

Resume

Confidential



Tore Sveälv

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Nationality: Swedish; Gender: Male; Marital Status: Married

SENIOR EXECUTIVE SUMMARY

Energetic leader with high integrity and international experience in operations, P&L, marketing and sales of products involving start-ups, growth companies and joint ventures. Track record of new market identification and strategic positioning of companies.

Core competencies include:

- Leading & Developing Organizations
- Managing Budgets and P&Ls
- Positioning Companies
- Developing New Business
- Negotiating & Closing Deals
- Raising Capital
- Growing Revenue & Profit
- Forming Strategic Alliances
- Building Shareholder Value

EDUCATION

Ph.Lic., Thesis – “Distribution and population dynamics of trout, *Salmo trutta* L., stocked in the limed lake Hovvatn, Norway”. Ratings at oral hearings and the thesis 1.4 and 1.7 respectively; best rating is 1.0 and >4.0 is fail. University of Oslo, Norway; 1982 – 1985

B.Sc., University Certificate in Fishery Sciences and Management. Passed; only grade Pass is given. University of Gothenburg, Sweden; 1978 – 1981

Upper Secondary School, Natural sciences course. Kungälv, Sweden; 1970 – 1973

Diploma, General Management Programme, Swedish Institute of Management – IFL in Stockholm, Berlin and Brussels; 1996

LANGUAGES

- **English** – Fluency orally and written.
- **Norwegian** – Fluency orally and written.
- **German** – Fairly good orally and written.
- **Swedish** – Native.

CAREER HISTORY & ACCOMPLISHMENTS

GU Holding AB; 2010 – Present; Business Development and Investment Manager

Identifying new business cases, raising capital, making investments and perform exits of companies. Board member in portfolio companies.

Responsible for business development and investments in companies within the aquaculture and blue biotech sectors, and in building international cluster networks.

- Awarded first prize at the North Atlantic Seafood Forum’s Innovation Award 2011 for a novel fish feed ingredient.
- Partner in the EU project European Marine Science Applications Consortium.

Food & Health Concept Centre AB; 2004 – 2010; CEO

Established the Centre, initiated and coordinated projects with food industry and academia.

Raised \$0.7 million in funding for activities of the Centre. Established the subsidiary Viasolde, a biotech company – I was appointed chairman.

- Launched new products in grocery stores, and received royalty on sales.

- Instituted an innovation competition with focus on food in collaboration with Venture Cup Sweden.
- The Centre received a high score for its marketing and commercial focus in an independent evaluation done by Intersecta AB.

Advisory & Management HB; 2003 – 2004; Senior Consultant

Performed consultancy in the field of aquaculture and fisheries.

Performed a review of the new strategy of Pan Fish Canada on behalf of the group executive board at Nordea bank. The report resulted in improved biosecurity and operations.

- Missions as senior advisor in business development and strategy for Norwegian clients within the aquaculture and fisheries sectors.

Institute of Aquaculture Research AS – AKVAFORSK; 1998 – 2003; CEO

Lead operations and strategic directions with full responsibility for economy and organization (100 employees). Implemented a new and skills-oriented organization. Strengthened customer focus, improved project tracking, established subsidiaries and global collaborations.

Turned AKVAFORSK from a non commercial research institute to a business and customer driven company. In four years, the turnover and assets increased by \$1.5 million and \$4 million, respectively.

- Turnover increased by 20% to \$8.7 million, and the subsidiary AKVAFORSK Genetics Center was valued to \$4 million after 3 years.
- Initiated the establishment of SalmoBreed AS – a new genetics company.
- Akvaforsk was awarded a Centre of Excellence – "Aquaculture Protein Centre".
- Improved marketing of AKVAFORSK's excellence in -Breeding and genetics; - Nutrition and feeding; -Product quality; and -Marine species increased the assignments from customer globally

Chromogenix AB; 1993 – 1998; Manager Business Unit Endotoxin

Responsible for staff, strategic positioning, marketing, sales and support of distributors in 35 countries. Turned negative sales into positive primarily by changing strategies.

Established a successful alliance with a US company supplying us with vital substances – in exchange they were allowed to sell their products through our distributor network.

- Turned negative sales to positive by improving the distributor's network and product portfolio, and by changing customer focus from hospital to pharmaceutical companies.
- Increased sales with more than 200% to \$18.5 million, with improved margins.

Farmocean AB; 1985 – 1993; Chief Biologist and Business developer

Actively involved in the development process of the world's first offshore fish farming system. Responsible for marketing and sales in parts of Europe and in North America.

Responsible for the successful launch and sale of a unique fish farm system to a number of countries. Established the second largest joint-venture, Banga Seafood, in Latvia.

- Through my expertise within aquaculture and fisheries, I managed to solve a serious functional problem of the farming system.

- Established Banga Seafood LTD in Latvia with partners from Russia, Latvia and Sweden, investing a total of \$4 million. I was appointed as Vice President with lead responsibility for Banga Seafood's commercial activities.

National Swedish Board of Fisheries; 1974 -1978; Trainee

- Positions at the Institute of Marine Research, the Institute of Freshwater Research and the National Fish-Breeding Institution.
- Appointed as Fishing Consultant at the Institute of Freshwater Research in 1977.

BORD ASSIGNMENTS (a selection)

- 2013 – **Chairman of the Board**, Again Nutrient Recovery AB.
- 2012 – **Chairman of the Board**, RoadIT AB.
- 2010 – **Member of the Board**, Cewatech AB.
- 1999 – 2003 **Chairman of the Board**, Akvaforsk Genetics Center AS.
- 1999 – 2002 **Member of the Board**, AquaGen AS.
- 2002 – 2003 **Member of the Board**, The Centre of Excellence "Aquaculture Protein Centre".

MILITARY SERVICE

Royal Norrland Artillery Regiment (A4); 1973 – 1974; Sergeant

AWARDS, LECTURES, PAPERS (a selection)

- Represented Norwegian aquaculture industry when a delegation, led by Prime Minister Bondevik, visited Latin America in 1998.
- Akvaforsk was awarded price for Outstanding Scientific Partnership for the Genetic Improvement of Farmed Tilapia (GIFT) project in Philippines by CGIAR in 1998
- Strategies and Technologies in Offshore Farming. Fisheries Research. Elsevier Science Publishers B.V., Oxford, England. 1991 vol. 10:3 pp. 329-349.
- Invited speaker at National Science Foundation, Engineering Research Needs For Offshore Mariculture Systems Workshops. University of Hawaii at Manoa, 1991.
- Invited speaker and panel member at session "Exposed Offshore Rearing Structures". Aquaculture Europe International Conference, Bordeaux 1989.
- Invited speaker at session Development. Presented; Strategies and Technologies in Offshore farming. Tasmanian International Aquacultural Conference, Hobart 1089.
- Inshore versus Offshore Farming. Oral presentation at Aquaculture Europe International Conference, Amsterdam 1987.
- Liming the Acid Lake Hovvatn, Norway: A Whole Ecosystem Study. Water, Air and Soil Pollution 31. 1986. P. 721-763.

PERSONAL DETAILS

I am married to Bente, Med. Dr., and we have two grown-up sons. I enjoy being together with family and friends, and to travel to new and exciting places. I exercise regularly, and enjoying being out on the sea fishing.