





Today, many argue that there is an imbalance between global economic powers and political forces. An imbalance which allows for capitalism to dominate and greatly affect our environment, human rights and the distribution of resources. As a consequence, there is a need for alternative ways of organizing, owning, and controlling companies.

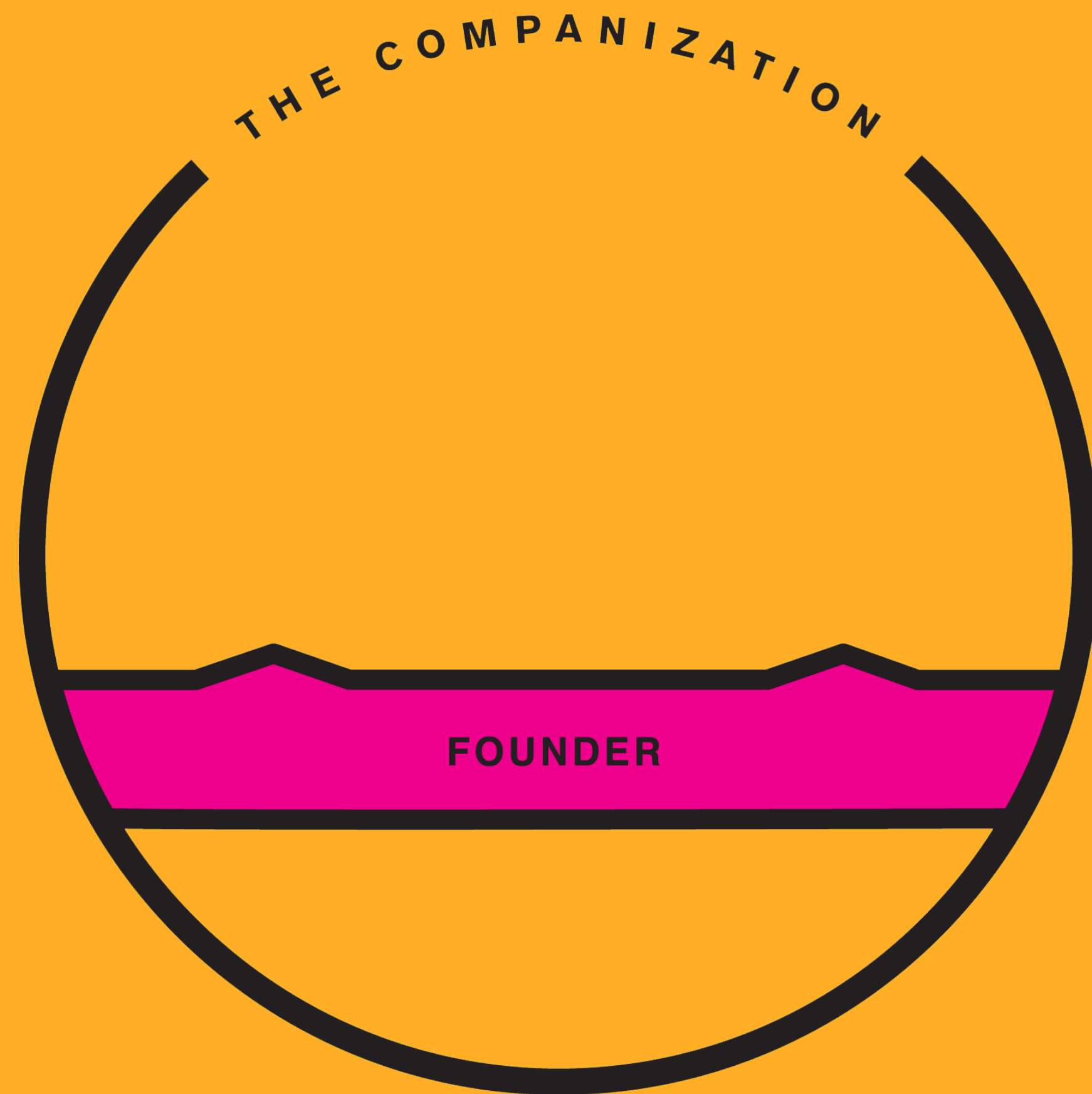


The Companization - an alternative way of organizing, owning, and controlling a company with the purpose of creating a balance between economic forces and social responsibility.

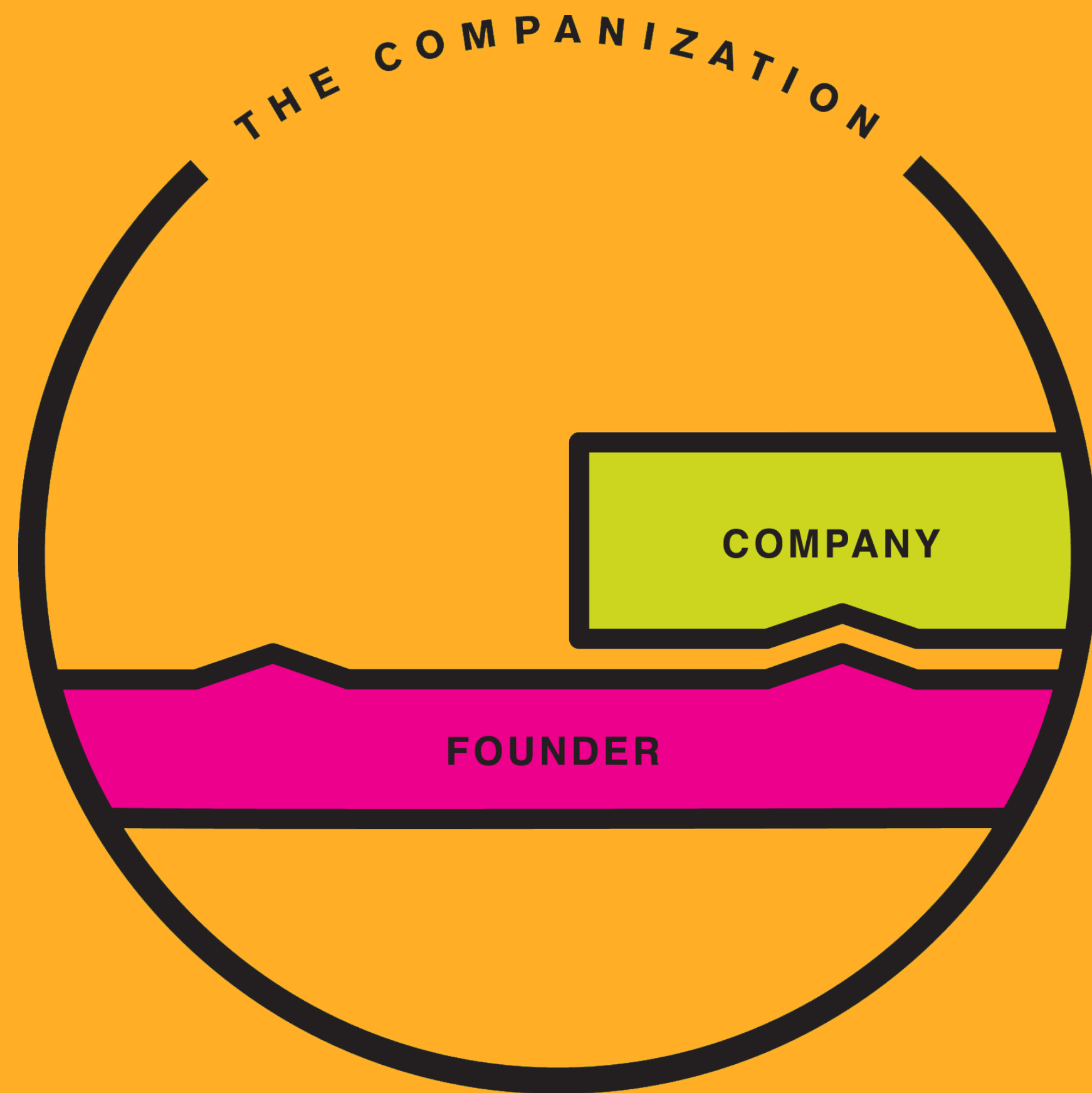
THE COMPANIZATION

In 2002, an alternative organizational model was introduced that assumes the effectiveness of the company and at the same time creates a balance between economic forces and social responsibility.

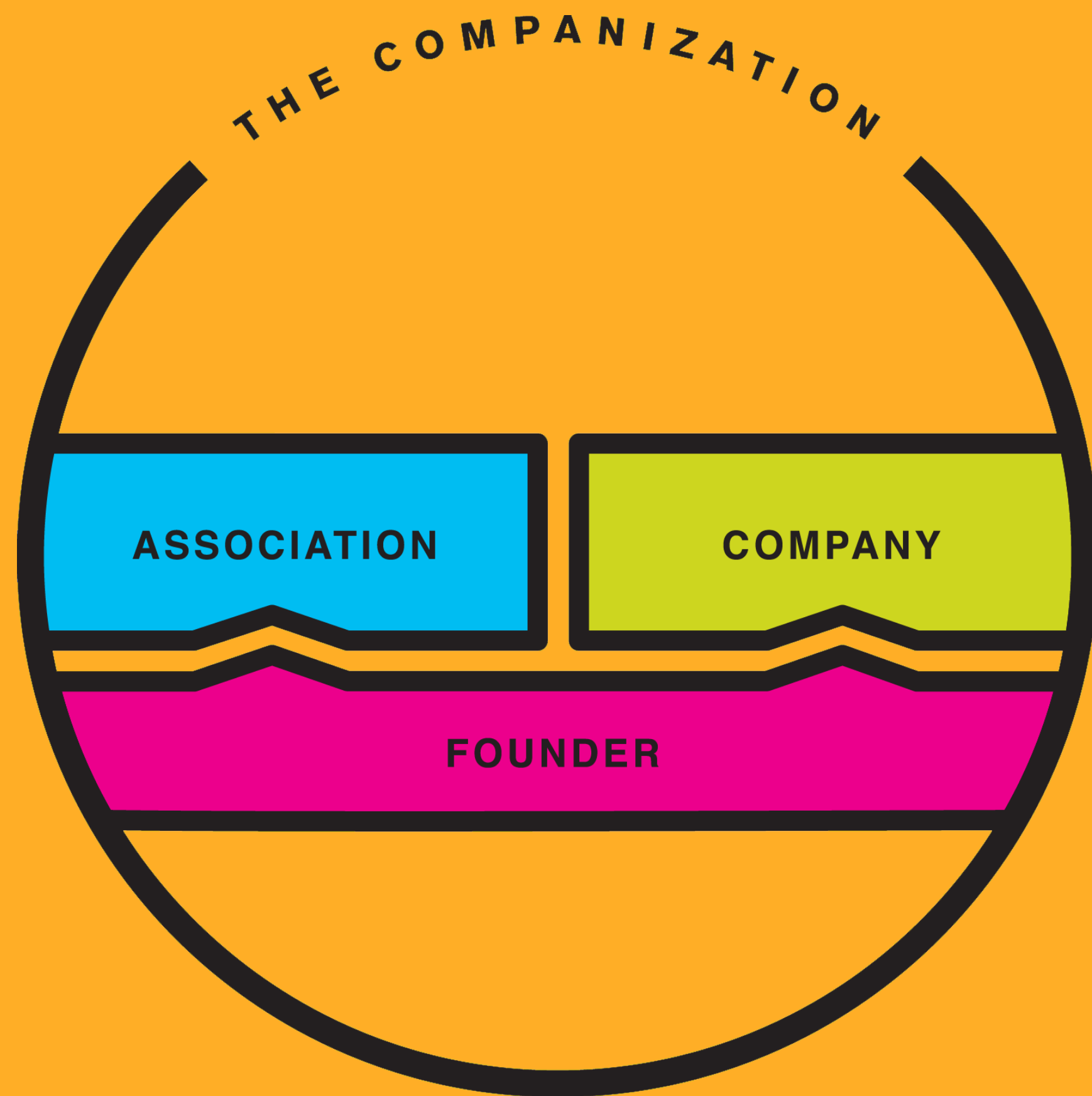
The Companization is a model for third generation CSR work. The first generation created guidelines. The second generation was accountable to them. The third generation integrates ethical guidelines into the Articles of Association and Bylaws, thus obliging the organization to follow them.



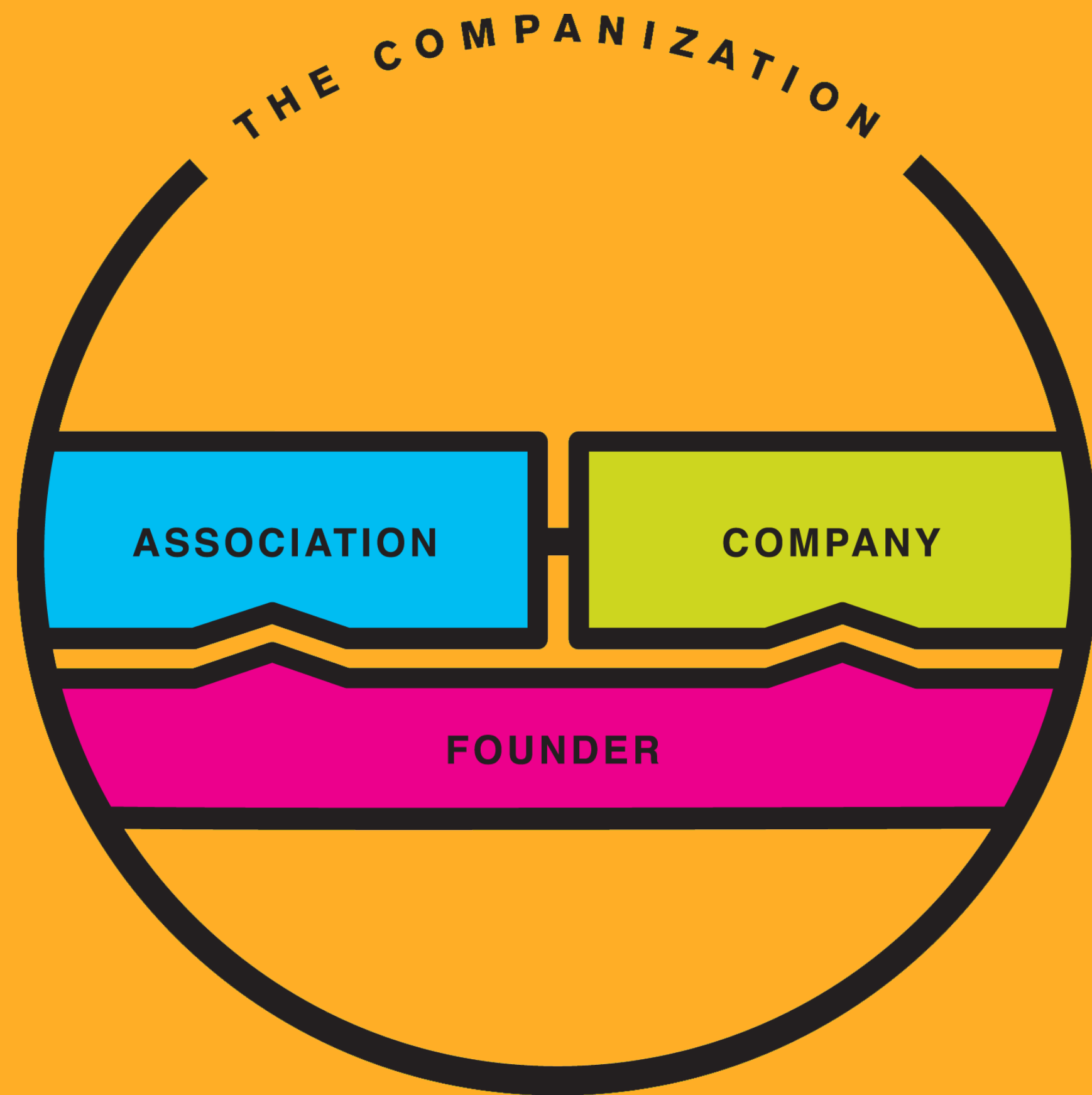
The founder establishes two separate legal entities – one for-profit Company and one non-profit Association.



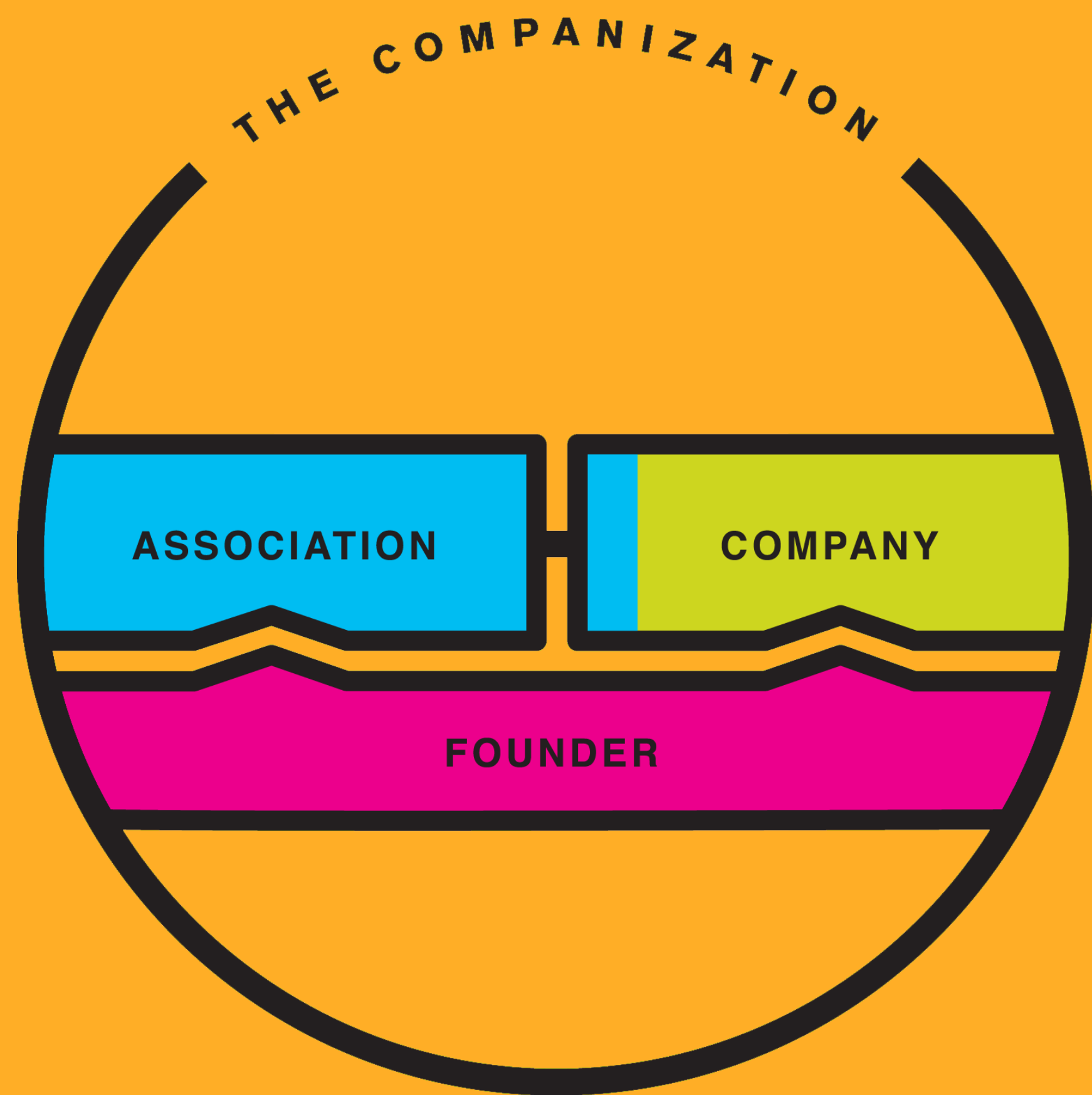
By implementing an ethical framework into the Company's Articles of Association, moral issues are introduced into an otherwise purely economic forum.



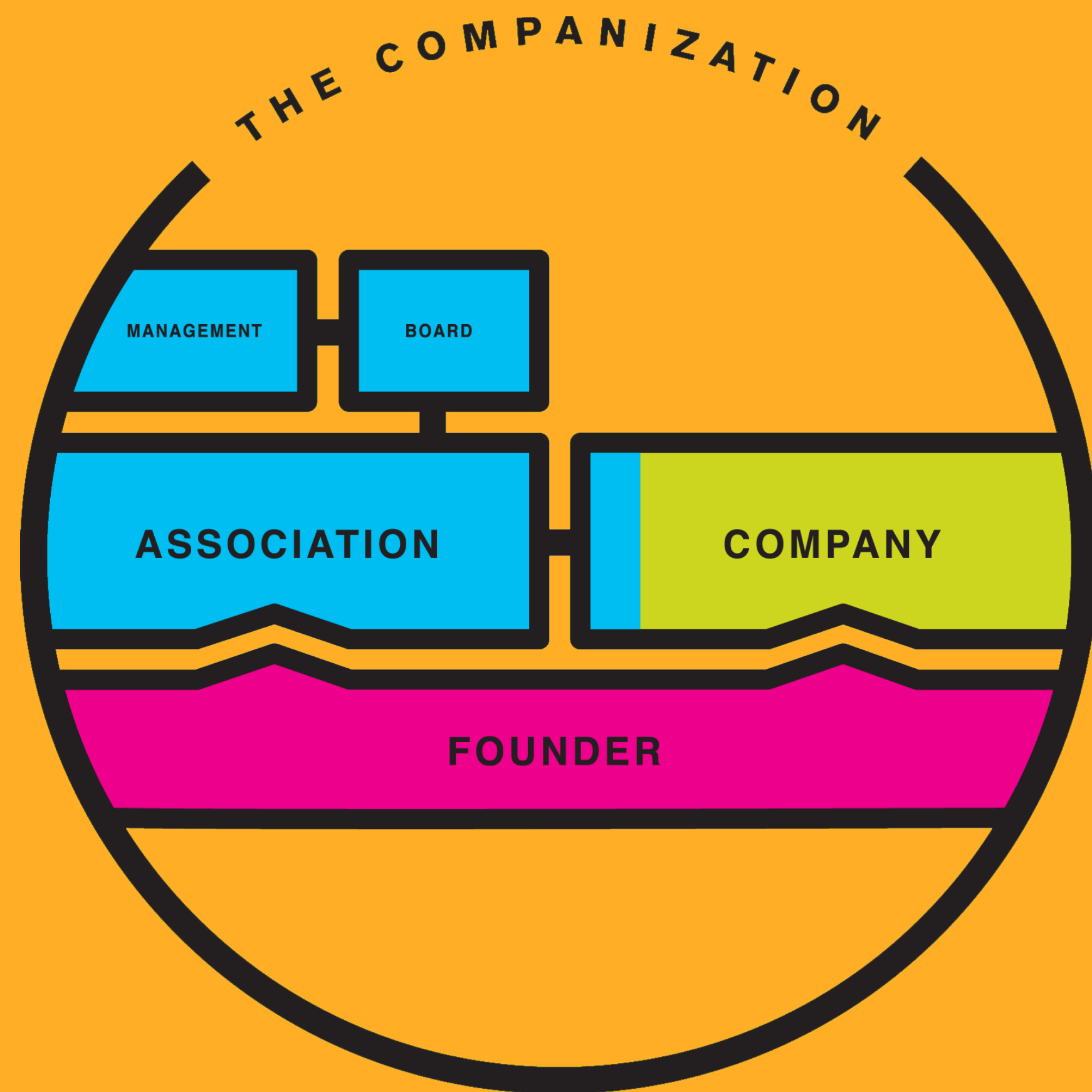
By implementing shareholder responsibility and individual participation in sustainable economic growth onto the agenda of the non-profit Association, economic issues are introduced into an otherwise purely ideological forum.



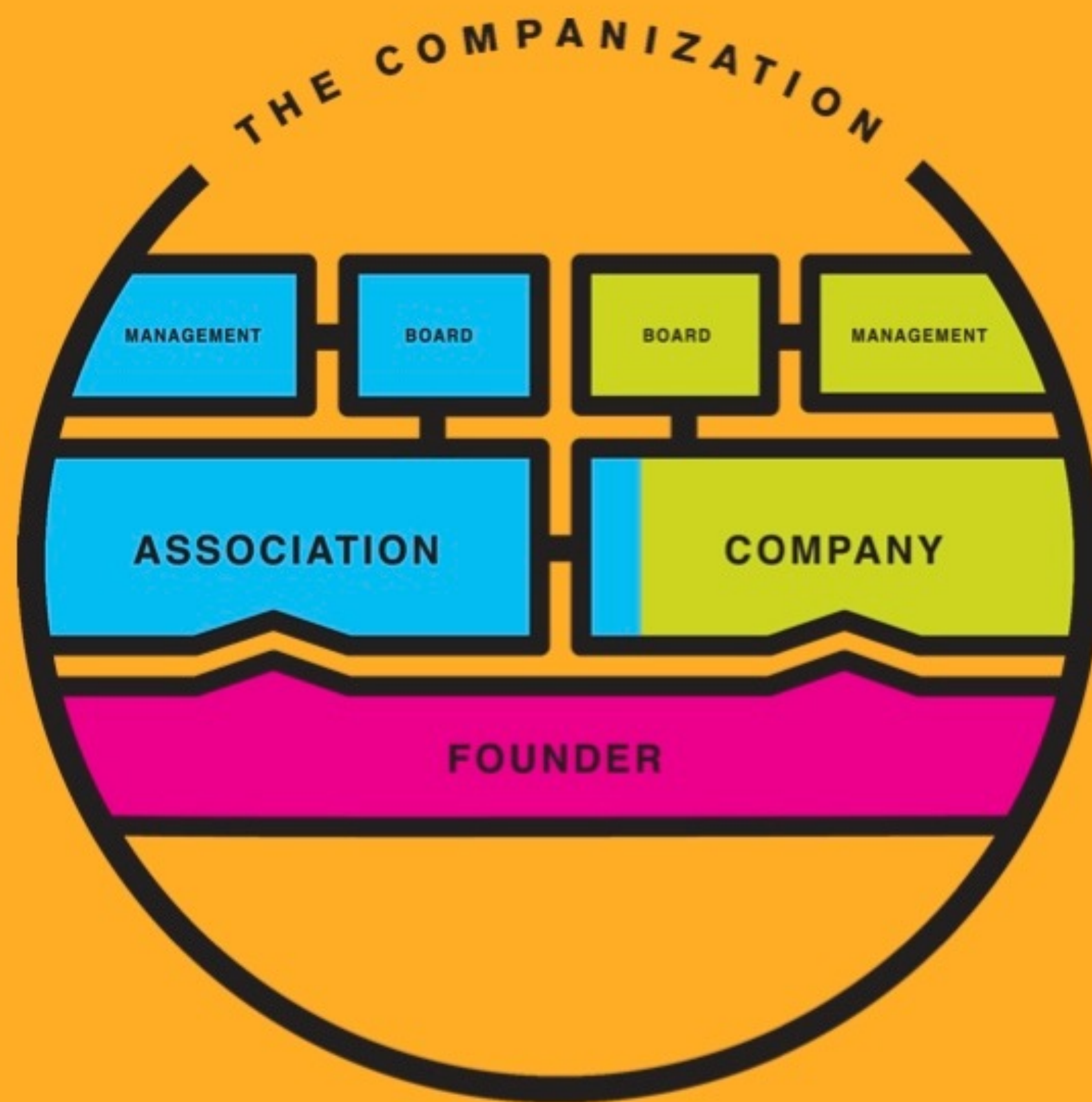
The Company's Articles of Association and the Association's Bylaws follow an identical ethical framework, economic and social goals.



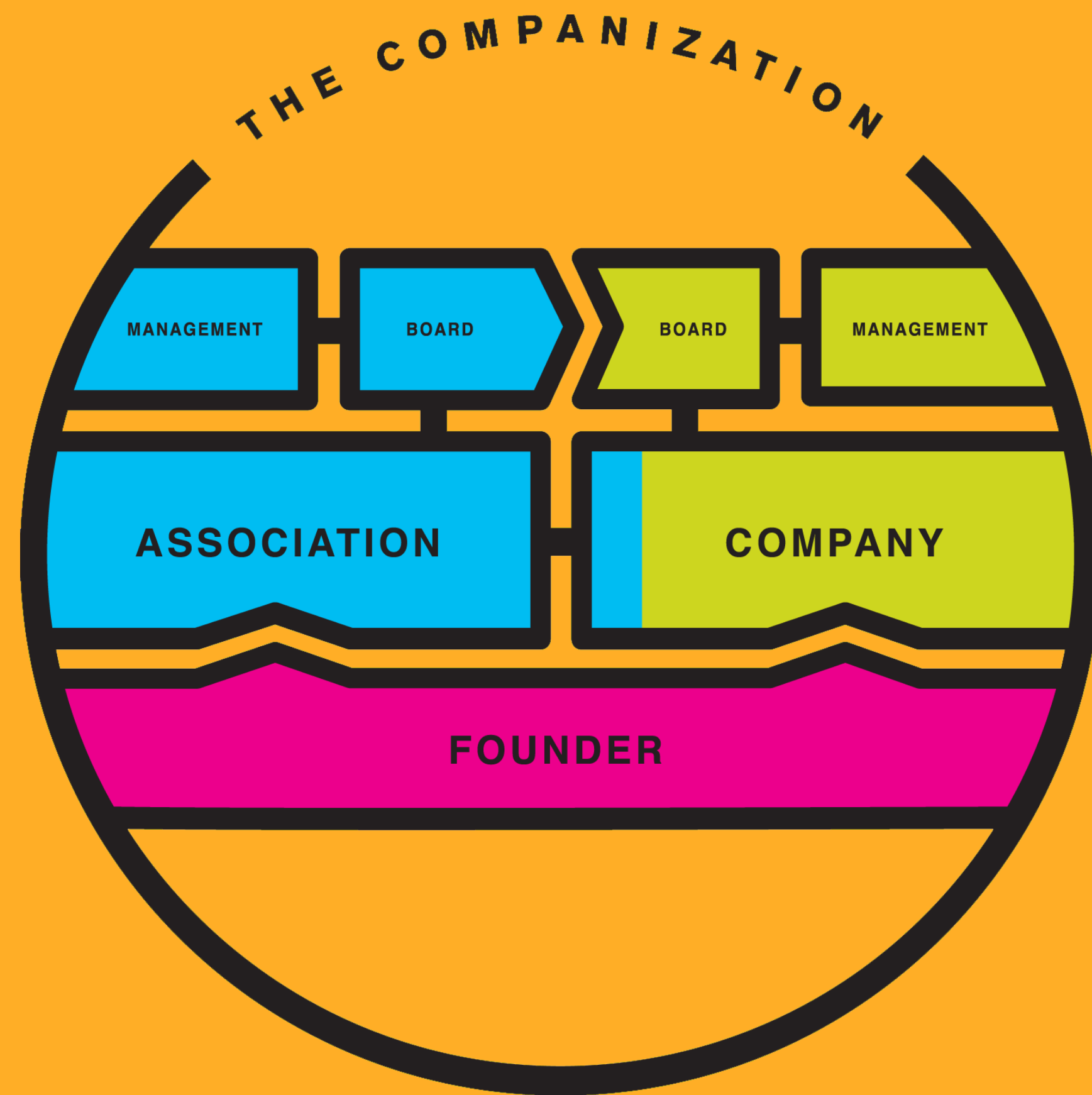
The Company is legally obliged to reserve 10% of the shares to the non-profit Association. Anyone can be a member of the Association.



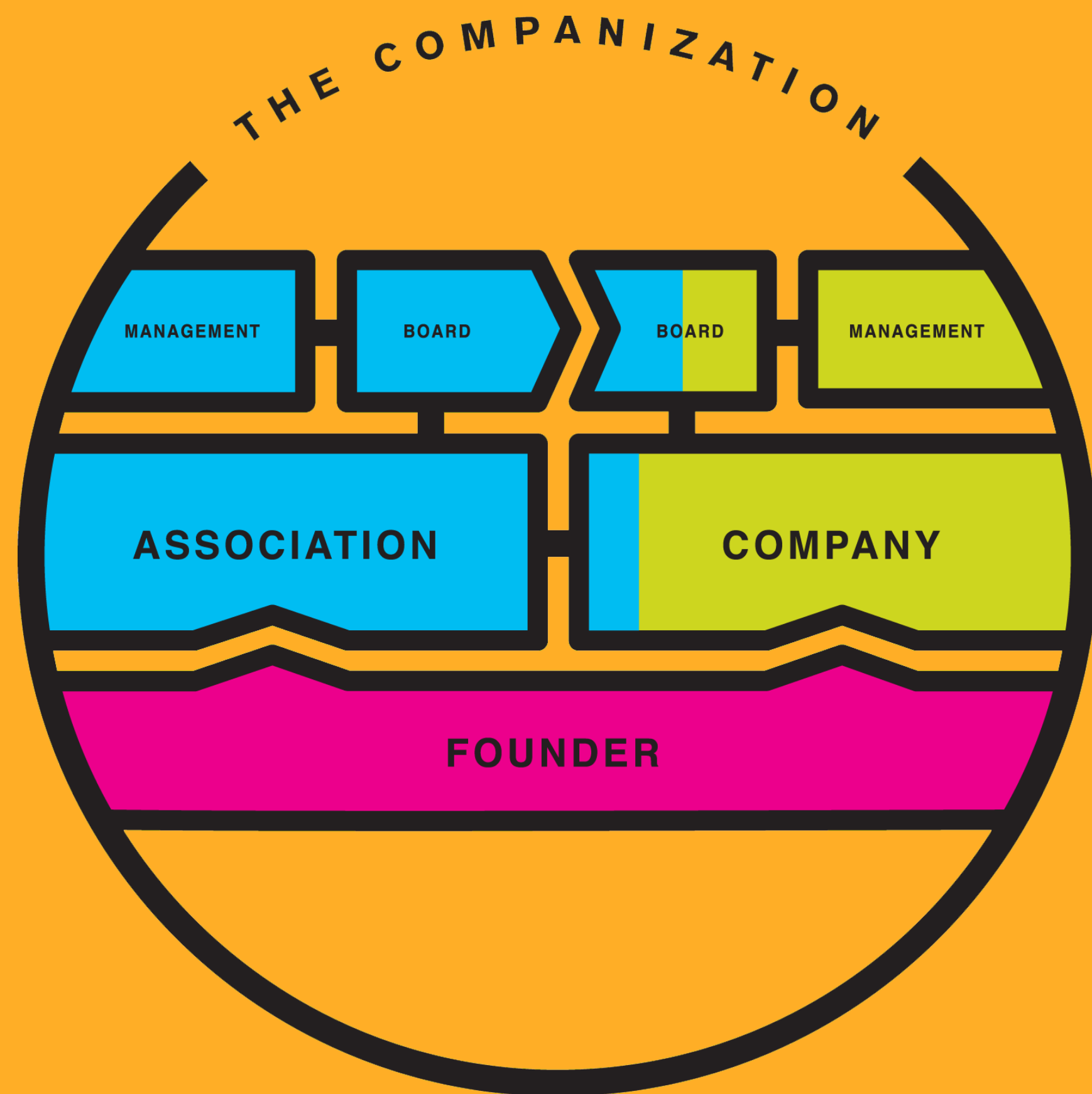
The members of the Association appoint the Association Board. The Board appoints the management of the Association.



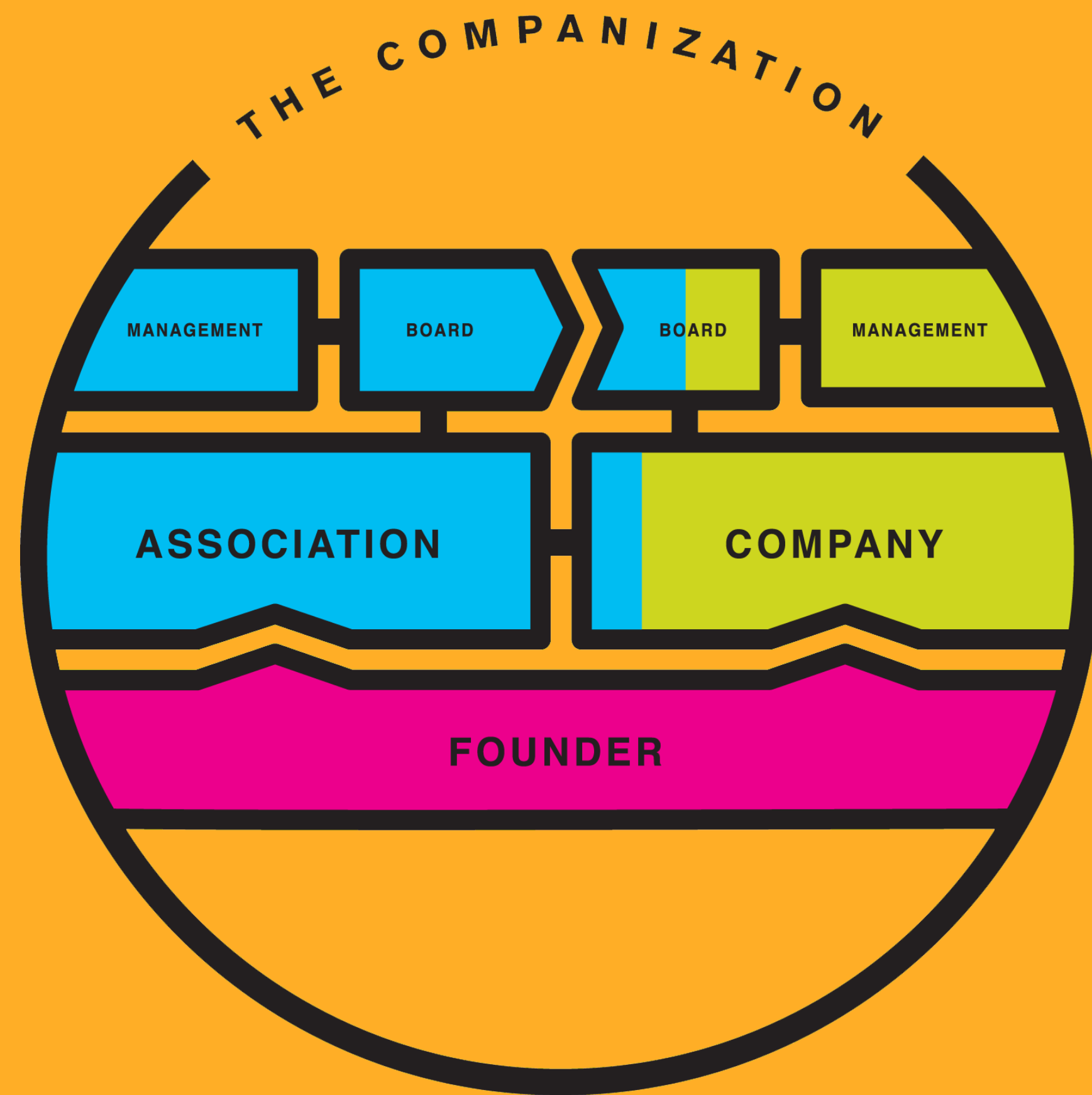
The owners appoint the Company Board. The Board appoints the management of the Company.



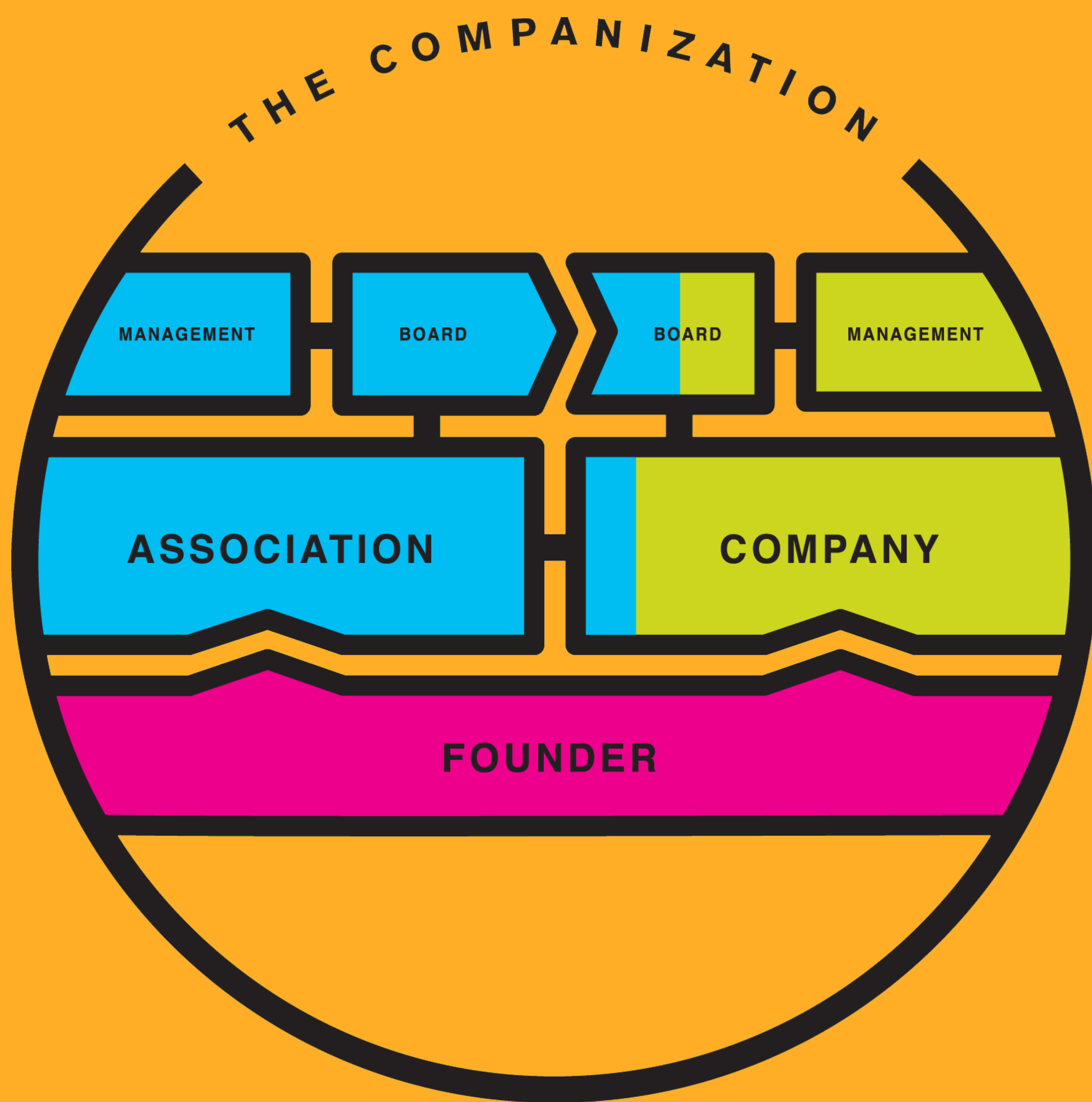
The Board of the non-profit Association (despite minority share) is responsible for appointing 50% of the Company's Board Members.



Each Board consists of an even number of members who appoints a chairman amongst the Board Members. The Chairman has the casting vote and it is not allowed for a Board Member to sit on both boards at the same time.

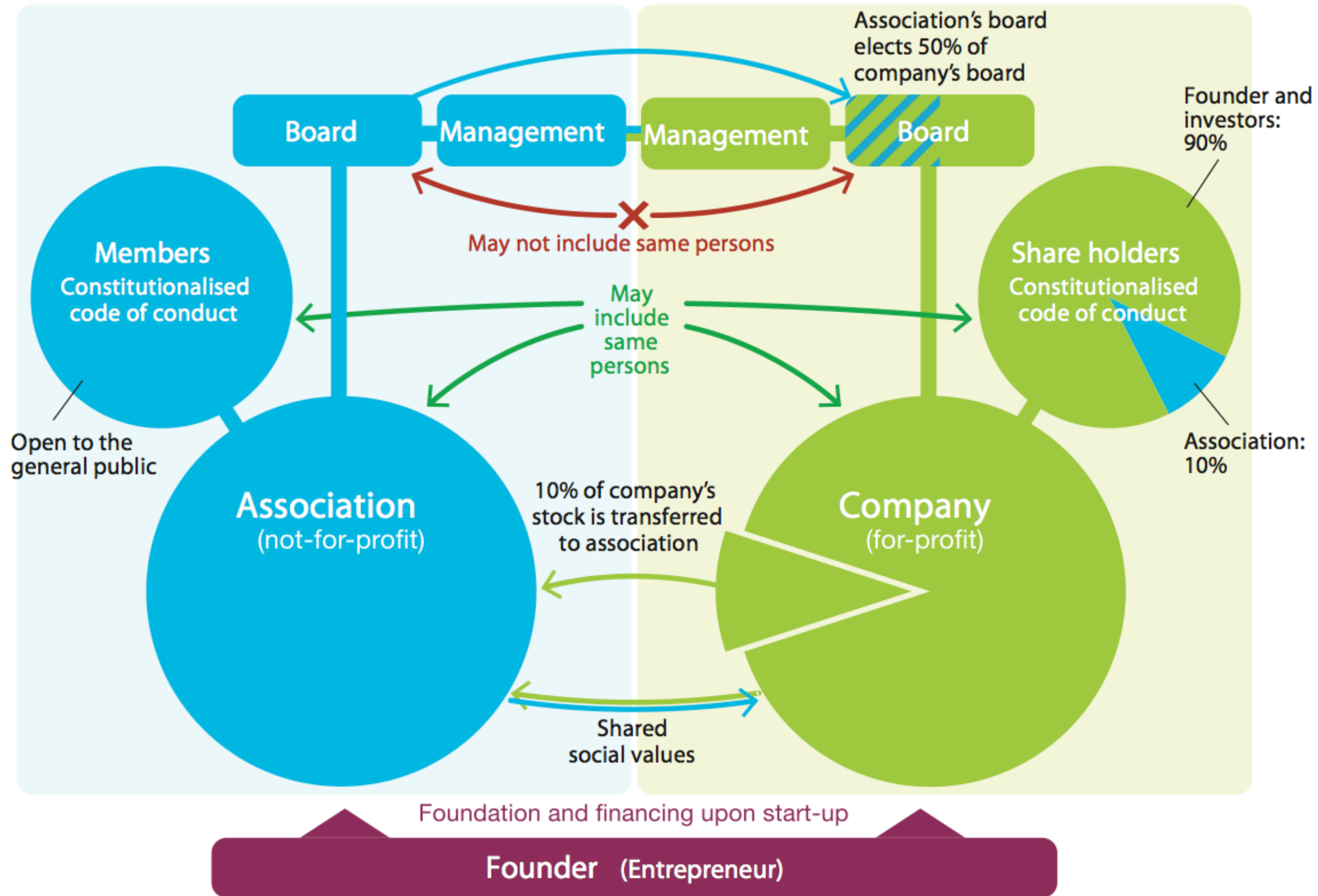


When the Articles of Association, Bylaws, steering documents and reward systems regulate the activities and responsibilities, the management and Board Members of both organizations become personally responsible to execute their work according to these guidelines and find a balance between commercial and ideological driving forces. Increased legitimacy and productivity is achieved.

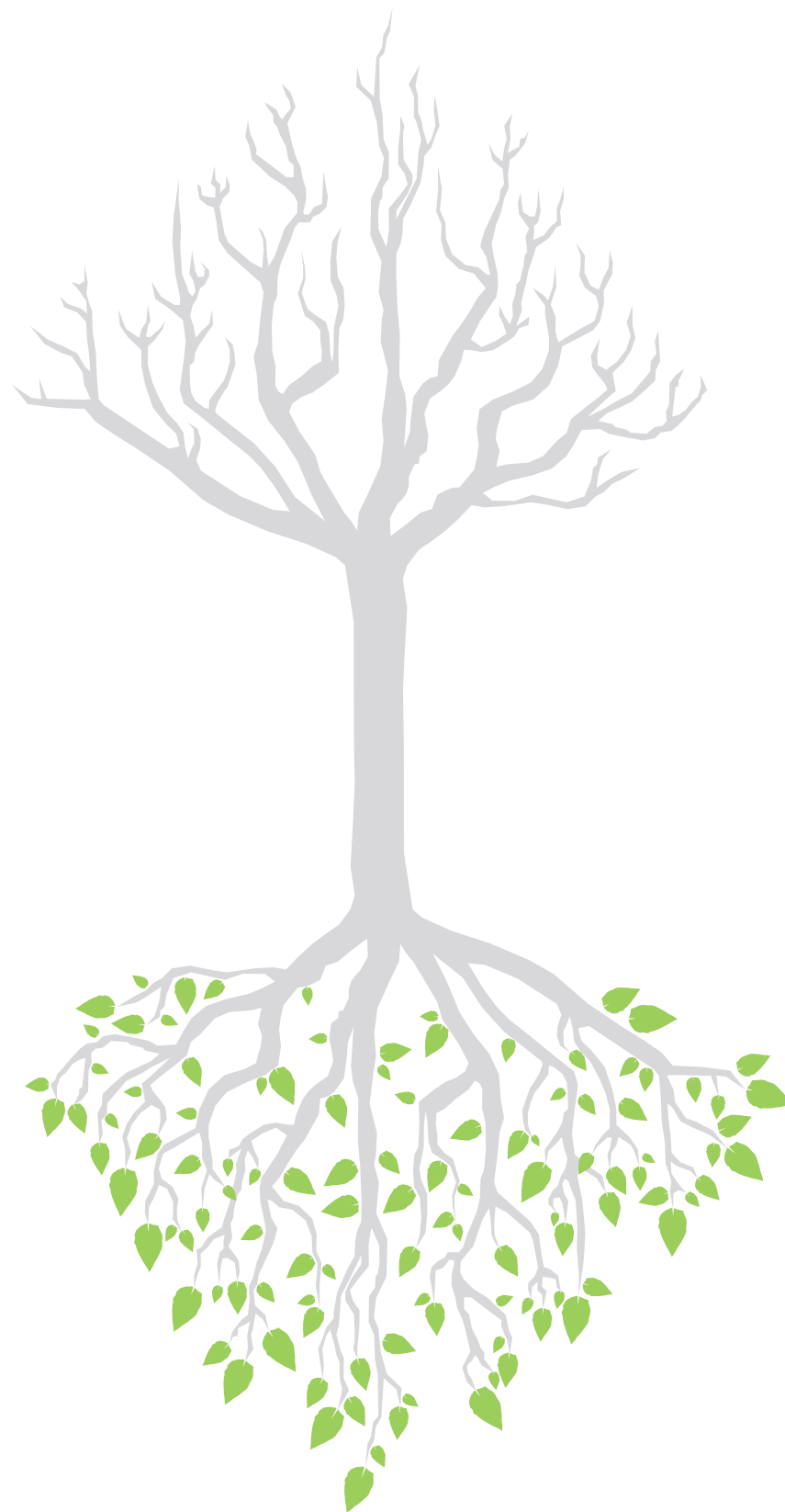




Structure of the Companization



No.



CLOSURE RIGHT

THE HOLDER OF THIS DOCUMENT ACKNOWLEDGES THE RESPONSIBILITY TO TRANSFER THIS DOCUMENT TO A PERSON IN THE FOLLOWING GENERATION. AFTER SIX TRANSFERS, SUBJECT TO CONFIRMATION BY PLANTAGON NON-PROFIT ASSOCIATION (PNA), THE HOLDER FROM THE SEVENTH GENERATION AND ONWARDS IS ENTITLED TO PARTICIPATE IN THE DISTRIBUTION OF PNA'S RECEIPTS IN THE EVENT OF A SALE OF PLANTAGON INTERNATIONAL AB, AS STATED IN THE PNA BYLAWS, ARTICLE 21. THE "FOLLOWING GENERATION" IS DEFINED BY A MINIMUM OF 33 YEARS OR IMMEDIATE LINEAL DESCENT.

SIGNATURE PLANTAGON

SIGNATURE OWNER

