

# BJÖRN ENGLUND

## PERSONAL INFORMATION

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- Marital status: Married, with three children (14, 12 and 9)
- Nationality: Swedish
- Age: 47
- Place of Birth: Stockholm

## SUMMARY OF QUALIFICATIONS

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- 2007-07 Continues **Senior Advisor IDC/Consultant EMHC**
- 2006-06- 2007-06 **President International Dialysis Centers BV Euromedic International**
- 2002-01-2006-05 **Managing Director Gambro Healthcare Sweden AB**
- 2003-05-2004-03 **Managing Director Gambro Healthcare Italy**
- 2000-06-2004-12 **Director Of Operations Gambro Healthcare International**
- 1999-2000-06 Business Development Director Gambro Export.
- 1996-1999-05 Area Manager Eastern Europe.
- 1992-1996 Regional Manager Gambro Sweden.
- 1991 Sales Representative for Gambro's Distributor in **Saudi Arabia**.
- 1986-1990 Registered Nurse working in Orthopaedic and Dialysis Unit at Helsingborgs Hospital Whereof 1 ½ year in Saudi Arabia.

## EDUCATION

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- 2001 International Management Program.
- 1998 Corporate Management Education at IFL in Sigtuna.
- Internal Courses at Gambro in pace with increased responsibilities.
- 1984-1986 University studies at Nursing school in Kristianstad.

## PROFESSIONAL EXPERIENCE

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1992-02 – To Date  
Gambro AB

- When I started my career at Gambro AB in 1992 I was **Regional Manager** for the Northern part of Sweden (Sweden was divided into the North and South). Working with me was 3 Service Engineers, 2 Sales Representatives and 1 Instructional Nurse located at our Stockholm office. We sold dialysis machines and single-use

disposable. The Product Portfolio changed frequently due to the market needs and the development in our business. Usually we tried and succeeded in contracting the customer to us over a 2-3 year period of time (standard length of contracts for Dialysis Units in Sweden) being the main supplier to the Hospital or the County. It required a good and strong commitment and a very strategic way of approaching the customer, in order to increase the customer service, leading to increased revenues and to the overall task of growing faster than the competitors and increasing our market share. During my 4½ years as Regional Manager for North of Sweden the Turnover increased from 3,6 MusD to 7,3 MusD.

- After this position I was asked to take care of Eastern Europe as **Area Manager**. Eastern Europe included the former Soviet Union where Russia is the most important market. The work in Russia consisted in breaking up the old organisation (with a turnover of ~ 19 MusD) and creating (setting up a Subsidiary and being the **Managing Director**) a new organisation with focus on core business. When leaving Eastern Europe I was running a unit of about 45 people (25 in Russia, 15 in Ukraine and 5 in Belarussia) and a turnover of 30 MusD.
- From May 1999 I worked as **Business Development Director** (BDD) for Gambro Hospal Export that had a turnover of approximately 500 MSEK ~ 64 MusD. I was responsible for establishing subsidiaries and for our entering on new markets. I was also running several projects such as establishing new factories in some countries. The company's strategy is to be the leading player in our sphere of medicine, which means that we have to be very aggressive in our expansion to increase our market share and increasing our revenues. In my role as BDD I was also responsible of making the analysis and strategies for our future growth in co-operation with the distributors. It was also my responsibility to make sure that the implementation of business plans and strategies are successfully launched in the distributor's organization (arranging training seminars, lectures etceteras).
- In June 2000 I started as **Director of Operations** for Gambro Healthcare International (Member of the Management Team). This was a rather new organization that grew intensively by acquisitions. We started with about 2000 patients and had about 11.500 patients in 14 countries (from South America to Asia, with main focus in Europe) when I left the organization. My responsibility was to secure the focus on Operations while growing, this also included operational due diligence when looking into an acquisition. The main task from 2003 (due to no or very limited acquisitions), was to optimize the operations- standardization of processes -in the clinics as well as on a country level. I was initiating and driving standardization of supplies used in the treatment as well as centralization of procurement. I was also driving productivity improvements in our clinics, utilizing the capacity of staff as well as of equipment. This included setting Key Performance Indicators (KPI's) and follow-ups on a monthly basis. The major cost driver in our business is labor cost, so the major effort has been to identify new ways of looking into these processes and implement different ways of working.
- During May 2003 - March 2004 I also worked as Managing Director for Gambro Healthcare Italy and its 24 clinics with 250 employees and a turnover of 40 MUSD, located in three regions (Lazio, Puglia and Sicily). Here it was about creating a team and have the right focus. During my time we divested 2 clinics one in Sicily

and one in Lazio. Focus was to create a more professional approach where operational efficiency, organic growth, identity and the vision of the company was the driver. In 2004 the organic growth ended up in double digits while the market only grows with ~2%. I left this position when the new Country Manager was in place.

- From January 2002 to May 2006 I was also the **Managing Director** of our Swedish Healthcare subsidiary where we today have three clinics and 45 employees. The annual turnover was around 51 MSEK~7 MusD. The reason for the dual positions was that we needed a new focus in the Swedish operation focusing on efficiency and profit. In 2002 I created a new team with a Change Management approach, involving the staff in the clinics and creating participation with clear roles and responsibilities. It has been a tough but awarding year for the entire team. In 2004 we initiated as the first country in Gambro Healthcare a profit sharing system based upon reaching of EBIT. In order to qualify the Medical result had to be achieved according to targets, the patient and staff surveys had to be completed and followed up by an action plan. In order to create a group and team thinking the weight of the bonus is 70% on your own result and 30% on the country result. The Quality of the patients care was always in focus. Sweden ended up 2004 with the best result ever and the operational efficiency improved substantially in all clinics. The staff survey that was concluded in December showed the highest scores in the industry (comparing other private healthcare providers) for stimulation, motivation and best balance in stress and workload. Sweden was the country where we have had the best trend regarding improved operational efficiency as well as financial outcome. In 2005 we had 2 of our own and 2 of the competitions clinics out on tender. That meant that focus was on keeping our clinics and to get hold of the competitors and an extensive lobbying in order to get more public clinics into the private sphere. Unfortunately two of the clinics were taken back to the Region respectively landsting, so my work load reduced significantly, which opened new opportunities.
- From June 2006 to June 2007 I worked as the **President of International Dialysis Centers BV** based in its Headquarter in Budapest, Hungary. In year 2006 we had a growth of 56% thru establishing Greenfields (new centers) as well as acquiring Dialysis centers in Russia, Turkey, Poland and Croatia. Today we have approximately 4900 patients in 37 centers and the expansion continuous. We are entering at least 2 new markets during 2007 (Portugal entered in January) and are looking into a growth in the same range as for 2006. I had 750 permanent employees and 200 temporary employees in my organisation. We have under my leadership grown rapidly thru acquisitions as well as organically (56% in 2006). I also initiated Quality parameters such as Policy and Procedures as well as Medical Outcomes (this is a continuous job that never ends) in the company. Another important achievement was to sign Central agreements with suppliers (both Pharmaceutical and Med. Tech. companies) and by that improving the financial result significantly. My business philosophy is to get people engaged and motivated, mainly by encourage and emphasize on their own capabilities and then assist and guide them to success. I believe in accountability and that leadership is the most important characteristic you need when managing people.
- From July 2007 I am working as **Senior Advisor/Consultant (EMHC my own consultant company)** for International Dialysis Centers (a part of Euromedic

International). I am today doing the same things as previously, but working out of Sweden, making sure that the Countries and clinics are performing accordingly from a Financial, Operational and Medical point of view. The job also includes Business Development i.e. identifying new potential acquisition targets. The Dialysis business had a growth in 2007 of 50% compared to 2006. The growth continued during 2008 when the Dialysis business had a growth of 30%. Today the Turnover of the Dialysis business is above 100 M€ , treating more than 7800 patients and more than 1400 employees and 700 hundred part timers.

- From Autumn of 2007 I have also started acting as an Advisor for a Corporate Finance group in one of the biggest Scandinavian Investment Banks, especially focusing on the Healthcare market as well as advising one of the biggest Venture Capital companies on the Scandinavian market.

## LANGUAGES

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| • Swedish | Fluently spoken and written.      |
| • English | Fluently spoken and written.      |
| • German  | Understand well, speaks average.  |
| • Arabic  | Courtesy phrases, needs updating. |

## INTERESTS AND ACTIVITIES

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I am mainly spending my free time with the family and outdoor activities such as jogging, reading books etceteras. I also appreciate other things such as, sports, music and learning about other cultures and religions.