

Mazars Sweden's sustainability report

01/09/2014 - 31/08/2015



MAZARS

AUDIT - TAX - ACCOUNTING

Mazars is an international, integrated and independent organization, specializing in audit, accountancy, tax, legal and advisory services.

MAZARS SWEDEN

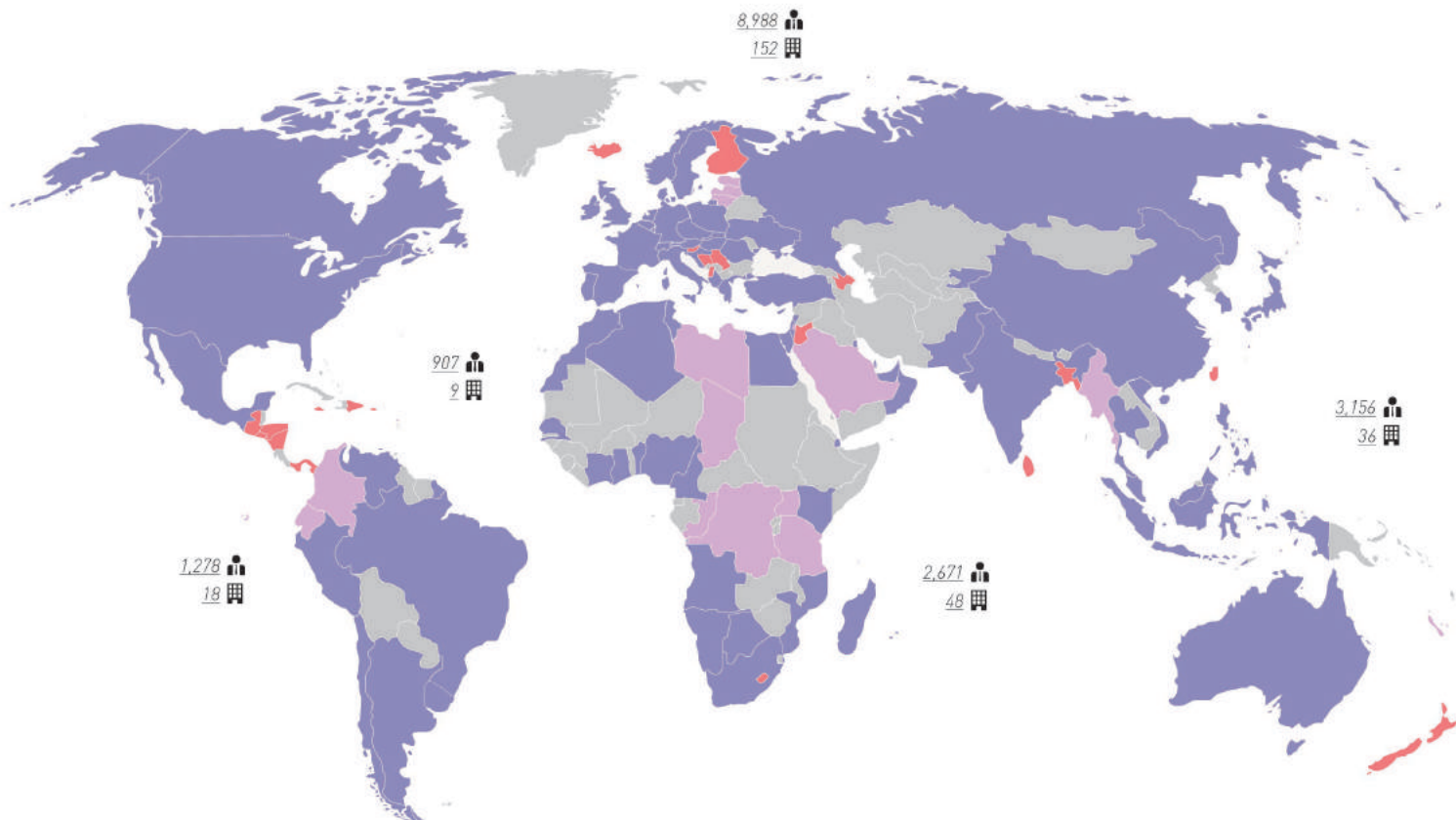
- Mazars SET Auditing company Ltd (registration number: 556439-2099)
- Owned by 34 partners
- CEO: Marianne Sandén Ljungberg
- Financial year: 01/09/2014 – 31/08/2015
- A total of 12 offices in Stockholm, Gothenburg and Scania (a county in southern Sweden), where we are represented at several locations

1940
Start up in France

1995
€ 100 M
1 000 professionals

2005
€ 500 M
37 countries
5 300 professionals

2016
€ 1,2 billion
77 countries
17 000 professionals



This is the first year that Mazars Sweden has made a summary of our non-financial data and presented this in a statement, this together with the annual report provides a comprehensive overview of our business' activities. This report is based on the Global Reporting Initiative (GRI) guidelines G4 and is a summary of our sustainability efforts in the financial year 2014/2015 and also our future work. The international Mazars Group is committed to the "UN Global Compact" which we at Mazars Sweden also support.

This sustainability report is not certified by a third party. Within the next few years, our aim is to establish a formal sustainability report according to GRI guidelines G4 which can be certified by an independent auditor.

OUR BUSINESS

Mazars is conducted as a limited liability company and is a partner-led organization with 34 partners from different offices and regions in Sweden. We have approximately 240 employees and our main business areas are:

AUDIT

Audits of large and small companies, associations and organizations. Specific tasks and general reviews, internal audits, IT audits, audits of sustainability reports and royalty audits.

ACCOUNTING

Financial statements and annual reports, consolidated financial statements, interim financial statements, reconciliations and consulting, bookkeeping and payroll services.

TAX

Business transfers, restructuring, international taxation issues, VAT issues, retirement solutions, investigations and different tax processes.

ADVISORY SERVICES

Our advisory services cover several different areas:

- Financial reporting / IFRS
- Corporate Finance
- Corporate Matters

We work both locally and globally with a wide range of customers. Our clients are mainly small and medium-sized enterprises. Amongst them are both privately held companies and listed companies. We also work with associations, foundations and actors in the public sector. This has given us great knowledge of various industries and experience in diverse areas, which our customers benefit greatly from.

We provide our customers with a partner whom stands for service, dedication and availability. Together with our customers, we build a relationship and continuity which develops our customer's companies. At Mazars, you will meet attentive auditors, accountants and advisors who deliver high-quality services.

We work in an industry of confidence. Therefore, it is important for us that our stakeholders have confidence in us, our business, our work and also in our sustainability efforts.

OUR SUSTAINABILITY TEAM

During spring 2015, we established a sustainability team, who were tasked with pursuing our sustainability work more actively. The team represents different business areas and offices in different cities. In addition to our CEO, Marianne Sandén Ljungberg, the group consists of the following individuals:



Yvonne Jansson, authorized accounting consultant in Stockholm who has a particular interest in integrated annual reports for smaller companies, which also includes sustainability reporting.



Maria Hansen, senior auditor in Malmö who has written a master's thesis on the attestation of sustainability reports and the use of RevR6 and GRI.



Angelica Ericsson, auditor in Stockholm who has studied advanced courses in sustainability matters and IIRC's framework.



Viktoria Wessman, senior auditor in Stockholm who has previous experience in working with climate change strategies in Uppsala.

OUR VALUES AND VISIONS

Our values have been instrumental in the organization since its beginning. Our common values guide our day-to-day work and are respected and shared by all partners and staff in the organization. These values are the characteristics of Mazars and are signed by each partner.

- Ethics and morality guide our work and how we help our customers.
- We treat our clients' challenges as our own and we care about how our work can affect society.
- We believe in diversity and respect for all individuals and in all relationships between people, especially those involving other countries and cultures. To be responsive, to have the ability to listen and be open are important prerequisites in order to reach innovative and helpful solutions.
- Technical competence is the basic principle of our work at all levels in the organization. Our continuous quest for the highest quality and standards not only improve customer satisfaction, but also develop our business processes and our employees. It is also the best guarantee of our independence.
- We think independently and in our role as auditors and advisors we always act independently.
- When employees come and go, or when the older generation hands over to the younger, we ensure that relationships, experience and knowledge is passed on. We learn from the past, but we always look towards the future.

"All companies must take responsibility"

Marianne Sandén Ljungberg, CEO Mazars Sweden

Being a part of a sustainable society has become very important and duly all companies must take responsibility. At Mazars in Sweden, we work actively towards sustainability. Our focus is on community involvement, reducing our impact on the climate, sustainable employment and sustainable services.

Our ambitions are high, but our implementation plan must be realistic. It is with great pleasure that I can inform you that since we relocated our offices closer to public transport hubs (particularly train stations), many of our staff have chosen to leave their cars at home and instead use public transport to commute to work. Travelling to meetings by train instead of flying is also becoming more common in our organization.

It is also with great pride that I can inform you that our company, employees and partners donated over 200 000 SEK to the organization UNHCR during the refugee crisis in September 2015.

Our employees have to constantly develop in order to meet both market and clients' demands. This is and has always been taken for granted in a knowledge based organization. With the rapid changes taking place in our society and increasing digitization, there are new demands on us and our employees. Therefore, we must be responsive and develop our employees' skills and opportunities. If we do this, we can succeed and Mazars will continue to be an attractive partner and employer.



OUR SUSTAINABILITY EFFORTS

Sustainability has become an increasingly important issue in our society and we have also experienced an increased interest from our employees, partners, customers and suppliers in how we as a company can contribute to sustainable development.

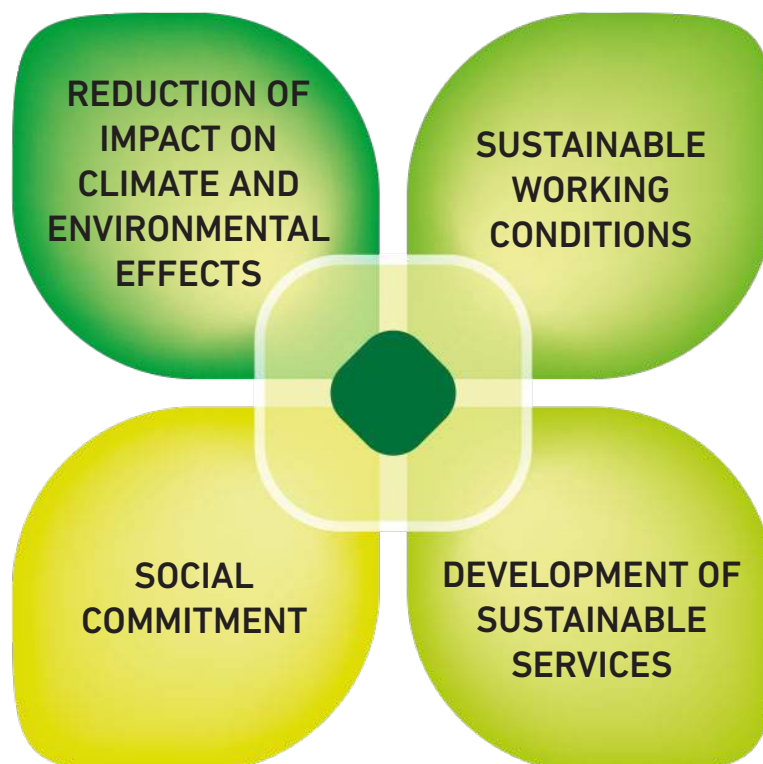
We see sustainability as an important long-term process which must be implemented at all levels and areas of our organization.

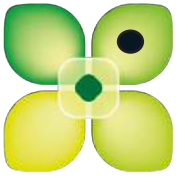
Sustainability deals with many different areas and challenges. In order to prioritize our initiatives, we undertook an initial analysis of our key stakeholders. The results showed that those with the biggest interest in our company's development and sustainability activities are our existing and prospective employees, our partners, and also our existing and prospective customers.

One of the sustainability team's first tasks was to conduct an employee survey. The results showed that our employees and partners are interested in both how we as a company, and they as employees, best can contribute to sustainable development at a local, national and international level. The answers in the employee survey enabled us to identify four key areas that we believe are particularly important to our stakeholders and relevant for Mazars Sweden. These focus areas is also consistent with the work that the firm already had begun with, which further reinforced the importance of working with these areas.

HOW WE WORK WITH OUR SUSTAINABILITY EFFORTS

Our sustainability efforts are based on ensuring high quality and long-term trust by continually evaluating and developing the company's policies and processes. When we educating and engaging with our employees about the importance of sustainability, it is important to ensure that all employees are aware of and feel fully committed to this project. The control documents include our gender equality policy, sustainability policy, quality manual, the industry association's professional ethics' rules and code of conduct. These policy documents are available to all employees and new employees receive them during their induction program.





SUSTAINABLE WORKING CONDITIONS

One of the most important prerequisites to being able to conduct our business well are our employees. They are our motor which drives the company forward. The company's guidelines for employee development and well-being are very important factors for us to achieve our visions and goals.

Professional development

Every year we conduct appraisals with all of our employees. These exchanges are a tool with which we can ensure that we consistently achieve the company's stated vision and goals, and the employee's own development. Professional development amongst our employees consists of both "on the job training" and a wide range of courses. The range of courses and their content varies depending on the role of the employee and at which stage of their career the employee is at.

The different professional areas auditing, accounting and tax have different guidelines and organizations based on what suits each professional group best.

For our auditors, there is a clear career ladder, based on experience, development and performance. Through this division, we can also make the manning of our assignments more efficient and give all employees the opportunity to have contact with our customers.



Accounting is a growing business area and has many different types of assignments. The organization has varying levels of experience and education:



Modern and flexible work environment

For us it is important that our employees have a good work-life balance, and the opportunity to combine having a career and a family. For example, we offer the option of flexible working hours. This will be further facilitated in line with our work which is becoming more and more digitized.

Our employees' health and wellbeing is important to us. Therefore, we give all employees a health care contribution. To prevent injuries related to sedentary work we offer, amongst other things, ergonomics reviews with an occupational therapist and all employees have access to a height-adjustable desk. Also, employees are offered regular health checks to prevent and identify potential health problems.

Community

Our community of employees based at different offices and also our colleagues situated in Denmark and Norway is something we value very highly. This takes place through various activities during the year. Every year we organize a 'kick-off meeting' for all employees. Over two days, we undergo joint activities and education aimed at strengthening the community between us. During the past two years, our colleagues in Denmark and Norway were even invited to our kick-off meeting in Sweden.



Mazars Sweden, Denmark and Norway at the kick-off meeting in Malmö 2015

The majority of our courses are organized internally to strengthen the ties between the different offices and their employees, and each year Mazars partners arrange a global partner conference. Around 700 international partners meet to exchange information and experiences over two days. Partners get the opportunity to participate and influence Mazars' global strategies and development through a voting procedure. At our 12 offices in Sweden, we have staff associations and sports committees which organize various events for employees. In Stockholm, there is also an art association.

In May 2015, Mazars Norway for the third time invited Mazars Sweden and Denmark to compete at the relay race "Holmenkollen".



Participants from Mazars Sweden, Holmenkollen 2015

Human rights

Mazars is a politically and religiously independent company. We take our social responsibility seriously by treating every individual with respect, regardless of gender, skin color, religion, political opinion, sexual orientation or disability. We also support the UN Global Compact's 10 principles".

Gender equality

For the sixth year in a row, Mazars lead the gender equality league in the proportion of female partners among Sweden's seven largest auditing firms. These findings were revealed by the yearly gender equality survey in the industry association's magazine "Balance". At Mazars, the proportion of female partners is 24 percent, which is considered high for a partner owned business. The proportion of women in management is also high: 57 percent in the group of other managers are women and 63 percent of the management team is made up of women.

| | Totally | Males | Females |
|-----------------|---------|-------|---------|
| The board | 8 | 5 | 3 |
| Management Team | 8 | 3 | 5 |
| Partners | 34 | 26 | 8 |
| Other Managers | 14 | 6 | 8 |

JENNY STENESJÖ, TAX LAWYER – A DRIVING FORCE IN AN INTERNATIONAL GENDER EQUALITY PROJECT



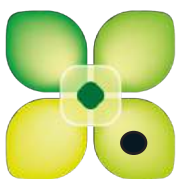
Why are you active in this project?

I have always been committed to gender equality issues. When I was asked to work in an international project within Mazars tax department called "Women in tax" it was natural for me to say yes. The project is still at the initial stages, but our future plan for 2025 has been approved by the Executive Board of Mazars. The idea is to build a strong network of women in Mazars where we can support each other in our professional development. We are convinced that this can create greater profitability for the company.

I also find gender equality issues extremely important, not only from a social perspective, but also from a business value creation perspective. By supporting women who work at Mazars, we give them the opportunity to develop their professional skills. In doing so, the organization will achieve higher turnover and a more differentiated customer structure.

What do you think about the future development of gender equality at Mazars Sweden?

Positively! Mazars in Sweden is already a leader in this area, but we can always do more. I think it is good that Mazars at an international level also raises this important issue. We must all work together to build an organization where everyone, according to their own conditions and regardless of age, gender or ethnic background can develop their professional skills.

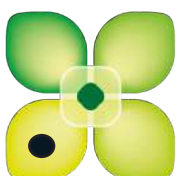


DEVELOPMENT OF SUSTAINABLE SERVICES

Sustainability has become an increasingly important issue in society and many companies are showing a greater interest in contributing to sustainable development. Many companies also have identified a need to organize their work towards sustainability and to present the sustainability report in their annual report or in a separate report. In order to increase the credibility of sustainability reports there are needs and preferences for corroborating the non-financial information.

As consultants and auditors, we can make a great contribution in the accounting and reporting of sustainability issues, since we have knowledge of the company's operations, business strategies and future plans in our work processes. We are also used to evaluating risks and identifying opportunities in both accounting and auditing, which are key issues in sustainability efforts.

Through our own sustainability efforts, we are familiar with the regulations and guidelines applicable in the sustainability report and we have great experience in reviewing processes and internal controls. We see an opportunity to contribute to the society's sustainable development by helping our customers to engage in sustainable business practices.



SOCIAL COMMITMENT

We want, at both a local and national level, to support organizations that contribute to society. Like Mazars internationally, we have chosen to focus our efforts towards schools and education. So far, our efforts have taken place at a branch level, but our plan in 2016 is to coordinate all the projects at a national level. All of our offices in Sweden are involved in different community projects.

Our support to UNHCR

During our kick-off meeting in Malmö in September 2015, we took the initiative to donate money to the refugee crisis. The 260 or so participants got the chance to voluntarily donate a contribution through a specially created mobile banking account. We felt that this joint effort strengthened the cohesion of the company, which was perceived as positive by all employees. Our employees, partners and the company donated more than 218 000 SEK to UNHCR. It was a generous contribution that we hope saves lives and gives new hope to people who have lost so much. We were delighted with the amount that we donated and are proud of everybody's commitment to this worthy cause.

Miljöbron

In order to take the right actions in our energy efficiency efforts, knowledge is necessary. The organization "Miljöbron" acts as a link between industry and academics. In a pilot project, we offered four students the opportunity to carry out an environmental study at our Lund office during 2014. The study led to an action plan that is used to reduce the office's environmental and climate impact. In 2015, we contacted more students and in 2016, a similar investigation will be conducted at our office in Malmö.



Universities

We have an active collaboration with universities and are involved in various student fairs and career days organized across Sweden. Through our continued participation at these events, we get the opportunity to meet students and inform them about our profession, the industry and the opportunities we have to influence the ethics and quality of the companies we work alongside.

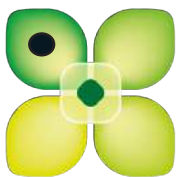
Active in industry association FAR

Mazars is a member of FAR, the professional association of auditors, accountants and advisers in Sweden. FAR works both nationally and internationally to develop the industry, including recommendations, education and referrals. Mazars has representatives in both the FAR Board of Members and in several working groups, whom actively work with development in the industry.

FAR has a specialist group for sustainable development. Each year they give an award for best sustainability report and they have also developed a recommendation for how the audit of sustainability reports should be implemented. A study conducted at Uppsala university shows that auditors helps to clarify which activities work, and which do not. When it comes to measurement and reporting of sustainability issues, the auditors' work is central to increased understanding of how sustainability and sustainability reporting can be improved.

Members of TEM

We are members of TEM Foundation, which provides consulting, leading research and development, runs networks and offers industry customized training with a focus on sustainability. As a member of TEM, we are part of a network where we get the opportunity to meet other companies working with environmental and CSR issues, which gives us knowledge, contacts and inspiration on how we can develop our work with sustainability in the future.



REDUCTION OF IMPACT ON CLIMATE AND ENVIRONMENTAL EFFECTS

As a service company, we do not produce our own products and therefore, we have a limited environmental impact. Our resource utilization mainly relates to travel and consumption that is related to office work, such as paper and energy consumption. Our aim is to act as environmentally and climate friendly as possible in these areas. In our future sustainability reports we will be able to report the energy consumption of our different offices, which all are working under their own agreements and conditions to reduce energy consumption.

Paper consumption

Historically, we have consumed a large amount of paper, but a couple of years ago we began a process to reduce our paper consumption, by for example having a general setting on all printers to print double-sided. This has resulted in a noticeable reduction of paper, we estimate that we are saving around 3.3 tons of paper each year by this simple measure. Together with our software provider Hogia, we have also developed the possibility of providing our "preparation of financial reports" digitally instead of as previously, in files with registers and paper copies.

Energy consumption

A major part of our environmental and climate impact concerns energy consumption. A part of our efforts to reduce our energy usage has been to select green leases whenever possible. The Stockholm office, which is our largest office with about 100 employees, signed a green lease with the landlord Vasakronan in 2012. The agreement includes waste disposal, energy usage and the choice of building materials. The landlord only provides electricity labeled "Good Environmental Choice" according to the criteria's and standards for a property established by the Nature Conservation. Our office in Helsingborg also signed a green lease with the landlord Wihlborgs, in connection with their move to a new building in 2016.

Office environment

By minimizing the use of plastic, we are trying to reduce our offices' impact on the climate and environmental. We have also started to identify and make demands upon our key suppliers on their sustainability work, based on their products and transportation methods. This occurs, for example, through having water coolers offering plain or sparkling water at our offices, instead of bottled water. We also separate our waste.

Sustainable transport solutions

Our work involves many business trips, so we have initiated a review of our travel options to find more environmentally friendly travel options. We appreciate that we make about 6,500 client visits per year, both locally, nationally and internationally. Most of our offices are centrally located and near a train station, which means that we choose to travel to meetings by train and bus as often we can. This has also been found to be time-efficient in large cities. Our aim is to also use taxi providers that have an environmental policy and drive environmentally friendly cars.



Most participants traveled by train to our kick-off meeting in Malmö in September 2015.



We have offices in 12 different locations and our employees travel considerably between them. Our largest offices have invested in video conferencing equipment to reduce trips; in fact by using video conferencing the number of trips has decreased by approximately 160 per year. A further measure to facilitate digital meetings and training sessions is that during 2016 we will begin to hold conferences via "Skype for Business".

Sustainable IT

Our IT department was awarded a diploma in 2015 from the company Inrego for "Sustainable IT 2015". We send all of our unwanted electronic appliances to Inrego for reuse. The motivation for being granted this award was "Mazars have reduced the environmental impact of IT equipment in 2015 by encouraging increased reuse, contributing to a more efficient use of the earth's resources and reduced emission of greenhouse gases." Inrego indicate that we have in total saved 1841 kg of carbon dioxide, which is the equivalent of powering 177 refrigerators a year or heating up to 7 apartments for a year.

Digitizing

In 2015, along with our software provider Hogia, we developed the possibility of presenting financial statements digitally instead of, as previously, in folders with registers and paper copies (please read the interview with Johan Olofsson on the next page for more information).

A year ago, we also changed our working methods in auditing, a process that occurs together with our international colleagues. It is our ambition that we will digitize our working methods further from 2017. Thereby the consumption of paper, files and records will be greatly reduced.

Our way of working with operating accounting also changing progressively to become more and more digital. Here we also work actively to change our working methods together and with various software providers to offer our customers an increasingly digital service.

JOHAN OLOFSSON, AUTHORIZED ACCOUNTING CONSULTANT - A DRIVING FORCE IN THE PROJECT OF DIGITALIZING FINANCIAL STATEMENTS



How was the idea of digital financial statements born?

We are constantly working to develop our working methods in order to work as efficiently as possible, and digital solutions have been around as requirements for both financial statement and accounting assignments. Our software provider Hogia thought the same way and had also received enquiries from other customers, so the process of starting up this project went very quickly.

How has it affected the way you work?

The working process is the same. What has changed is how we collect our documentation. The big difference is that we use less paper and that you always have access to all documents digitally. We no longer need to carry around folders.

What do the customers and employees think about digital financial statements?

Our colleagues are cautiously optimistic. Adjustments to work and finding new routines takes time. New questions which are often asked are for example, how can we think in terms of our own and our customer's documentation? Those who already have started can see huge benefits, and auditors for our combined assignments have appreciated that they can now quickly and easily find any required information.





SUMMER ENTREPRENEURS

This is a project led by Jesper Ahlqvist and Jim Forsberg from our Lund office. The project targets young people between 15 and 20 years old and aims to encourage and develop their entrepreneurship skills and give them the ability to run a business.



Jesper Ahlqvist, Authorized Auditor

Jim Forsberg, Authorized Auditor

How does the project work?

The project starts with a week of 'kick-off meetings' where the young people's ideas develop and translate into business plans, marketing plans and accounting records. From Mazars, we organize a training course to increase the participants' understanding of accounting records and tax. Then the participants receive a starting grant and we are acting mentors during the three weeks in which they run their own businesses. The project ends with a kick-out meeting where the young entrepreneurs share their experiences.

What responses have you received about the project?

The responses have been very positive. The project itself stimulates entrepreneurship both in the municipality and in general. As auditors, we have great expertise, knowledge and understanding of what it takes to run a business, and many people appreciate that we share this information to our younger generation.

What is your best memory from the project?

Our best memory of the project is undoubtedly seeing the joy of the young entrepreneurs who succeed with their projects and that we get the honor of being a part of their development.



Yvonne Jansson
Authorized Accounting Consultant in Stockholm



Viktoria Wessman
Senior Auditor in Stockholm

Why did you choose to work with sustainability issues?

I think it is a very important and current issues. I also believe that companies have a great opportunity to influence development. By driving these issues, companies can apply pressure on decision-makers.

How has sustainability affected you and your work?

I have more focus on these issues, both privately and in my work.

Is there a topic you find particularly interesting?

I am passionate about highlighting the sustainability measures that smaller companies can take, but are often not informed about.

How do you think sustainability reports will develop in the future?

I believe that sustainability reports will be established voluntarily by an increasing number of companies, both large and small, as this information will be increasingly requested by corporate stakeholders. I also believe that more companies will integrate sustainability reporting in their annual reports and that the need for review and verification will increase the reliability of established reports.

Why did you choose to work with sustainability issues?

I started to get involved in sustainability issues in high school and when the opportunity to participate in developing the company's sustainability efforts was offered, I presented my interest immediately. It's incredibly fun to pursue these issues and to participate in the development of a new business area.

What challenges do you think we are facing?

Naturally, we are also affected by global challenges. By working internally with various sustainability issues, we hope to support the sustainable development of the world around us.

What do you think about Mazars future sustainability efforts?

I see a bright future for our sustainability efforts. We have a committed management team who prioritize these issues and there is also a great interest among employees to continue to develop and improve our sustainability efforts. Being able to help our customers to pursue reliable sustainability efforts is also an important part of our ability to influence the world around us.

MAZARS BUSINESS AWARD 2015

We are very proud of our annual event "Mazars business award". An award is awarded to a sustainable company that has been on the market for a significant period of time, that has managed to create growth during economic fluctuations and also has created positive changes in their local area. The 2015 award went to the Malmö-based company Sandberg Development AB.



Per Sandberg (Sandberg Development AB), Marianne Sandén Ljungberg (CEO Mazars Swe), Lars Wahlström (Chairman of Mazars Swe)



Per Sandberg with Mazars-personnel



Crowded local when the prize was awarded



Gunilla Malmsten, auditor in Sandberg Development AB since 1974



STRATEGY FOR OUR CONTINUED SUSTAINABILITY ACTIVITIES

2015 was a challenging and developmental year when it came to the sustainability work of Mazars Sweden. During 2016, our work with internal and external sustainability efforts is set to continue.

One of our internal goals for the sustainability group of 2016 is to continuously develop our internal policies and instruments. We also want to implement a new auditing tool with the aim of completely digitizing our work. Furthermore, our goal is that within the next few years to provide a certified sustainability report. We will also work to coordinate our social commitment, both nationally and with our international colleagues.

An important step that we need to take is to develop tools enabling us to measure our environmental impact, for example, our usage of paper and our transportation patterns.

Another of our future goals is to conduct a survey amongst our customers to identify which areas our customers feel are important for us to work with

Our external goal is to offer sustainability services to our customers. This includes the establishment of sustainability reports, reviews, and also the verification of sustainability reports to provide advice in this area.



GRI-INDEX

Mazars bases its sustainability report on the GRI (Global Reporting Initiative) G4 guidelines. We follow the framework in part, and therefore the following GRI index is not fully complete. Page references to the GRI index are provided in this sustainability report as follows:

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**Do you have any questions regarding the content of this sustainability report,
or are you interested in our services?**

If so, please contact us!

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