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Experienced C-level executive offers value-adding board work

- *Strategy and business development*
- *Rationalization & streamlining*
- *Turnaround*
- *M&A + exits*
- *Startup, shutdown, adaptation*
- *Change management and organizational development*
- *External relations*
- *International perspective*
- *Negotiations and contracts*
- *Board experience*

After 21 years at executive level in an international company with full value chain I decided to leave my CEO position in 2017 to pursue a new career as professional, corporate board member.

I have built up a diversified portfolio of board positions within the SME-segment and all seats are in owner driven companies. I believe I have some great experiences and a strong skill set that can add value in the board room, and it both motivates and inspires me when working on strategic board level.

In addition, I work with property development as a professional investor and I'm owner and partner in an investment company named Arosia Ejendomsinvest ApS.

BOARD EXPERIENCE

Being an executive for many years, I have in-depth experience at C-level working with professional boards. In addition, I have experiences from board positions in both domestic as well as international companies. The positions held in the past counts both board seats in internal group companies (subsidiaries) as well as external positions in business related and non-related industries. My primary experience is within industry and international business.

In 2012, I strengthened my board skills by participating and getting examined in a board education program facilitated by Board Governance A/S. I added a Board Chair program in 2018/19 at Aarhus University (BSS). This means that my professional board participation is based on both a practical and theoretical skill set.

October 1st, 2017 I was appointed chairman of the board at AART architects A/S in Aarhus. In addition, I am chairman at DAFA A/S in Brabrand, at Pascal A/S in Herlev and at Hem Group A/S in Skive. Furthermore, I'm chairman at Danish Farm Concept A/S in Vejle and at MC Tag A/S in Kolind.

All the companies are family-owned and growth-oriented companies, and four out of six are internationally focused. Recently I stepped down as chairman for family owned V2 Tobacco A/S in Silkeborg as the company was successful divested to an industrial buyer (Swedish Match).

CURRENT SEATS – BOARD OF DIRECTORS

Chairman of the Board at AART architects A/S	2017 – date
Chairman of the Board at DAFA A/S	2018 – date
Chairman of The Board at Pascal A/S	2018 – date
Chairman of the Board at Hem Group A/S	2018 – date
Chairman of Danish Farm Concept A/S	2018 – date
Chairman of the Board at MC Tag A/S	2018 – date
Chairman of the Board at Erhvervsforum Aarhus	2018 – date

Previous positions

Chairman of the Board at V2 Tobacco A/S	2017 – 2017
Chairman of the Board at Mach Speakers A/S	2004 – 2010
Chairman of the Board at Happy Factory ApS	2004 – 2010
Board member at Beacon AB, Umeaa, Sweden	2007 – 2010
Board member at Seelite A/S	2005 – 2006
Board member at K-Fab ApS	2002 – 2004

EMPLOYMENTS

Martin Professional/Harman	1996 – 2017
- CEO from March 1, 2013	
- CFO from May 1, 1996	
EPA INVEST A/S, Finance Manager (Previous positions see appendix)	1990 – 1996

SUPPLEMENTARY EDUCATION

Chairman of the Board, Aarhus BSS	2018/2019
Board Member Education, Board Governance A/S	2012/2013
DIEU, Executive Management Seminar, VL-69	2001

BASIC EDUCATION

Registered public accountant	1989
Bachelor of commerce, Audit	1989
Bachelor of commerce, Finance	1988

CONTINUED

BOARD EXPERTISE

After more than 20 years as a top-level executive in an international- and growth-oriented high-tech development and manufacturing company with full value chain, and that operates in a very competitive niche market, I have accumulated a strong and broad span of operating and management skills.

My DNA is initially rooted within finance, but nevertheless I will highlight my broad business-related understanding as an valuable asset, and I consider myself more a generalist than a specialist. I especially see possibilities to create value within the following disciplines:

Strategy Execution – I have extensive experience in strategy designs and executions. I have successfully executed strategies focusing on turnarounds, international growth, exits, organizational restructuring, outsourcing etc.

Internationalization – I have more than 20 years of experience in international business focusing on growth and technological development. This includes experience with global distribution networks, subsidiaries on three continents, international internal board presence, group shared services etc. I have also successfully led the integration of culture and business in connection with an American company acquiring a Danish company. I have travelled all over the world and have a good cultural understanding. My international business language is English.

M&A – I have been engaged in both buying and selling of businesses, and I am familiar with the processes. When Martin was acquired by American Harman, I had a responsible role in the entire process from company presentation, due diligence, closing to subsequently the final integration. I can add value with respect to the optimization prior to a potential exit.

Finance – I have thorough knowledge of the financial area and uncover the Board's competence needs in this field. I can actively take part in dialogue/negotiation with the company's financing sources, including the identification of hedging strategies.

Production/Technology – I have experience with own manufacturing at two factories in Denmark (700 employees) as well as factories in England and China. Most recently, I was responsible for the relocation of our Danish manufacturing to a new site in Hungary. Martin is a technology-intensive company, which is heavily dependent on the ability to bring new products to market. Approximately two thirds of the revenue stem from products introduced to the market within the last 24 months.

PERSONEL COMPETENCES

I have a committed, loyal and optimistic approach to my duties. I am highly focused and result-oriented, and I strive for the simple and transparent solution. My broad business understanding combined with high responsibility and a delegating mindset has made me a recognized and respected leader and collaborator.

I have an energetic and enthusiastic behavior. Changes and new ways of doing things is my motivation. The pace tends to be high. I am flexible and handle effortlessly rapid changes. I am open to others and have a good ability to gain respect and trust of my stakeholders. I am outgoing, have a firm handshake and like an informal and humorous environment.

Responsibility, credibility and fairness are the cores of my personal values. It may sound a bit old-fashioned, but it lays deeply in me. To optimize my performance, I prefer to gain the full overview, and then move forward through defined targets and set deadlines. I believe that the energy of an organization will mobilize better when communicating openly about clear goals and directions. Simultaneously, I believe in assigned responsibility to individuals.

In my spare time, the family is paramount. I live in Risskov, Denmark with my wife Anne and we have five growing up children. Socially we have a large circle of friends, and we enjoy taking part in the cultural offers in the city. The annual skiing vacation is of high priority and the family generally likes to travel during the holidays.



I am 58 years old (May 12th, 1960), born and raised in Denmark. My native language is Danish, and I am fluent in English. I am a non-smoker and keep myself fit and have a healthy lifestyle.

I am available, ready and have the time needed to do the right things right. As it all depends on mutual chemistry, I suggest meeting and talk to evaluate the opportunities.

APPENDIX

EMPLOYMENTS

Martin Professional, 1996-2017

For more than 20 years, I have had central top management tasks at Martin Professional, the world's leading manufacturer of intelligent lighting for the entertainment industry. The company develops and manufactures dynamic stage and effect light devoted to the concert industry in most parts of the world. The company furthermore develops and manufactures spectacular lighting solutions for fixed installations, including for architectural use.

In March 2013, US-based HARMAN International Industries acquired the company. Harman has a global revenue of approx. DKK 45 Billion. Harman appointed me CEO of Martin in connection with the takeover. The Martin business have a yearly revenue of approx. DKK 1,300 Million and a very satisfactory profit. In March 2017 Samsung acquired Harman. I had reached a milestone in the integration and transformation process at Martin/ Harman and at the point of my exit I could proudly state that my mission was completed.

My primary expertise is within strategic business development and the managerial, administrative and financial control. Under very turbulent market conditions including financial instability, I have demonstrated great adaptability and readiness for changes.

Results

Over the more than 20 years I've been with Martin the company has evolved from an entrepreneurial DKK 250 million gazelle company to a professional industrial company with a strong, innovative and global leading market positioning and a yearly revenue of approx. DKK 1,300 million. The nature of my tasks has naturally evolved in line with the company's growth, development and changes.

As member of the Executive team during all the years, I have actively participated in the company's development, including IPO, delisting and sales to financial conglomerate and later on sale to an American industry owner. The challenges have included an unusual number of changes, start-ups and shutdowns, technology changes, turnarounds, execution of strategies, in- and outsourcing and more. The company has had various owners, boards and management teams, while I have been the company's only recurring top-level character for the last 20 years.

The list of achievements is extensive, and especially the past four years brought many change initiatives at Martin. Among others, I would mention implementation of new ERP platform (SAP), replacement of an entire layer of management (all functional directors), executing closure of manufacturing in Denmark and moving to Hungary. We also restructured the entire business model at division level and at the same time we delivered best-ever revenue and profit in the history of Martin.

Characterized by being the world leader in a small niche industry Martin has been in front with cutting-edge technology for three decades. The revenue stream is extremely dependent on the innovation capacity and products brought to market within the last 24 months drives approx. 60% of the revenue. This fact definitely needs attention on both Project Management and Supply Chain Management.

Products are distributed through both own sales companies in Europe, Asia and the United States as through an international network of distributors. The manufacturing takes place at own factories in Denmark, England and China. Development centers have been located in Denmark, England and Belgium.

For many years I held the position as CFO being responsible for Finance, IT, HR, Legal and Administration – each department having a manager reporting straight-line to me. I was appointed CEO of the company four years ago, and had a traditional straight-line organization of references, with a management team consisting of a CSO, a CTO, a COO, a CMO and the heads of the corporate shared functions.

Recently, we reorganized the 11 brands in the US business division, where Martin belongs. We took the value chain apart and established a "customer centric organization" with a vertical sales structure and a horizontal technology unit as well as a cross-functional shared service organization. Appointed European Regional Lead across brands in the new context being responsible for the division's 20+ sites in the region. The task was to restructure the entire business setup in Europe. Successfully completed.

EPA INVEST, 1990 - 1996

Employed as Group Finance Manager at publicly traded finance company doing business within mortgage intermediation, leasing, banking, real estate investments and tax-based project offerings. In addition to the leadership role of Group Finance, I attended the company's management group, and participated in the wind-up period furthermore in negotiations in connection with the divestment of its activities. Approached by recruitment-company with the offer of a new position at Martin.

Results

Until I started at the company, an external service provider performed the finance and accounting tasks. I built up a well-run and respected corporate-finance department which acted shared service center for the Group's subsidiaries in financial management, including preparation of budgets, interim and annual accounts, tax reports, liquidity and currency management, debtor control and vendor payments etc.

Provinsbanken (at that time one of the top five bankers in Denmark), 1986 – 1990

Employed as internal auditor with primary focus on external annual reports and the corporate tax returns. I also did internal controlling and auditing in our subsidiaries. Promoted Head clerk in 1988, and in 1989 appointed Chief accountant for one of the group subsidiaries, Pro Finans A/S, which was a company operating within financial leasing. My responsibility was accounting, interim and annual reports, forecasts, budgets and tax returns. The group merged in 1990 with Danish Bank. I was headhunted to a new position in this connection.

Results

In both the department for intern audit as well as in Pro Finans A/S, I managed to change the attitude and service towards becoming a more proactive and business minded entity.

National Taxation Authorities, 1981 - 1986

I was a trainee the first 2 years. Afterwards I worked with tax assessment for individuals. I completed in-service course in municipal administration and taxation. I decided to seek new challenges in the real business world as I figured out that the municipal system was not a good match for my values and ambitions.

The Danish Army, 1977 - 1981

Contract soldier for 48 months including 12 months of civil education.