and follow up on the foundation's 2018 survey of Swedish lawyers on the quality of the administrative courts. The foundation will also promote policy reforms to strengthen legal security for taxpayers.



# Eriksberg ready to highlight Blekinge to the rest of the world

Nestled in forests, hills and archipelago, a visit to Scandinavia's largest safari park is simply unforgettable. Sustainability, biodiversity, architecture and design are at the heart of this exclusive and unique hotel and conference facility, which has the ambition of encouraging the entire world to become one with nature.

**W**here Eriksberg is concerned, 2022 has been a challenging year in many ways, according to CEO Per-Arne Olsson. The restrictions imposed during the pandemic, the opportunity to finally go on a holiday to the sun and major increases in the cost of electricity, fuel, food and drink have meant that Eriksberg has had to become even more creative.

"At our company we have the attitude that challenges strengthen us and give us a chance to innovate and do things better," says Per-Arne Olsson. "We're in the process of developing a dedicated commercial team, revitalizing our sales efforts and running projects that boost Blekinge's attractiveness as a visitor destination."

## CLOSE ENCOUNTERS WITH NATURE AND ANIMALS

An extensive hotel project is currently underway at Eriksberg, to be ready for its grand opening in early 2024. The hotel, designed by architect Oskar Årevall, will be a freestanding wooden building on three levels, with all 23 rooms overlooking the Eriksberg savannah. The hotel – known as Arken (The Ark) – is designed to evoke a boat that has docked in the rural environment. No compromises have been made in terms of sustainability or comfort. In 2022 Eriksberg commissioned the design duo Bernadotte & Kylberg to design three suites.

"Bernadotte & Kylberg will help us blur the lines between the indoors and the outdoors, making nature accessible 365 days a year in a comfortable and natural way, without disturbing the animals and nature," says Per-Arne Olsson. "This is fully in line with the philosophy we've been working to for over 80 years."

## HEALING POWER OF NATURE

With nature as a healing force, Eriksberg aims to develop and offer a range of experiences. With the help of research they will demonstrate the power of nature and the forests to increase well-being – and particularly to reduce stress and sickness absence. There are plans at Eriksberg for yoga and Japanese-inspired forest bathing with a guide, including on prescription from the health service.

The new swimming pool linked to the new hotel development was opened in April. In the hot, steamy water, visitors can enjoy the cold and the dark and find peace by listening to the sounds of the night – the boar rooting around in the mud and the deer bellowing.

## BORDERLESS BLEKINGE

Eriksberg is Blekinge's single largest employer in the tourism industry and a driving force in several different local initiatives to boost Blekinge's appeal as a destination. Its sights are set far beyond the region's borders, with a view to attracting new visitors.

The Blekinge archipelago is identified by UNESCO as an area with unique natural and cultural values along the 56th parallel north. You can experience the ARK56 biosphere reserve there on foot, by bike, in a kayak or on an archipelago boat. The Archipelago Walk 2023 suspension bridge project will make it possible to hike between coastal islets and skerries on Scandinavia's longest suspension bridge.

"Our guests are looking for hiking experiences," says Per-Arne Olsson. "With small efforts, we will be able to present a number of new offers that attract Blekinge residents and nature tourists from Sweden and neighboring countries alike – thanks to the bridges."

Next year, Eriksberg will continue working with the Swedish tourism organization Visit Sweden on various activities. The aim is to highlight regions and destinations that are not so well known internationally and attract visitors from outside Sweden to the safari park. Eriksberg also works closely with tourism organization Visit Blekinge to take Blekinge out into the world by means of its regional tourism industry.

## HAVING THE COURAGE TO BE BOLD

Eriksberg will work more on developing and diversifying its offering in 2023, the aim being to fill its order books with Swedish and international customers. The idea is to ensure the new hotel building is already booked up for the opening. A calendar of events will also help with forward planning for the coming year.

"We need to have the courage to be bold," says Per-Arne Olsson. "With the backing of Mellby Gård, we've succeeded in putting Blekinge on the map – now we want to bring the rest of the world here."



Per-Arne Olsson, CEO

# Eriksberg Hotel & Nature Reserve

Eriksberg Hotel & Nature Reserve in Blekinge is one of northern Europe's biggest game preserves and the biggest safari park in the Nordic region. There's all kinds of wildlife here, including red deer, fallow deer, Père David's deer, wild boar, European bison and mouflon sheep – around 1,600 animals graze here in summer. Eriksberg offers visitors a unique experience, with a restaurant, hotel and conference facilities, events, tourism, the forest, nature conservation and hunting.

## Facts

<b>NET SALES</b> SEK 55 m	<b>EMPLOYEES</b> 54	<b>HEAD OFFICE</b> Trenså, Karlshamn municipality	<b>CHAIRMAN</b> Sten Libell	<b>PART OF THE MELLBY GÅRD PORTFOLIO SINCE</b> 2008
------------------------------	------------------------	---	--------------------------------	--



# Continuous efforts to make production more circular

In 1986 Rune Andersson bought the agricultural and forestry business Mellby Gård, south of Hässleholm in Skåne. But it was a pure coincidence that he ended up with that particular farm.

**T**owards the end of 1985, Rune Andersson called a real estate agent to see if there were any farms for sale in Skåne. 'If you'd called me three weeks ago, I would have had a good offer for you,' the agent replied. 'I've just sold Mellby Gård, a fine farm, at a good price.'

"We lived in Trelleborg at the time and were looking for a farm in the countryside," says Rune Andersson. "I'd had trotting horses for many years and was interested in doing something of my own involving horses and hunting. I hadn't yet taken my hunting exam, but had a lot of friends who hunted."

A few weeks later, the agent called back. 'You're in luck,' he said. 'The buyer of Mellby Gård has pulled out – you can take over the deal.' "I hadn't heard of Mellby Gård, so we went there and quickly discovered that it was exactly what we were looking for," says Rune Andersson. "So it was pure coincidence that we ended up with Mellby Gård. And the deal had already been fully negotiated. We didn't have any plans to settle here, but in 1997, when all the children had moved out, we moved here."

## RESPONSIBLE ANIMAL HUSBANDRY

"The fact that we've had animals, mainly pigs, on the farm is due to a sense of responsibility," says Rune Andersson. "As the owner of a farm with such large fields, you can't let everything lie fallow. I had no expectations that it would be particularly profitable. We made some calculations and chose the least bad option from a financial point of view, namely pigs, and it's worked out well over the years."

When Rune Andersson bought Mellby Gård in 1986, the property was 550 hectares; today it is 2,300. If you include the land in Örmö Skogar near Konga, Tingsryd municipality in Småland, the total area is 7,800 hectares.

## INVESTMENT IN SOLAR PANELS CONTINUES

Petter Beckman, who is responsible for operations at the farm, describes a turbulent 2022 that limited opportunities for major initiatives and investments.

"Considering the global turmoil and the inflationary effects it has had on the prices of inputs, energy and feed, we held off on major investments in 2022," he says. "However, we've decided to continue investing in solar panels. In the forthcoming expansion, we'll be increasing capacity to 400 kW, making us around 45 percent self-sufficient in terms of electricity consumption on the farm."

## CIRCULAR BUSINESS CONCEPT

Mellby Gård works continuously to make its production more circular. Wood chips from its own forest are used for heating, and locally produced grain and by-products from the food industry are used as feed. Fertilizer for the grass in the pastures is taken from their own pigs. "We worked with piglet production for many years, but we stopped breeding them in 2021," says Petter Beckman. "Instead in 2022 we produced fattening pigs, a business activity that works well and that we'll keep on working with. Overall, we delivered about the same number of fattening pigs as last year, about 17,000, while the number of suckler cows was 175. We also have about 130 fallow deer, with their young being sold to Eriksberg."

"Where real estate is concerned, we've been cautious because prices have been high," he says. "We're continuing to work towards creating an even more cohesive unit and are always interested in adding properties adjacent to our lands."

"2022 has been a profitable year for the forest, with record levels and felling in excess of growth," says Petter Beckman. "When prices fall, we slow down the pace so that over time, we fell in line with growth. Both timber and pulp prices remained at good levels throughout 2022."



**Petter Beckman,**  
Operations Manager



## Ambition to focus more on quality than on quantity

Mellby Gård has been running a significant trotting business since Rune Andersson acquired the farm in 1986. They continue to breed horses extensively in-house, while the trotting horses have been successfully trained outside the farm since 2014.

**R**une Andersson owned trotting horses back when the family lived in Luleå in the 1970s and so he has been involved in trotting for about 50 years.

“I’ve always thought that trotting was a great sport,” he says. “I follow it closely and something unexpected always happens. It’s not always the best horse that wins. The favorite can get trapped, and it can easily turn into a gallop. It’s exciting!”

“Since we bought Mellby Gård, our trotting business has gradually expanded,” says Rune Andersson. “More or less immediately we built our own racetrack on the farm so we could train our horses ourselves. We did this for many years, but had to stop when the number of wild animals increased. When deer and wild boar suddenly appeared alongside the track, the colts and fillies got very stressed. Training became difficult and dangerous, and so in 2014 we wound down that business.”

### FOCUS ON QUALITY

Jan-Olov Alfredsson is responsible for the trotting business and is Mellby Gård’s trotting trainer. This is how he describes the current operations and plans for the future.

“We currently have about 90 horses, and our ambition is to focus even more on quality rather than quantity,” he says. “Our business is a bit different from others. We breed the horses, but we don’t sell them at auction – instead, we send them away to other people for training and use them extensively for our own purposes.”

“If the horses don’t meet our criteria, we tend to lease them out to people who can’t afford to buy their own horse,” says Jan-Olov Alfredsson. “The most important thing for us is to find a good home for the horses. We’re concerned first and foremost with the animals and their welfare.”

Today there are about 20 broodmares on the farm, and when the foals are about one year old, they’re sent to professional trainers. The stables on the farm are currently used for breeding, convalescence and rehabilitation. Injuries always occur, and in such cases the horses have to stay away from training and competition, usually for quite a long time.

### BIG STARS IN THE STABLE

Rune Andersson says that trotting business in Sweden rarely makes a profit. Mellby Gård has a number of horses in the US and there, the potential for financial gain is much greater, as the prize money is higher.

“I did a calculation for the Swedish trotting industry a few years ago and came to the conclusion that the cost was about three billion Swedish kronor, with one billion being prize money,” says Rune Andersson. “This means that two-thirds of the turnover was losses.”

“We’re happy if we can produce one star every five years, which is what we’ve managed to do,” he says. “One of the biggest is Mellby Free, who won most of her races as a mare, including the Stochampionatet trotting race a few years ago. She made over ten million Swedish kronor in a few years, so she was a real superstar. Now she’s used for breeding here on the farm. Another former star was Mellby Viking, who won 19 races out of 39 starts, earned 3.5 million Swedish kronor and set a world record over 3,160 meters in 2014.”

Jan-Olov Alfredsson,  
Trotting Manager







# An investment initiative to promote innovation in water treatment

FMG Circular Invest is an investment initiative launched by Feralco and Mellby Gård. With Feralco's knowledge of water treatment and Mellby Gård's long-term and active ownership, the aim of the initiative is to invest in and assist innovative companies that provide solutions linked to the global drinking water shortage.

Following discussions on how to leverage Feralco's vast knowledge of water treatment technology, Feralco and Mellby Gård created the FMG Circular Invest investment initiative. The aim of the initiative is to invest at an early stage in companies offering various innovations related to water treatment solutions, supporting and developing them on their journey. It's no secret that the availability of clean drinking water is one of the most pressing global challenges of modern times. Feralco and Mellby Gård's goal is for FMG Circular Invest to help scale up these critical solutions and bring them to market at a faster pace.

"Feralco has knowledge of the market, a large network and experience in accelerating ideas in the industry, as well as regulatory and M&A experience," says Ludovic Huitorel, CEO of Feralco. "At the same time, Mellby Gård can provide active and long-term ownership and support the entrepreneurial spirit of each company. With this combination, we believe we're the optimum investor for companies wishing to take the next step in the water treatment market."

## FLYING START THROUGH TWO ACQUISITIONS

FMG Circular Invest acquired stakes in two companies in 2022. Both companies see great value in having Feralco and Mellby Gård as strategic investors, as they provide much more than just financial support. Other investors with stakes in the two companies also speak of the advantages in making investments together – namely creating synergies and added value. The goal of FMG Circular Invest is not only to invest but to also be an industrial partner and provide continuous support.

The first investment made by FMG Circular Invest was in the British company I-Phyc. The company offers a solution that complements Feralco's water treatment offering. I-Phyc has developed a natural, patented, carbon-negative and environmentally sustainable solution for wastewater treatment. The treatment takes place using naturally occurring algae that are grown and absorb nutrients and pollutants from the water.

The second investment was in Spec-Imaging, based in Sweden. This start-up bases its business concept on many years of research into optical measurement methods for liquids. The method that Spec-Imaging now has is patented and can help various organizations measure concentration, color and turbidity in liquids – without

the need for dilution. This innovation not only benefits the water treatment sector, but also the food and beverage industry.

"The aim of FMG Circular Invest is to identify and support innovations that can contribute in one way or another to cleaner water in the world," says Mikael Helmersson, Vice CEO of Mellby Gård. "We're convinced that our investments and our future collaboration with I-Phyc and Spec-Imaging will help ensure this."

## WANTS TO SUPPLY THE WORLD WITH CLEAN WATER

In addition to adding value to the existing portfolio of companies, FMG Circular Invest believes they can build additional pride and strength in their own organizations through this type of investment. In a way, everyone becomes part of a joint sustainability mission – to provide the world with clean water.

FMG Circular Invest now looks forward to being part of further success stories and helping more companies in the water treatment sector and circular economy to grow and prosper. With an uncertain market situation ahead, it hopes to make further investments at more reasonable prices.

"Some of the young companies of interest to us are currently quite optimistically valued while not being profitable," says Stephen Childs, CEO of Feralco. "For us to invest, they must have a clear business model and a path to profitability. We can see that the water treatment sector will continue to consolidate due to this turbulent market situation."

## VISION OF BECOMING A WORLD LEADER

In the coming year, FMG Circular Invest aims to make between two and three investments in companies that are helping ensure a more sustainable world through water treatment solutions and the circular economy. At the same time, they look forward to helping the existing companies in their portfolio develop and grow by identifying synergies between them.

"The long-term vision of FMG Circular Invest is to become the leading investment company in water treatment. At the same time, we're contributing to the green transition, circular economy and helping young entrepreneurs scale up their innovative ideas," concludes Mikael Helmersson.





## Revolutionizing the wastewater treatment industry with the help of microalgae

I-Phyc is dedicated to improving water quality in local streams and rivers through the use of its patented technology, which uses naturally occurring microalgae that effectively remove pollutants such as phosphorus and ammonia from municipal and industrial wastewater. This chemical-free approach to water treatment is a major step forward in the industry and sets the stage for significant growth in the near future.

"We're currently in the process of commissioning our second treatment plant and have recently secured another contract," says CEO Simon Gretton Watson. "We've also expanded our team and assembled a dedicated and driven group of individuals who are committed to taking this innovative technology to new heights of success."

An important event during the year was welcoming FMG Circular Invest as a strategic investor in I-Phyc. This will open doors and boost their presence in the wastewater sector.

"Feralco is a prominent player in our industry and we're honored that they've chosen to support us in realizing our vision," says Simon Gretton Watson. "In the case of Mellby Gård, they have a reputation for providing long-term support to businesses and enabling entrepreneurial teams to grow and thrive. We wanted to work with a company that not only has expertise in our industry but is also highly respected, which is why we approached Feralco and Mellby Gård. We believe 2023 will be an exciting year for our company, and the additional funding we have received will allow us to take our business to the next level."

Simon Gretton Watson, CEO



## The innovation company that wants to make liquid analysis more efficient

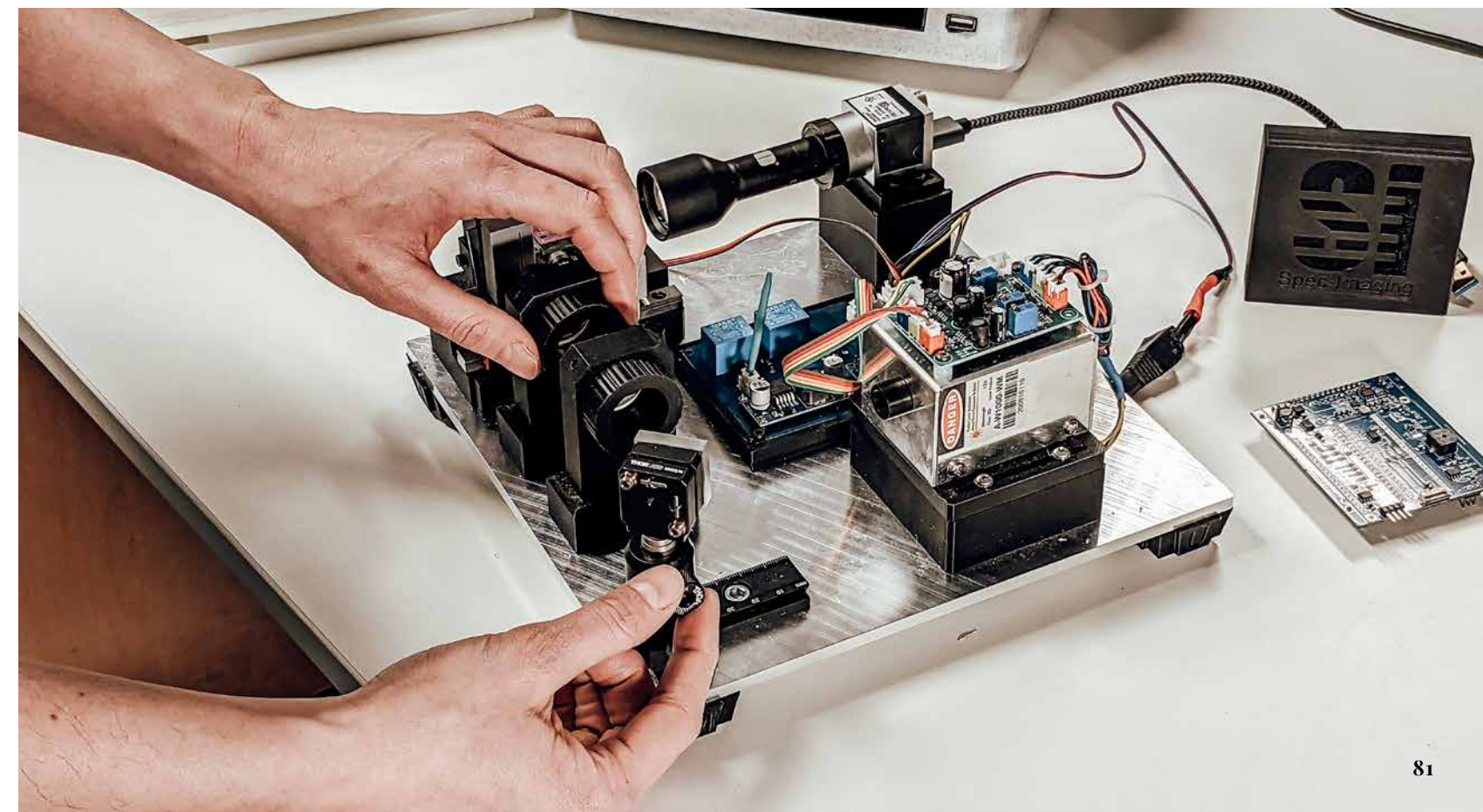
Spec-Imaging was founded in 2020 by LU Holding (Lund University's investment company) and a team of researchers from the Division of Combustion Physics at Lund University. Spec-Imaging has developed a new, patented measurement method for liquids based on absorption spectroscopy. This allows the measurement of different substances in liquids without dilution and filtration. The technology will streamline current methods and open up opportunities for in-line measurements, which is measurements of active flows, in industries such as water treatment, food and pharmaceuticals.

"At the end of 2021, we brought in our first external financier, allowing us to work on the company full-time, not just as a hobby," says CEO William Chaze. "Like many other companies, we started out in my garage, but in the last two years, the pace of development has been exponential. Our investors have made a major contribution to this, combined with the help we've received from LU Holding. We now have a long-term business plan in place and are currently looking at the possibility of recruiting new employees."

2022 was a year of rapid acceleration for Spec-Imaging, and in November FMG Circular Invest stepped in with capital and business strategy expertise. This will make a big difference to the company, and in 2023 Spec-Imaging will launch its first product on the market.

"We highly value our partnership with FMG Circular Invest," says William Chaze. "Having them as a strategic investor has been extremely helpful, and I also appreciate that we both view our partnership as a long-term commitment. Thanks to their network, we've also been able to test the product in different environments. This has been a major reason for the progress we've made and will help us grow in the future!"

William Chaze, CEO





# Waiting for the market to recover

Dealing with a recession requires that you have done your homework and are prepared. “The most important thing is to have an elaborate plan for different scenarios and a strong financial position so that you can take a long-term approach and make use of the opportunities that present themselves in a recession,” says Mellby Gård’s CEO Johan Andersson.

**T**he pandemic was deeply tragic and challenging. At the same time, it made many people realize how quickly a major change can occur.

“What happened in March 2020 is unprecedented in modern times, at least based on what I’ve experienced in my professional life,” says Johan Andersson. “Few people were prepared for what was to come. But Mellby Gård coped well with the pandemic, and there’s now a completely different awareness that major changes can take place quickly and have a big impact.”

“I think this will help us to deal with a possible recession,” he says. “It doesn’t happen overnight in the same way. We’ve been preparing for a long time and have dealt with recessions before, although nobody knows exactly what this one will be like.”

“We’ve had discussions internally about it being likely to be more protracted,” says Johan Andersson. “Previous declines have usually been relatively quick, with rapid recovery. We now believe in a scenario more akin to a slow puncture. We believe that interest rates will stabilize at a level last experienced a couple of decades ago, and this, combined with an increase in the cost of living, may affect some industries significantly, while others do relatively okay.”

#### IMPORTANT TO HAVE A PLAN B AND PLAN C

Uncertainty regarding the scale and timing means that you should not only have a plan B, but also a plan C in case of an unexpectedly large drop in demand or an unusually prolonged recession.

Most rules or advice for dealing with a recession are company-specific, according to Johan. However, a general piece of advice is to have a well-developed plan in which you have considered different scenarios and activities to deal with them. Being in a strong financial position is also important. From an owner and a parent company perspective, a strong balance sheet gives you the freedom to act and support your holdings.

“Fortunately, our balance sheet remains strong, allowing us to support our companies should they be severely affected,” says Johan Andersson. “At the same time, we can be active if opportunities present themselves. When the financing well begins to dry up, there’s less competition to provide capital, allowing us to make interesting strategic transactions.”

“Where others need to take drastic action and lay off staff, we should have the confidence to feel we don’t have to act as forcefully,” he says. “Of course, there may be times when we too are forced to make redundancies, but we’ll make fewer cutbacks than our competitors.”

A recent example is the wooden house industry, which is going through a tough period, according to Johan. Many manufacturers have already made cuts, and it cannot be ruled out that Älvsbyhus will have to do the same. Our ambition is to last longer than the rest of the industry by building houses on our own initiative on our own land, build new display houses and make use of our strong balance sheet. Because when the market changes direction – which it will – it can be difficult to find skilled employees. If you retain staff instead, you can respond to an upturn in an aggressive manner.

Johan also thinks that, during a recession, it is particularly important that the companies in the group stay in close contact. It should be and is a great advantage to be part of Mellby Gård, where the companies can share experiences with each other, including with businesses in different industries, which can provide new insights.

#### MORE DIFFICULT TO CONVINCE INVESTORS

During the pandemic, valuations of tech companies in particular skyrocketed due to continued low interest rate policies and central bank stimulus. With the subsequent increases in interest rates, valuations have also fallen sharply. There was also a kind of digital conversion that has driven e-commerce in many industries. However, the companies purely focusing on e-commerce have had a challenging 2022. Many started off 2022 with too much inventory while extrapolating growth levels from levels seen in 2020 and 2021. The post-pandemic reality has been different.

For those companies now seeking capital to continue their growth journey, it is important to convince investors that they can become positive in terms of cash flow in the near future. They need to present a business plan that demonstrates they can adapt and reduce their costs significantly. This in itself can be a useful experience for many.

“In general, I think that risk awareness has increased in recent times, which is a good thing and increases the chances of being able to tackle a recession effectively,” says Johan Andersson. “On the other hand, there may be things that are underestimated. For example, real estate companies have hundreds of billions in bond loans that are to be refinanced in the coming years. The banks’ appetite to take them over may not be very high.”

“We may also be underestimating the impact of aggregate cost increases on household finances,” he says. “For many households, they can increase costs by tens of thousands of Swedish kronor per year. Obviously, this is likely to have consequences for most B2C companies.”

JOHAN ANDERSSON, CEO, MELLBY GÅRD

“Our opportunities increase in a recession”



HISTORY

# Our history

A lot has happened over the years since Mellby Gård was founded. Here are some of the most significant events for the company's development.



1986

Mellby Gård AB is founded by Rune Andersson when he buys the Mellby Gård farm in Sösdala. At that time Mellby Gård AB is a purely agricultural company working with animals and grain.

1995

Acquisition of 50 percent of Älvsbyhus. Acquisition of 100 percent of Söderberg & Haak. These holdings are the oldest in today's Mellby Gård.

2000

Acquisition of 49 percent of Feralco.



2007

Acquisition of 22 percent of Duni (publ). Acquisition of the remaining 60 percent of Roxtec.

2011

Acquisition of 12 percent of Kappahl.

2015

Acquires Cevalier, which is integrated with Open Air Group in May 2019.

Acquires Aros Kapital and Klarahill.

2016

Acquisition of 10 percent of AcadeMedia.

2018

Flowbird is created by merging Mellby Gård-owned Cale and its competitor Parkeon.



2020

Perituskliniken opens and welcomes its first patients.



2022

Mellby Gård divests Hedson and Smarteyes.

The Anderson family receive the EY Family Enterprise Award of Excellence 2022.

1989

Mellby Gård AB and Carl Bennet AB form Andersson & Bennet AB, each with a 50-percent holding. Until 1997 all expansion takes place within Andersson & Bennet AB.



1997

Andersson & Bennet AB is divided up by transferring some of its assets to Mellby Gård AB and some to Carl Bennet AB.



2006

Acquisition of 40 percent of Roxtec.

2008

Acquisition of a further 8 percent of Duni, with a total holding of just under 30 percent.



2013

Johan Andersson is appointed as the company's first CEO. A board of directors is formed, with Rune Andersson as chairman.

2017

Acquires another 10 percent in AcadeMedia, for a total of just over 20 percent.

2019

Acquisition of over 90 percent of shares in Kappahl. Kappahl is delisted from the Stockholm Stock Exchange.

2021

Mellby Gård sells its holding in Flowbird.



# Our holdings

## CONSUMER GOODS

- KAPPAHL  
> 90 %
- OPEN AIR GROUP  
21,9 %
- OSCAR JACOBSON  
> 90 %

## INDUSTRY

- DUNI GROUP  
30 %
- FERALCO  
> 90 %
- ROXTEC  
> 90 %
- ÄLVSBYHUS  
50 %

## AGRICULTURE

- BM AGRI  
39,6 %
- SÖDERBERG & HAAK  
100 %
- ERIKSBERG HOTEL &  
NATURE RESERVE  
100 % \*\*\*
- MELLBY GÅRD JORDBRUK  
100 % \*\*\*

## SERVICES

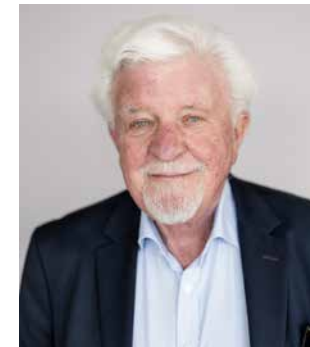
- ACADEMEDIA  
22,8 %
- AROS KAPITAL  
36,2 % \*
- EXCALIBUR  
51 % \*\*
- KLARAHILL  
86,9 %
- PERITUSKLINIKEN  
33,3 % \*\*\*
- STUDENTCONSULTING  
47,5 %

\* The share of Aros Kapital amounts to 26.5 percent and votes to 36.2 percent.  
 \*\* The share of Excalibur's capital amounts to 40 percent and votes to 51 percent.  
 \*\*\* Companies that are owned by Mellby Gård AB's parent company Mellby Gård Intressenter AB.

# Board of Directors at Mellby Gård

**RUNE ANDERSSON (CHAIRMAN)**  
**JOHAN ANDERSSON**  
**ERIK ANDERSSON**  
**GUSTAV ANDERSSON**  
**ANDERS BÜLOW**  
**HANS STRÄBERG**  
**THOMAS GUSTAFSSON**

# The team at Mellby Gård



**RUNE ANDERSSON**  
Chairman



**JOHAN ANDERSSON**  
CEO



**THOMAS GUSTAFSSON**  
Deputy CEO



**MIKAEL HELMERSSON**  
Deputy CEO



**SVEN KNUTSSON**  
Deputy CEO



**JOHAN SANDBERG**  
CFO



**ANNA BLOM**  
Group Controller



**FILIP ELIASSON**  
Director of Business Development



**KARIN MILLER**  
Head of Accounting



**MAGNUS BROKELIND**  
Tax Director



**SUSANNE CANERSTAM**  
Executive Assistant



**TAMARA DUBYNA**  
Accountant





# MELLBY GÅRD

MELLBY GÅRD AB  
Anna Lindhs Plats 4, SE-211 19 Malmö  
Tel. +46 40 98 77 00  
mail@mellby-gaard.se  
www.mellby-gaard.se

## ACADEMEDIA AB

Box 213  
SE-101 24 Stockholm,  
Sweden  
Visiting address:  
Adolf Fredriks Kyrkogata 2  
Tel. +46 8 794 42 00  
hello@academedia.se  
www.academedia.se

## AROS KAPITAL AB

Vestagatan 6  
SE-416 64 Gothenburg,  
Sweden  
Tel. +46 31 83 36 70  
info@aroskopital.se  
www.aroskopital.se

## BM AGRİ AB

Sockerbruksgatan 5A  
SE-531 40 Lidköping,  
Sweden  
Tel. +46 10 221 69 20  
info@bmagri.se  
www.bmagri.se

## DUNI GROUP

Box 237  
SE-201 22 Malmö, Sweden  
Visiting address:  
Hallenborgs gata 1a  
Tel. +46 40 10 62 00  
info@duni.com  
www.dunigroup.com

## ERIKSBERG HOTEL & NATURE RESERVE AB

Guöviksvägen 353  
SE-374 96 Trenså, Sweden  
Tel. +46 454 56 43 00  
info@eriksberg.se  
www.eriksberg.se

## EXCALIBUR

### ASSET MANAGEMENT AB

Birger Jarlsgatan 15, 2 tr  
SE-111 45 Stockholm, Sweden  
Tel. +46 8 599 295 10  
admin@excaliburfonder.se  
www.excaliburfonder.se

## FERALCO AB

Berga Allé 1  
SE-254 52 Helsingborg, Sweden  
Tel. +46 42 24 00 70  
info@feralco.com  
www.feralco.com

## KAPPAHL AB

Box 303  
SE-431 24 Mölndal, Sweden  
Visiting address:  
Idrottsvägen 14  
Tel. +46 10 138 87 11  
info@kappahl.com  
www.kappahl.com

## KLARAHILL AB

SE-101 23 Stockholm, Sweden  
Visiting address:  
Sicklastråket 3  
SE-131 54 Nacka, Sweden  
Tel. +46 20 99 99 00  
info@klarahill.se  
www.klarahill.se

## OPEN AIR GROUP

Sveavägen 168  
SE-113 46 Stockholm, Sweden  
info@openairgroup.se  
www.openairgroup.se

## OSCAR JACOBSON AB

Vevgatan 1  
SE-503 13 Borås, Sweden  
Tel. +46 33 23 33 00  
info@oscarjacobson.com  
www.oscarjacobson.com

## PERITUSKLINIKEN AB

Scheelevägen 8  
SE-223 63 Lund, Sweden  
Tel. +46 46 288 60 60  
www.perituskliniken.se

## ROXTEC AB

Box 540  
SE-371 23 Karlskrona, Sweden  
Visiting address:  
Rombvägen 2  
SE-371 65 Lyckeby, Sweden  
Tel. +46 455 36 67 00  
info@roxtec.com  
www.roxtec.com

## STUDENTCONSULTING GROUP AB

Nordkalottvägen 1  
SE-972 54 Luleå, Sweden  
Tel. +46 20 360 370  
info@studentconsulting.se  
www.studentconsulting.se

## SÖDERBERG & HAAK

### MASKIN AB

Box 504  
SE-245 25 Staffanstorp, Sweden  
Visiting address:  
Industrivägen 2  
Tel. +46 46 25 92 00  
mail@sodhaak.se  
www.sodhaak.se

## ÄLVSBYHUS AB

Ställverksvägen 6  
SE-942 81 Älvsbyn, Sweden  
Tel. +46 929 162 00  
info@alvsbyhus.se  
www.alvsbyhus.se