



Scandi Standard

Chief Financial Officer - Operations
Candidate Pack



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About

Scandi Standard is the largest producer of chicken in the Nordic Region with leading positions in Sweden, Denmark, Norway and has a strong position in Finland. The company produce, sell and market chilled, frozen and processed chicken under the brands Kronfågel, Danpo, Den Stolte Hane, Vestfold Fugl, Ivars and Chicky World. In Norway eggs are also sold and produced under the Den Stolte Hane brand and the company exports its products to approximately 40 countries. The Finnish operation is conducted through the company Krongågel Oy and the brand Naapurin and Maalaiskana. Scandi Standard, headquartered in Stockholm Sweden, was established in 2013 and has a history back from 1950s. The Company was created by gathering the largest poultry operations in the region into one collective group.

In total the company employs approximately 1,700 people and turns over more than 6 billion SEK.

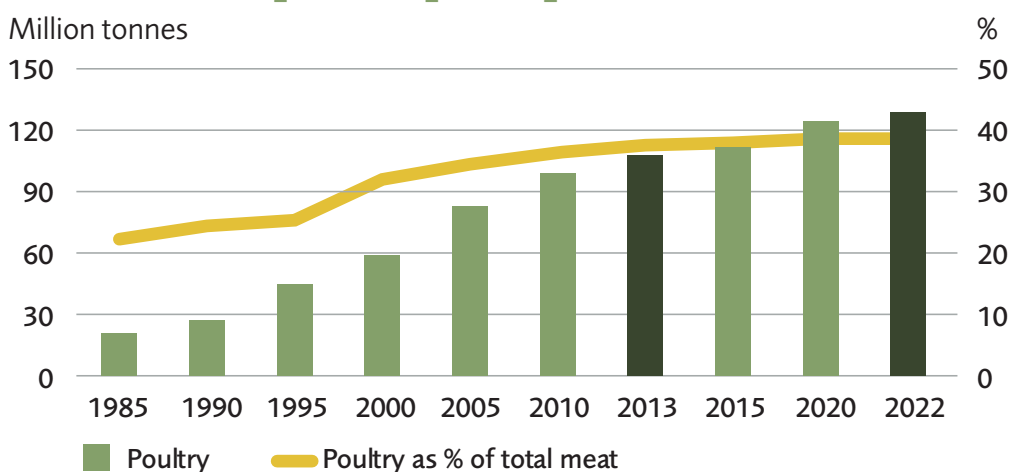
Facts about Scandi Standard:

- The market-leading food company in the segment for chicken-based food products in the Nordic region, with operations in Sweden, Denmark, Norway and Finland.
- Strong brands in Kronfågel, Danpo, Den Stofte Hane och Naapurin Maalaiskana.
- Operations with roots that can be tracked back to the 1950s.
- Approximately SEK 5.2 billion in annual revenue.
- Approximately 1,700 employees.
- Five main facilities: Valla in Sweden, Års and Farre in Denmark, Nærbø / Jæren in Norway, and Lieto in Finland.
- Headquartered in Stockholm, Sweden.

Sector growth

Chicken has a promising future, and all nutritional research suggests an increase in consumption. In total, the estimated global volume increase between 2013 and 2022 will be approximately 19 per cent. In Scandinavia we consume an average of one portion of chicken each week, or approximately 17 kilograms of chicken per person per year. Our aim is to inspire people to eat one more portion of chicken a week, as chicken is easy to cook, versatile and healthy. This all points towards a more conscious consumer choice in future.

Global consumption of poultry



Source: OECD FAO, total meat defined as poultry, beef and pork.

We see stable long term underlying structural growth in the chicken market as a result of a number of factors. Chicken is one of the most affordable sources of protein available today, with clear health benefits in comparison with pork and beef. We see an increased health consciousness, with consumers demanding more white meat, but they are also showing an increased preference for locally produced fresh chicken. There are also environmental benefits in terms of energy consumption in production and emissions of greenhouse gases that also support affordable products in line with consumers demand. Scandi Standard is well positioned to capitalize on this market growth with our leading position in Scandinavia.

A market where white meat is expected to show stronger growth than other meat categories and where there is solid underlying long term growth, combined with our leading market position, means we have a good base for our continuing work. Our journey has only just begun, and we hope that you will join us – and stay with us.

* Source: OECD FAO Agricultural Outlook, GIRA 2013, Norwegian Agricultural Economics Research Institute, Australian Chicken Meat Federation, US National Chicken Council.

Vision

"We inspire people to choose
the white, healthy and climate
friendly chicken meat.
Once more per week!"

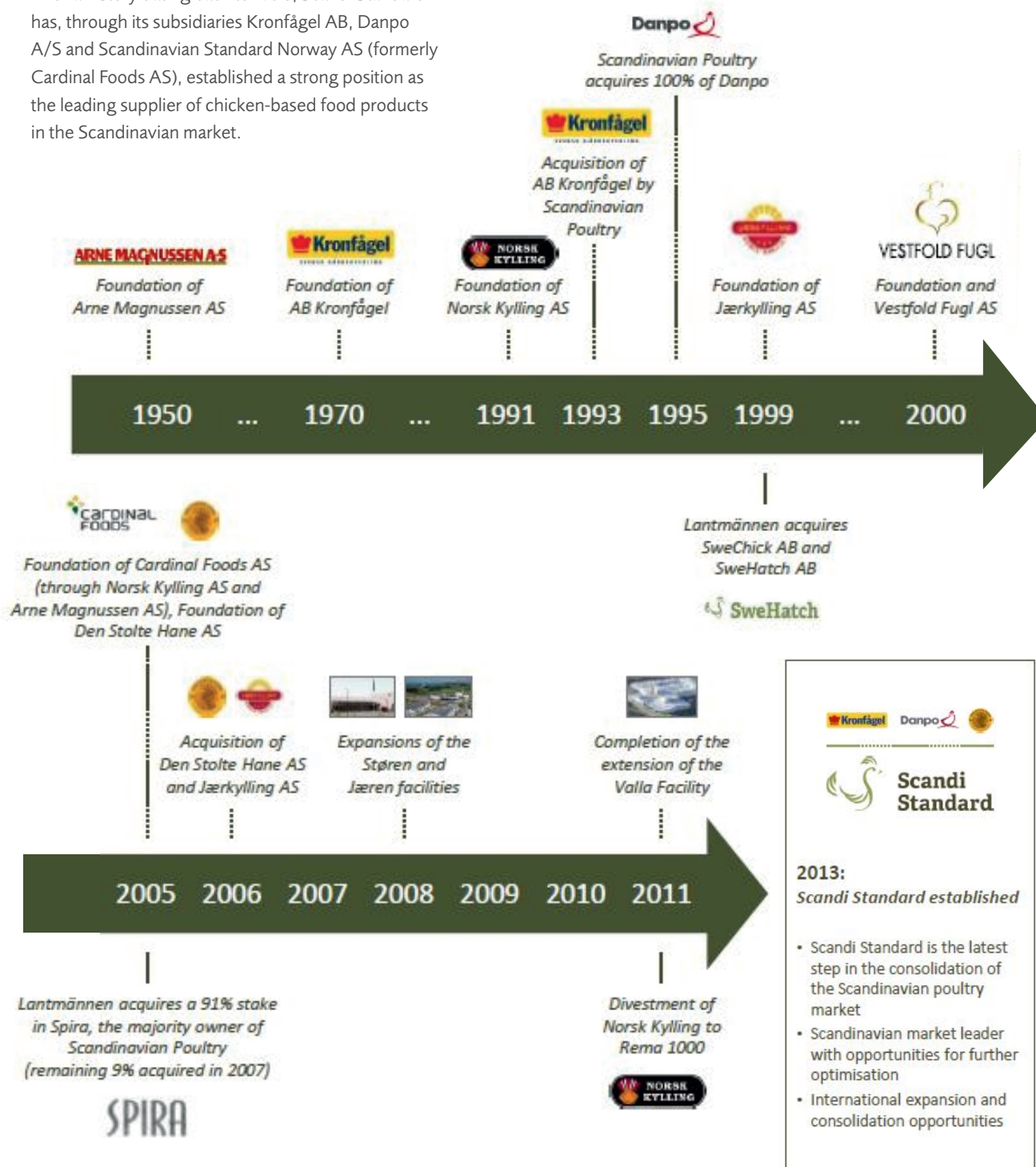


Scandi
Standard

NIGEL WRIGHT
GROUP

History

With a history dating back to 1950, Scandi Standard has, through its subsidiaries Kronfågel AB, Danpo A/S and Scandinavian Standard Norway AS (formerly Cardinal Foods AS), established a strong position as the leading supplier of chicken-based food products in the Scandinavian market.



Brands

Within Scandi Standard, there are well-known trademarks such as Kronfågel, Danpo, Ivars, Kronfågel Stinas, Chicky World, Den Stolte Hane and Vestfold Fugl.

The product range includes both fresh and frozen products in several categories including whole chickens and value-added products such as cuts, flavoured and pre-cooked products, as well as further processed products and meal solutions.

Each trademark has its history and tradition, and each one represents a guarantee for its specific qualities.



All products under the Kronfågel trademark are reared and slaughtered in Sweden. Kronfågel is our premium trademark with a long tradition and history in Sweden. Kronfågel is the chicken specialist which is, and has been, the Swedes' favourite for over 40 years. Kronfågel Svensk Gårdscklyckling comes from 46 proud and passionate breeders.

Kronfågel Stinas chicken

Stinas' products come under the Kronfågel trademark. They are oven-ready, frozen products with both classical and new, exciting flavours. The Stinas product has been in Swedish homes for more than 25 years on the consumer market.



Danish free-range chicken with a high awareness in both fresh and frozen chicken in Denmark. Also big within the restaurant and large-scale catering sector.

Ivars

Products under the Ivars trademark have their origin from our own plant in Denmark. It is a highly-appreciated chicken, with high safety and the right quality.

Chicky World

Here you find convenient and processed chicken products ready to be heated up. Primarily within large-scale catering but also consumer products are to



be found in the shops in both Sweden and Denmark. At the end of 2012, the Norwegian company, Den Stolte Hane, initiated a comprehensive review of the trademark and product portfolio. With the new expression, the position as a locally-produced chicken of high quality is established.



Naapurin Maaliskana is a Finnish poultry producer.

Our Finnish born and bred birds are 100% GMO-free. The products are cut and packaged in Lieto located in a new and modern production facility. With the consumer in mind, we have respect for the land, with an emphasis on quality of life for our birds.

Markets

Denmark

Danpo processes 47 million birds/year.
The Danes consume approx. 25 kg chicken per year

Sweden

Kronfågel processes 55 million birds/year.
The Swedes consume approx. 20 kg chicken per year

Norway

Den Stolte Hane processes 20 million birds/year.
The Norwegians consume approx. 18 kg chicken per year

Finland

Kronfågel Finland has capacity to process 15 million birds/year.
The Finns consume approx. 18 kg chicken per year

Exports

Approx. 45,000 tons chicken/year to the EU, several Asian markets and South Africa.

Danpo A/S is responsible for the group's export (primarily DK chicken).



Clients

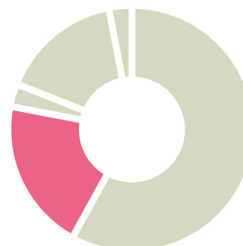
Scandi Standard has excellent, long-standing client relationships across all sales channels

Retail



16%
Of sales

Foodservice



20%
Of sales

Industry



3%
Of sales

Export



58%
Of sales

Group management



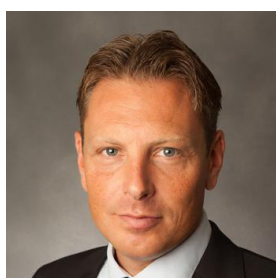
Leif Bergvall Hansen
Managing Director and CEO



Anders Hägg
CFO



Per Alan Jensen
Group COO



Mark Hemmingsen
Country Manager,
Denmark



Magnus Lagergren
Country Manager,
Sweden



Fredrik Strømmen
Country Manager,
Norway



Tommi Saksala
Director, Group Live
Operations

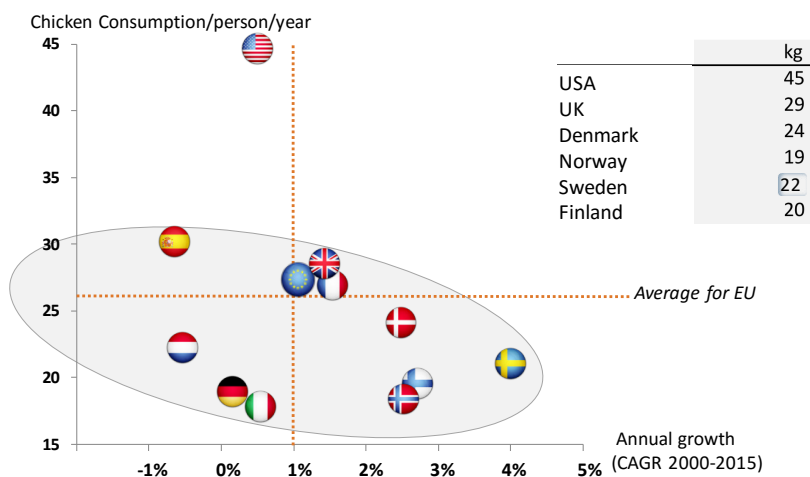
Largest shareholders

Name	Share Capital, Amount	Share Capital, %
Carnegie Fonder	5,605,397	9.3
Öresund, Investment AB	3,667,667	6.1
Kvalitena Ab	3,502,436	5.8
Lantmännen Kycklinginvest Ab	3,063,461	5.1
Fjärde Ap-Fonden	2,439,715	4.1
Seb Investment Management	2,394,420	4.0
Länsförsäkringar Fondförvaltning Ab	1,553,409	2.6
Danske Capital Sverige Ab	1,376,284	2.3
Ssbtc A/C Uk London Branch Clients-	1,355,240	2.3
Ubs (Lux) Equity Sicav - Small, Caps	1,312,461	2.2
Other	33,790,400	56.3
Total	60,060,890	100.0

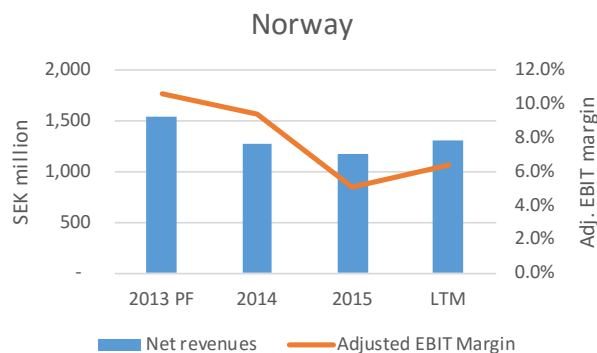
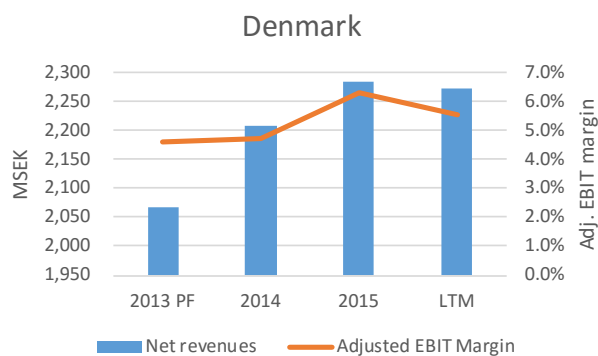
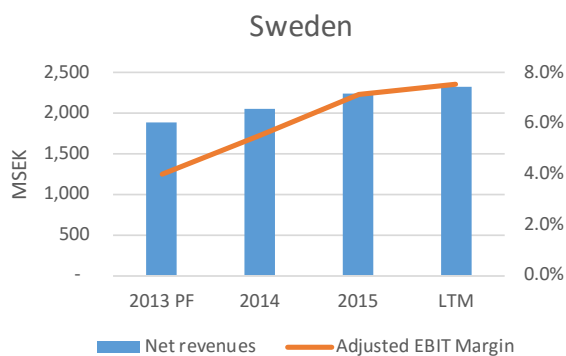
Source: Scandi Standard As Of 2016-09-30

Financial growth

Growth potential in the Nordic countries



Strong financial performance



Companies & plants

We are the leading chicken producer in Scandinavia with operations in Sweden, Denmark, Norway and Finland.

The Swedish operations are conducted through the companies Kronfågel AB, SweHatch AB and AB Skånefågel.



Kronfågel AB is the Swedish market's largest chicken producer, with approximately 45 percent of the total market for all chicken products. The chickens are raised on any of our 46 Swedish farms. Our production facility in Valla outside Katrineholm produce approximately 42 million chickens per year and has approximately 440 employees. Kronfågel's customers include retail stores, restaurants and food service/catering, as well as the food industry. The company's largest customers are ICA, Axfood and Coop.

Kronfågel's goal is to deliver high quality fresh and frozen products by taking responsibility for the entire value chain, in the areas of animal welfare, transport, energy, food safety and quality. Kronfågel's chicken operations are certified under the BRC standard for food safety.

SweHatch in Flyinge, Skåne is an egg hatchery which delivers day-old chickens to broiler breeders in Sweden and to some extent for export. The company is the largest in Sweden in its area.

Skånefågel in Åsljunga, Skåne supplies locally produced poultry products to Swedish retail stores, food service/catering and restaurants.



The Danish operations are conducted by the company **Danpo A/S**, Denmark's largest producer of chicken products. Danpo sells its products under the Danpo brand and through other private label brands. Danpos chickens come from any of our 70 Danish breeder farms across Denmark. We have two production sites in Jylland, Denmark. In Aars we slaughter and cut up 44 million chickens per year and have 530 employees. In Farre approximately 165 employees work with the processing of chicken meat, for example Danpos good chicken nuggets.

Danpo has a strong position in the Danish market with a share of about 50 percent for fresh products and 25 percent share for frozen products. A large proportion of production goes to exports (about two-thirds), while about one-third goes to domestic consumption. Danpo focuses on three aspects – food safety, quality assurance and taste. Danpo complies with the internationally recognized and comprehensive BRC standard.

Danpo A/S also owns one third of **Farmfood A/S**, a company that processes by-products from chicken slaughterhouses.



Sødam farms organic chickens under optimal conditions, and they are the only organic poultry breeder to be certified 'Recommended by Animal Protection'. They produce approximately 500,000 chickens per year.

The revenue in 2015 was 18 DKK and was acquired by majority shareholding by April 12, 2016. This was in effect from and including January 1, 2016. The acquisition is in line with the strategy: Broaden the supply of locally produced chicken in Denmark and balancing dependence on export sales.



Companies & plants (continued)



The Norwegian operations are conducted through the company **Scandinavian Standard AS**. Scandinavian Standard AS is a leading player in the white meat and egg market in Norway. Norwegian consumers are provided with eggs and white meat under the brand "Den Stolte Hane" and indirectly through private labels. "Vestfold Fugl" supplies chicken, turkey, broiler and duck products to the food service/catering sector and the industrial market.

The Norwegian operations focus on healthy, highquality fresh products with rigorous quality and safety requirements in combination with rapid innovation and efficient production facilities for poultry and eggs. Quality assurance in the entire value chain, from farmer to consumer, is maintained through the subsidiaries Den Stolte Hane Jæren AS and the egg packaging company Den Stolte Hane Egg AS.

Customers in Norway are retail chains such as Coop Norge, Rema 1000 and Norgesgruppen, although the company profiles itself as a chain-neutral supplier. The company's message to consumers is communicated in the motto healthy, quick and simple.



The Finnish operation is conducted through the company **Kronfågel Oy** and the brand Naapurin Maalaiskana. Kronfågel Oy (former Huttulan Kukko Oy) is the most modern poultry production in Finland, located in Lieto. The company has about 40 employees.

The production capacity is 2 000 birds/hour, but the production can be doubled. This allows 25 percent production of Finnish poultry market.

The chickens eat self-produced, 100 percent GMO-free, feed. The factory has its own wastewater treatment plant.

Production sites

Denmark

Brand: Danpo



Sweden

Brand: Kronfågel



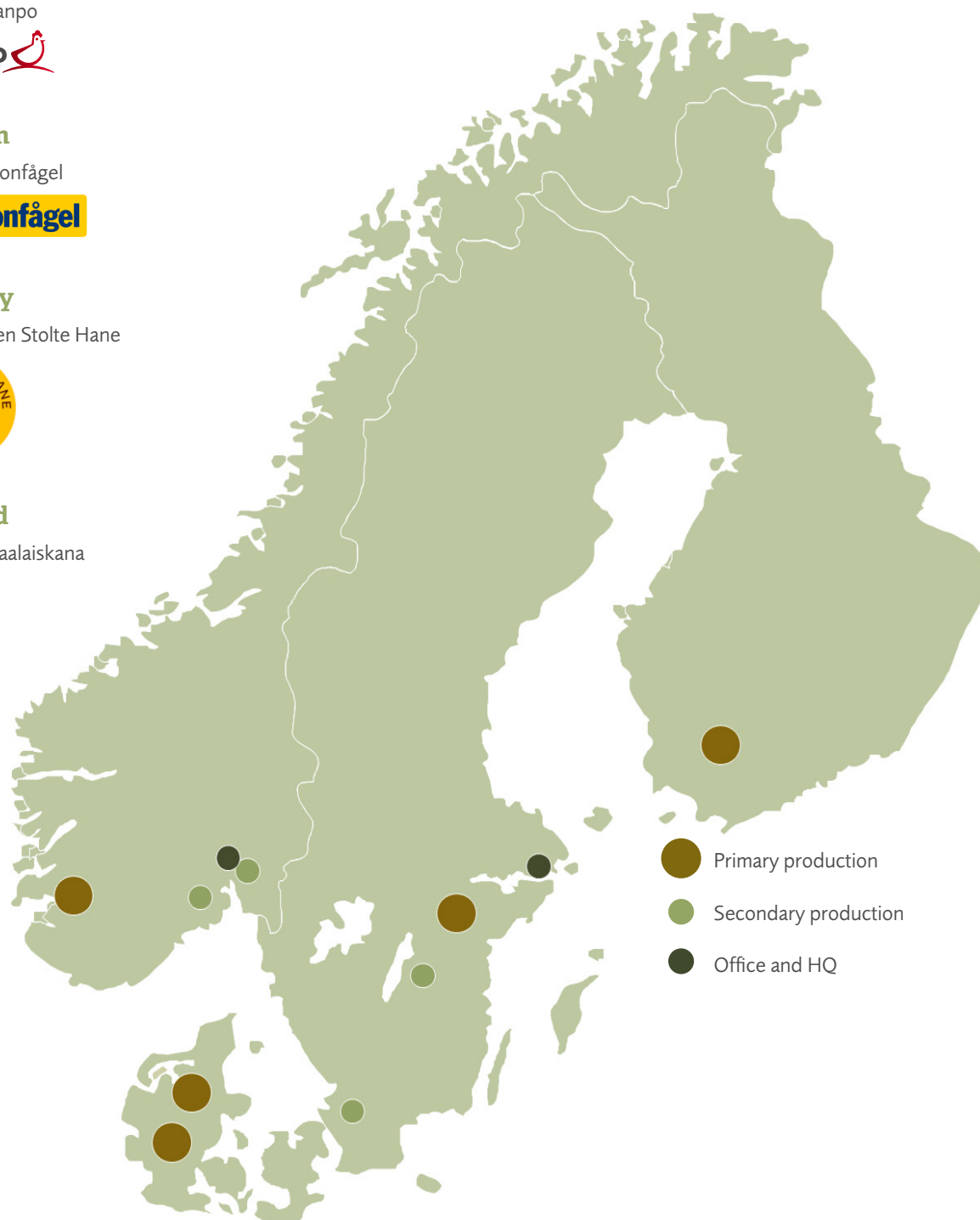
Norway




Brand: Den Stolte Hane



Finland

Brand: Maalaiskana



-  Primary production
-  Secondary production
-  Office and HQ

Employees

Denmark

Danpo

Denmark's second largest producer of chicken.

- Production: **Aars**, slaughtering, processing and packaging
- Employees: 320
- Production: **Farre**, processing and packaging
- Employees: 90

Sweden

Kronfågel

Sweden's largest and most well-known chicken supplier.

- Production: Valla
- Employees: 550

SweHatch

Hatching eggs and supplies day-old chicks to breeders in Sweden and on export.

- Production: Flyinge
- Employees: 50 in Flyinge and Väderstad.

Skånefågel

Slaughtering and locally produced poultry.

- Production: Åsljunga
- Employees: 30

Bosarpsyckling

Bosarpsyckling is the leading supplier of Swedish organic and KRAV-certified chicken.

Norway

Norway's leading supplier of white meat and eggs.

- Production: **Nærbø & Jæren**, slaughtering, processing and packaging
- Employees: 160
- Production: **Stokke**, slaughtering, processing and packaging
- Employees: 35
- Production: **Ski**, egg packaging
- Employees: 15

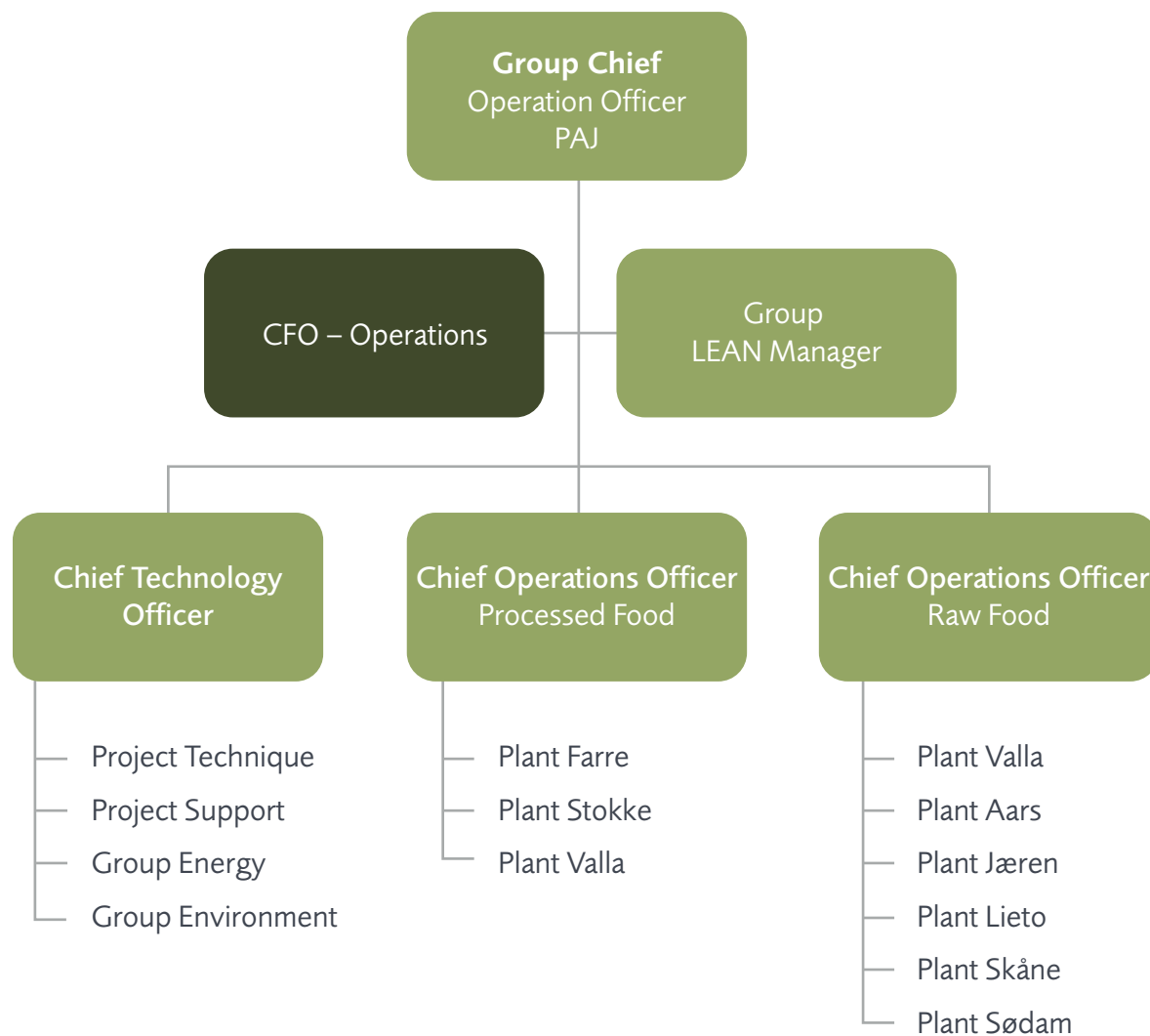
Finland

Kronfågel Oy (former Huttulan Kukko Oy)

Finland's most modern poultry production.

- Production: Lieto
- Employees: 40

New organisation 2017



Chief Financial Officer – Operations

The Position

The Group Operations CFO will report to Group CFO and will support and work close together with the Chief Operations Officer. The CFO Operations will be a key member of the Group Operations Management Team with direct responsibility and accountability for the financial performance and reporting of the business.

Primary responsibilities

- Business partner and sounding board to the rest of the management team by supporting and challenging the local country operations.
- As a publicly listed company, a prime priority will be to ensure the sites financial soundness and accurate reporting.
- Ensure the setting-up and management of Group Operations and be actively involved in investment decisions.
- Responsible for the performance management, i.e. proactive controlling capability, relentless follow-up, scrutinising of planning processes, initiation of corrective actions and to support in project cost management.
- Responsible for local controllers at the production plants.
- Being responsible for accounts and the reporting system - safeguard a high and consistent quality of information. It is particularly important to ensure transparency of the different activities and functions.
- Change management will be crucial in the growth strategy. The Operations finance function must support the lean processes and infrastructure necessary to achieve the growth strategy.

Experiences

- Experienced Finance Director, preferably within Supply Chain with track record of successfully being accountable for the full P/L of a defined business entity
- Leading the full or significant parts of the finance function, including management reporting, planning/ budgeting/forecasting, product costing, transfer pricing, and Capital Expenditure
- Current or recent sector experience would ideally include FMCG, 828, long-term contracting or slim margin business experience. Food industry experience is a significant advantage
- Experience from a matrix organisation
- Experience from building and adjusting an organisation structure and reporting- and support systems in a growing organisation
- Excellent understanding of the value chain in the manufacturing industry, ideally from similar business
- Experience from working in a publicly listed company is seen as an added benefit.
- Fluency in English is a requirement. Swedish/Norwegian or Danish is an advantage.
- Formal and informal leadership

Experience (continued)

- Hands-on and have proven his/her ability to build values through tenacity, proactivity and by keeping things simple.
- The candidate must be able to drive operational excellence and possess a commercial mind-set.
- Strong analytical and mathematical skills and business financial understanding.
- Structured and systematic.
- Ability to drive change and development both as formal and informal leader.

Competences:

- **Results Orientation:** Be hands-on and have proven his/her ability to build values through tenacity, proactivity and by keeping things simple.
- Able to drive operational excellence and possess a commercial mind-set.
- Personal integrity while enforcing Scandi Standard Group Operations financial strategy.
- **Strategic orientation:** As a key sparring partner to the COO and the remainder of the Operations Management Team, the CFO- Operations should be able to combine in-depth knowledge of financial management with business acumen and sound common sense.
- **Team Leadership:** it is pivotal that the candidate possesses leadership and people development skills. He/she must be open, communicative, yet firm with a driving leadership style - constantly raising standards for him/herself and others.
- **Collaboration:** Must be a strong relationship-builder, both internally and when dealing with stakeholders. In this respect, the new executive must actively demonstrate teamwork, including the ability to compromise for the greater picture, and the willingness to seek or invite input from colleagues before making a decision. The CFO- Operations is charismatic with push power, and someone who creates impact and gains respect in the organisation from day one.

Personal characteristics

In terms of personality, the successful candidate has the character and desire to immediately establish her/himself as a natural leader and as a sparring partner to the leadership team. She/he is comfortable with ambiguity and uncertainty.

She/he will demonstrate high energy and strong work ethic - in short the willingness to 'go the extra mile'. She/he will derive significant personal energy and motivation from taking a significant role in the continued development of the company.

The CFO - Operations will be located at the same place as the base of the COO, in Aars.

Very frequent travel throughout the region, 1-2 days per week is to be expected.

Nigel Wright Contact

SØREN HJORTH LEE
MANAGING CONSULTANT

M: +45 21 35 10 54

E: soren.lee@nigelwright.com

W: www.nigelwright.com