

PARTNERSHIPS WITH PRIOR OWNERS

The attractiveness of partnerships is illustrated by the fact that in a majority of Altor's transactions the incumbent owners have chosen to remain as shareholders and develop their companies in partnership with Altor

| | ALTOR | | |
|--------------------|-----------|---|--|
| INVESTMENT | OWNERSHIP | PARTNER(S) | |
| AGR | 70% | Founders | |
| Lindorff / Contant | 65% | Sponsor (seller of Contant), Gjensidige Nor (seller of Lindorff) | |
| Ferrosan | 70% | Idosan A/S (S. Fryland) | |
| Meyn | 85% | Talon (previous owner) | |
| AalborgIndustries | 60% | Previous owner | |
| Byggmax | 75% | Founders | |
| Nimbus | 60% | Founders | |
| Scandpower (SPT) | 70% | Energievekst (previous owner) | |

| | ALTOR | | |
|---------------------|-----------|---------------------------------|--|
| INVESTMENT | OWNERSHIP | PARTNER(S) | |
| PIAB | 73% | Founders | |
| Dustin | 80% | Founders | |
| Dansk Cater | 50% | Founders | |
| Åkers | 85% | Family / previous owners | |
| Elixia | 71% | Management | |
| CTEK | 87% | Founder | |
| Ålö | 88% | Balticgruppen (previous owners) | |
| Haarslev Industries | 85% | Son of founder | |