Welcome & Get It Right!
Gunnebo Capital Market Day February 11, 2010
Per Borgvall, President & CEO Gunnebo AB

Today’s Agenda

09:30-09:45  Welcome and Introduction  Per Borgvall
09:45-10:55  Get It Right: Strategic review and management update  Per Borgvall
11.00-12:00  Get It Right: Improved margins and cost reductions  Tomas Wängberg
12:00-12:15  Break
12:15-13:00  Get It Right: Cash flow and re-financing  Hans af Sillén
13.00-13.30  Q&A
13.30-15.00  Lunch
Gunnebo In Brief

- Over 40 acquisitions have been integrated into the Gunnebo Group, which between them have several hundred years of experience delivering security solutions

- The Gunnebo Security Group employs 6,000 people in 25 countries across Europe, Asia, Africa, Australia and North America, and has a turnover of MSEK 6,800

- Gunnebo has unrivalled expertise in secure storage, site protection, entrance control and cash handling

- Gunnebo’s solutions protect people, buildings and property, providing security for the Group’s customers, their employees and partners

Sales Split Year-End 2009

- Retail 11%
- Secure Storage 15%
- Bank 35%
- Site Protection 39%
Sales per Market 2009

- France 23%
- Other markets 31%
- Germany 9%
- Netherlands 3%
- India 3%
- Italy 4%
- Denmark 4%
- Belgium 4%
- Sweden 6%
- UK 6%
- Spain 7%

Gunnebo’s Development

- Phase 1
  - 1995 – 2005
  - > 40 acquisitions
  - Growth and entrepreneurship

- Phase 2
  - 2006 – 2008
  - Consolidation
  - Stagnation & internal focus

- Phase 3
  - 2010 –
  - Focus on BUSINESS
  - Get It Right!
Gunnebo’s Sales

Product and system sales 60%
Installation 20%
After-sales service 20%

Gunnebo 2009: Issues

- Cost of complexity
- Working capital inefficiency
- Shareholder value deterioration
- Complex management structure
- No vision
- Mixed culture
- Under-performance
- Balance sheet stretched

Get It Right!
Get It Right!

- Margin improvements and cost reductions
- Long-term perspective and ambitious realistic plans – no hockey stick
- Growth will be the "icing on the cake"

Get It Right: The Six “Top Five Key Programmes”

1. Cash flow
2. Improved margins
3. Management
4. Cost reductions
5. Strategic review
6. Re-financing
Make It Happen!

- Step 1 – Inject energy and simplify Q1 2009 →
  - Improved cash flow
  - Management structure
  - Cost savings
  - Savings on purchasing

- Step 2 – Get It Right! Q3 2009 →
  - Strategic review
  - Cost savings
  - Re-financing

- Step 3 – Execution 2010 →

Today’s Agenda

1. Cash flow Hans af Sillén
2. Improved margins Tomas Wängberg
3. Management Per Borgvall
4. Cost reductions Tomas Wängberg
5. Strategic review Per Borgvall
6. Re-financing Hans af Sillén
Get It Right: The Six "Top Five Key Programmes"

1. Cash flow
2. Improved margins
3. Management
4. Cost reductions
5. Strategic review
6. Re-financing

What We Need To Do!

- Business Focus & Focused Business
  - Carve out future business platform and focus
  - STOP losses and exit businesses which are out of future focus
- Clarify Routes to Market and Key Customer Groups
- Invest in:
  - Product development
  - Asia: India, Indonesia and China
  - Middle East
  - Sales efficiency & KAM
  - Service business
  - Bolt on acquisitions
- Industrial Rationalisations
  - Manufacturing footprint
  - Supply chain
Strategic Review – Point of Departure

- Trying to cover too much in too many areas
- Complexity drives cost and reduces our power to act
- Global bridgehead positions needs to be developed further...
- Some business positions:
  - Strong locally, but we cannot take it further
  - Limited/no strategic fit going forward
- Build from strong customer and product positions
- Focus on global market opportunities with force
- Benefit from underlying drivers in the landscape
- Simplify & align costs
- Change agenda & reinforce targets for long-term, less focused areas

Gunnebo In The Future

- A dynamic, international business delivering innovative, knowledge-based security products, system solutions and services
- Focused on strong niche markets
- Creating value for customers
- Boosting growth opportunities
In all three areas we have “global” positions and growth opportunities and the underlying drivers are in our favour.
Bank Security & Cash Handling: Market Scope

- The Bank Security and Cash Handling landscape principally consists of four major customer groups:
  - Retail Banks: >800,000 branches, Process improvement, Control of security, Cost effective cash handling
  - CIT-Cash In Transit Co’s: >5,300 cash centers, Strong growth, Consolidation of cash logistics
  - Global Bank Security and Cash Handling: 195 Central Banks, >2,000 branches, Outsourcing, Cash handling
  - Retail Stores, Millions of stores:

Bank Security & Cash Handling: Trends in Our Favour

- The evolving 9 BEUR* global Bank Security & Cash Handling market suits Gunnebo’s position with customers and products worldwide:
  - Market Drivers and Trends:
    - Crime: no. and type of attacks
    - Demand for cost-effective solutions:
      - CIT outsourcing >12% CAGR
    - Cash cycle management
    - Growth in number of bank branches in most areas
    - Control of access and movements
    - Growth and consolidation CIT-industry – Top 5 ≈ 50% WW
    - Cash volume growing globally: Europe > 8%, NA > 4% CAGR
  - Technology drivers:
    - From offline to online
    - Automation
    - Recycling of notes & coins
    - System compatibility
    - From physical to electronic security
Out of a global market of $\approx 9 \text{ BEUR}$*, the European market is worth about $2.5-2.8 \text{ BEUR}$* and with an average historical growth of 5%.

- **Physical Security Solutions**: 13%
- **Electronic Security Solutions**: 28%
- **Cash Handling Solutions**: 15%
- **Services**: 44%

Our customer positions are very strong in a fairly fragmented market:

- **Market attractiveness**
  - High
  - Low

- **European Market**: 2.5-2.8 BEUR

- **Gunnebo estimated market share**:
  - 11% in Europe
  - > 25% in at least 5 markets (on top of this, strongholds in Asia)
Press Release: Gunnebo Signs MSEK 280 Order With Central Bank In Africa/Middle East

- The order comprises delivery and installation of solutions for secure storage such as vaults and secure rooms, as well as bank counters, screens and bullet-resistant doors. Delivery and installation will begin during the second quarter of 2010 and are scheduled for completion in 2011.

- An order was received from the same customer in the first half of 2007, which has been successfully delivered and installed.

"A global market presence, and strong market positions are prerequisites for being able to take on this type of contract."

"Within the framework of our Get It Right action programme, the Gunnebo Group will further enhance its ability to offer products, system solutions and services to major, international customers – particularly within the product ranges secure storage and entrance security."

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Strategic review: Future Strategic Business Focus

- Products & Solutions: Secure Storage
  - Entrance Security
- Bank Security & Cash Handling
- Services
Secure Storage Solutions: Overview

- Leading positions in a global market of about 1.4-1.5 BEUR

![Market Share Diagram]

Secure Storage Solutions: Trends in Our Favour

- Crime rate, threat & fear
- Increasing focus on security for fire, water and data media protection
- Insurance costs & increase in international standardization
- Increased availability through distribution channels
- More intelligence
  - Electronic locks etc. not only for the sophisticated products
- New materials for lighter weight and more environmentally friendly products, parts to be recyclable etc.
- Smarter design to better fit the application and environment
- BRIIC
Secure Storage Solutions: The One & Only Global Player

- **Leading Brands**
  - Fichet-Bauche
  - Chubbsafes
  - Rosengrens
  - Steelage
  - SecureLine

- **Strong Customer Positions**
  - Retail Banks
  - National Banks
  - CIT
  - Retail
  - Distributors, Resellers, OEM...

- **Industrial Platform**
  - Europe
  - Asia
  - Africa

Secure Storage Solutions: Our Global Position

- Our market positions are strong with very strong brands

<table>
<thead>
<tr>
<th>High</th>
<th>Low</th>
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<tbody>
<tr>
<td>Market attractiveness</td>
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<td>Low</td>
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Gunnebo estimated market share:
- 14% globally
- >25% in Europe

Global Market 1.4-1.5 BEUR
Entrance Security Solutions: Trends in Our Favour

- Increasing demand for security and access control

**Market drivers**
- Building and construction activities
- Urbanization and development of mass transportation systems
- Terror and increased security risks
- Restrict and control of flow of people
  - Access charges
- Automate labour-intensive process to improve and save costs
- Aesthetics & design

**Technology drivers**
- Products less stand alone,
  - Integrated to other systems eg fire alarms, ticket collection
- Increasing energy saving requirement
- Increased functionality and access in new application areas
- Aesthetics and reduced size of components
- More sensors to capture more information & complex situations
  - Biometrics, video, mobile x-ray detectors, metal detectors, explosive sensors, etc)
Entrance Security Solutions: European Innovation Spreads

- A few companies drive the global market application development, and new applications are developed & penetrated

![Graph showing European market share](image1)

**EMEA ≈ 50% of total with 4-5% CAGR**

![Graph showing Americas market share](image2)

**Americas ≈ 20% of total 1% CAGR**

**Asia Pacific ≈ 30%; >12% CAGR**

Source: IMS Global report 2009

Entrance Security Solution: Our Global Position

- Our market positions are very strong, also in Asia with very high growth

![Graph showing global market attractiveness and competitiveness](image3)

**Global Market 0.5 BEUR**

Gunnebo estimated market share:
- 11% globally, giving
- Worldwide #2 position
- #1 in EMEA
Press Release: Gunnebo Signs MEUR 1.5 Metro Order In China

- Gunnebo Security Group has signed an order for Shenzhen Metro line 5 worth more than MEUR 1.5.
- Gunnebo is to provide over 400 metro flap-gates, specially designed for high volume and safe use in metro stations with automatic fair-collection/ticketing systems (AFC-systems) for its new lines. Delivery during 2010
- The gates were initially designed for use in the KCRC-metro-system in Hong Kong, which created the regional benchmark, and in large quantities these have also been installed for metro-lines in Beijing and Shanghai, and many other urban infrastructure developments in China.

“Gunnebo’s extensive experience and professional support regarding metro entrance control solutions proved decisive for Shenzhen Metro’s choice of supplier. With an own company in place in China going forward, Gunnebo will be even more active in this booming market and there are great opportunities to further develop our already now successful and profitable metro business.”

Strategic Review: Future Strategic Business Focus

- Services
  - Bank Security & Cash Handling
  - Products & Solutions
    - Secure Storage
    - Entrance Security
Services: Positions, Trends & Drivers

- Services growth is driven from own positions and underlying drivers
  - Our installed base across the world
  - Our strong customer positions – KAM approach will strengthen this further
  - Physical and electronic solution installations require monitoring of functionality and intervention
  - The value of high uptime on equipment is all the more important
    - Eg metro SpeedGates not reading the ticket properly is loss of revenues
  - Others focusing on the core business, thus outsourcing of security solutions and services is a clear trend...

Services: Service Business Split On Service Offerings

- Represents ≈ 20% total sales
- A fairly balanced mix of revenue streams

- Maintenance, Ad Hoc: 42%
- SLA & Contracted: 39%
- Other Services: 19%
- Spare Parts: 14%
Services: Service Potential

- Services positions are strong in some markets and with very good potential going forward (Ambition > towards best practice)

![Graph showing service potential in various regions]

Strategic Review: Future Strategic Business Focus

- In all three areas we have “global” positions and growth opportunities and the underlying drivers are in our favour
Developing Innovative Customer Relationships: KAM

- A major Group-wide strategic initiative
- Commercial acumen of Key Account Managers is key to making customer relationships long-term and successful
- At the heart of our ability to add value

Boosting Growth

- Build on strongholds in Asia
- Bring China into the equation
- Strengthen Africa/Middle East platform
Gunnebo In India Since 1932

- Indian economy
  - GDP growth 7% in 2009
  - Banking sector growth approx 20% (3,000 new branches)
  - 20 largest nationalised banks > 50,000 branches
  - > 70,000 ATM’s
- Current business in India
  - Sales 2009 approx 20 MEUR
  - +30% market share in physical security
  - Growth rate 10%
  - Manufacturing in Halol
    - Safes & Vaults
    - Fire extinguishers
- Key Customer Groups
  - Strong relationships with banks
  - Bank business growth in 2009 > 40%

Gunnebo In Indonesia Since 1972

- Indonesian economy
  - GDP growth +5% in 2009
  - Banking sector growth approx 16% (2,400 new branches)
- Current business in Indonesia
  - Sales 2009 approx 15 MEUR
  - +30% market share in physical security
  - Growth rate 10%
  - Manufacturing in Jakarta
    - Safes & Vaults
    - Fire Extinguishers
- Key Customer Groups
  - Strong relationships with banks and financial institutions
  - Oil, Gas and Mining
Gunnebo In China 2010

- Chinese economy
  - GDP Growth 2009 +10%
  - Banking sector strong growth
  - 20 largest banks > 100,000 branches (total 195,000)
  - > 180,000 ATM's

- Current business in China
  - Sales through agents and distributors approx 10 MEUR
  - Purchasing

- Three reasons for China
  - The market
  - Sourcing
  - Manufacturing

- Establishment of Gunnebo
  - Legal platform
  - Sales
  - Sourcing platform
  - Manufacturing

Get It Right: The Six “Top Five Key Programmes”

1. Cash flow
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3. Management
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Management Structure

- Organisational adjustments as of June 2009
  - Regionalisation of the business
    - Region North Europe
    - Region South Europe
    - Region ROW (Rest of the World)
  - Industrial platform/Operations: Manufacturing, Quality, Logistics, Environment and Purchasing

- Group Management
- Recruitment of key individuals
- Management development & communication

Group Management

- Christian Guillou  Region South Europe
- Thomas Heim     Region North Europe
- Per Borgvall    Region ROW (Rest of the World)
- Tomas Wängberg  Operations
- Hans af Sillén  CFO & CIO
- Agneta Hultgren HR & Communication
Region South Europe: Christian Guillou

**Position**
SvP Region South Europe and Country Manager Gunnebo France

**Experience**
- European Division Manager for Pergo (Sweden)
- CEO of Franciaflex (windows/shutters/blinds) in France
- Started with Gunnebo in May 1, 2008

**Key priorities 2010 - 2012**
- Consolidate & develop sales of strategic products in selected customer segments
- Optimize revenues & margins by better management of purchases, targeted price increases, value-added solution offerings.
- Continue to reduce fixed costs: benchmarking/streamlined processes/synergies between countries
- “Cash to Protect”: working capital optimization
- People development & change management

Region North Europe: Thomas Heim

**Position**
SvP Region North Europe and Country Manager Gunnebo Germany/Austria

**Experience**
- Currently heading the Robert Bosch Power Tools Division for the region Europe North
- Has been with Robert Bosch since 1994 in marketing, sales and general management positions in Brazil, Germany and Spain
- Starts with Gunnebo spring 2010

**Key priorities 2010 - 2012**
- Focus resources on growing core business areas
- Make use of existing synergies between the country organizations (=> process efficiency) and optimize cost structures through internal and external benchmarking
- Profit oriented price and margin management
- Optimize routes to market
- Strengthen Gunnebo’s team spirit & motivation
Operations: Tomas Wängberg

**Position**
SvP Operations

**Experience**
- President and CEO, ABS Group AB, Pharmadule Emtunga AB and ABB Carbon AB
- Executive Vice President and General Manager for ABB Stal, Industrial turbine division
- Senior management positions at ABB within marketing, sales and production in North America and Europe
- Started in Gunnebo September 2009

**Mission 2010 - 2012**
- Build a cost-effective industrial platform for products and systems
- Reduce cost for purchased items and logistics
- Create effective routes to market and grow products and systems sales
Get It Right: The Six “Top Five Key Programmes”

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2. Improved Margins

- Savings in purchasing and logistics
- Rationalisations of the industrial platform
  - Main process
  - Footprint
- Price Management
  - Routes to market
  - Business decisions
- Key Account Management
- R&D

**Improved Margins Through Industrialization**

- The complete process from customer needs and requirements to after-warranty-service

**Gunnebo Purchasing Programme**

- **Objective**
  - To improve margins through cost savings by using the joint purchasing power of Gunnebo

- **Target**
  - Target is to lower the cost 8 per cent on purchased material and services from 2008 to 2013
Gunnebo Purchasing Programme

- **Way forward**
  - Sourcing Review and Prioritization
  - Strategy Development & Supplier Market Analysis
  - Prepare, Send Out tender & Collect Packages
  - Analyze tenders - prepare Business Case
  - Negotiations & Contract Signing
  - Implementation
  - Contract Management & Tracking of savings

- **Setting targets, planning and tracking of savings**

Gunnebo Logistics Programme

- **Objectives**
  - On-time delivery
  - High quality
  - Cost-efficient process

One Logistics Platform

- Order Management
- Stock and Distribution Management
- Transport Management

Lower costs and stock reductions

Organization
Industrialization
Measure and Improve (above and below the line)

- Customer questionnaire
- R&D cost and plan fulfillment
- ...
- Margin development
- Hit Rate
- Sales efficiency

- Capacity Utilization
- Inventory
- Quality / NCN
- Purchase Cost Savings

- On-time Delivery
- Quality / NCN
- Purchase Cost Savings
- Stock turns
- Lead Time
- Availability
- Overdue
- Rework
- Quality / NCN
- ...
- Warranty cost
- Quality / NCN
- ...
- Capacity utilization
- Leadtime
- On-time Delivery
- ...

Main process

Industrialization
Footprint

- 20 major production & assembly units
- + additional minor assembly units
- Mora planned for closure Q2 2010
Price Management
Business Decisions

Profit Centres
- Product Sales
- Systems-, Solutions- and Service Sales
- International Sales

Cost Centres
- Cost
- Quality
- Lead time

Customer Centres

Manufacturing Units

Key Account Management in Gunnebo

- Target accounts
  - Major national accounts
  - International customers/cross border business
  - Strategic business
  - Growing accounts

- Price management and bottom line profitability

- Business focus in order to do focused business

- First group of Gunnebo KAM’s “graduated” during H2 2009
Research & Development

- R&D 2009: 1.5 percent of turnover

- Split R&D into what it is
  - Maintenance of existing products
  - Product upgrades
  - Customization
  - Application support
  - Development of new products
  - Production engineering and development of production methods
  - Product pruning
  - Research

Figure might change going forward

Set up common process according to following criteria:

- Market
- Customer requirements
- General market trends/Competitors
- Focused, efficient and fast
- R&D process, control gates
- Research areas, certification
- EcoDesign
- Product launches and marketing campaigns
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4. Cost Reductions

- Fixed costs in Gunnebo account for over 40 per cent of sales

- Programme for cost savings with the aim of gradually reducing costs by MSEK 500 during the period 2010-2012
  - The costs of implementing the programme are estimated at MSEK 400, of which MSEK 200 has burdened the 2009 figures
  - The majority of the remaining MSEK 200 will burden the 2010 results
Cost Savings 2010

- Cost savings when costs booked in 2009 will gradually come into effect during 2010
  - Closure of Mora: Negotiations started with unions in December 2009, factory closing estimated summer 2010, saving to start Q3 2010

- Other savings will follow similar pattern, pending on size and complexity

- Further re-structuring 2010-2011 estimated to MSEK 200
  - Major initiatives will be communicated accordingly

Press Release: Gunnebo is planning to close its Kempston (UK) manufacturing facility

- Process for closure has been initiated at the operational plant in Kempston/Bedford, UK

- Aim: To further entail streamlining of the Group’s industrial platform

- A period of consultation with all interested parties has begun, to discuss the plant’s closure, an action that would result in the loss of employment for 21 employees.

- Current production includes steel, wooden and prison security doors, modular walling, screens, partitions, counters and transfer solutions.

- Revenue generated from these product sales will not be lost - production will be transferred to other production units within Gunnebo in the UK.

*“If the Group is to strengthen its market positions and increase competitiveness changes like this is unfortunately necessary. It is always regrettable to plan measures that affect employees negatively.”*
Get It Right!
Cash flow & Re-financing

Gunnebo Capital Market Day February 11, 2010
Hans af Sillén, CFO

Get It Right: The Six "Top Five Key Programmes"

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1. Cash flow: Gunnebo’s Ambitions

- **Reduce** Cash Conversion Cycle by 30 Days
- **Release** 40 MEUR in Working Capital
  - Based on current volume level
- **Improve** Asset Quality by Improved Processes
  - Lower level of non current inventory
  - Lower level of overdue accounts receivables
- **Focus** on Execution of Activities

**Net Inventory and Inventory Days**

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<th>Q4</th>
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<td>60</td>
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</table>

**Graph**: Net Inventory and Inventory Days

- Net inventory
- Inventory Days
Accounts Receivables Level and Quality

Cash Conversion Cycle
Operating Cash Flow
Before financial items and tax

- Reduced overdues and stock
- Actions to strengthen cash flow during 2009 ongoing

Assessment 2009

- Volume impact: MSEK 214
- "Cash to Protect" impact: MSEK 290
- Total MSEK 504 (2008: MSEK 8)
Get It Right: The Six "Top five key programs"

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6. Guaranteed Rights Issue Of MSEK 500

- Preferential rights for Gunnebo’s shareholders
- Gunnebo’s four largest shareholders, representing 56 per cent of the votes and capital, fully guaranteed the rights issue
- Over 99 per cent of the offered shares were subscribed for with subscription rights
- Through the Gunnebo rights issue we received proceeds amounting to approximately MSEK 490 net after issue costs
- Equity ratio as per December 2009 = 33 %
Agreement On New Credit Facility

- 3-year syndicated loan facility of MEUR 180

- The purpose of the new loan facility is to cover general financing needs and it replaces a MEUR 200 syndicated loan facility which Gunnebo signed in 2005. The new loan facility also replaces a MSEK 200 bilateral loan facility, also signed in 2005.

- First draw-down in Jan 2010, after completion of the new rights issue

- 2010
  - Replace subordinated loan facility

New Credit Facilities

Credit facilities as per Jan 2010

- Syndicated Loan Jan 2013: 1863
- Subordinated loan December 2011: 300
- Short term facilities: 307
- Total: 2470

Frame

Drawn

- 2013: 674
- 2010: 300
- 2011: 10
- 2005: 984
**EBIT Bridge December 2008 – December 2009**

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<th>281</th>
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<th>-63</th>
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<th>-88</th>
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**EBIT Dec 2008**
- Items affecting comparability 2008
- Comparable EBIT
- Acquisitions / Divestments
- Volume / Inventory
- Currency Translation & Transaction impact
- Items affecting comparability 2009
- Residual
- EBIT Dec 2009
- Comparable EBIT

**Summary group income statement**

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<th>2009</th>
<th>2008</th>
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<td>Cost of goods sold</td>
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<td>-1 424</td>
<td>-4 958</td>
<td>-4 957</td>
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<tr>
<td>Gross profit</td>
<td>449</td>
<td>561</td>
<td>1 830</td>
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<tr>
<td>Write-down of goodwill</td>
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<td>-106</td>
<td>-106</td>
<td>-106</td>
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<tr>
<td>Other operating costs, net</td>
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<td>-421</td>
<td>-1 812</td>
<td>-1 665</td>
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<tr>
<td>Operating profit / loss</td>
<td>-138</td>
<td>-95</td>
<td>-88</td>
<td>281</td>
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<td>Net financial items</td>
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<td>-79</td>
<td>-101</td>
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<tr>
<td>Profit / loss for the period</td>
<td>-154</td>
<td>-162</td>
<td>-162</td>
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<td>Whereof attributable to:</td>
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<tr>
<td>Parent company shareholders</td>
<td>-162</td>
<td>-205</td>
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<tr>
<td>Minority interests</td>
<td>-</td>
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<tr>
<td>Earnings per share before dilution, SEK*</td>
<td>-2.65</td>
<td>1.35</td>
<td>-3.49</td>
<td>1.95</td>
</tr>
<tr>
<td>Earnings per share after dilution, SEK*</td>
<td>-2.65</td>
<td>1.35</td>
<td>-3.49</td>
<td>1.95</td>
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Note 1: Non-recurring items per function

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<thead>
<tr>
<th>MSEK</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>6 788</td>
<td>6 903</td>
</tr>
<tr>
<td>Cost of goods sold</td>
<td>-1 800</td>
<td>-1 957</td>
</tr>
<tr>
<td>Gross profit</td>
<td>1 830</td>
<td>1 946</td>
</tr>
<tr>
<td>Write-down of goodwill</td>
<td>-106</td>
<td>-106</td>
</tr>
<tr>
<td>Other operating costs, net</td>
<td>-1 812</td>
<td>-1 665</td>
</tr>
<tr>
<td>Operating profit / loss</td>
<td>-88</td>
<td>281</td>
</tr>
<tr>
<td>Net financial items</td>
<td>-16</td>
<td>-101</td>
</tr>
<tr>
<td>Profit / loss for the period</td>
<td>-162</td>
<td>-162</td>
</tr>
<tr>
<td>Whereof attributable to:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parent company shareholders</td>
<td>-162</td>
<td>-205</td>
</tr>
<tr>
<td>Minority interests</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Earnings per share before dilution, SEK*</td>
<td>-2.65</td>
<td>1.35</td>
</tr>
<tr>
<td>Earnings per share after dilution, SEK*</td>
<td>-2.65</td>
<td>1.35</td>
</tr>
</tbody>
</table>

*The figures are adjusted for the bonus issue element of the Rights issue
### Summary group balance sheet

<table>
<thead>
<tr>
<th></th>
<th>MSEK 2009</th>
<th>MSEK 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goodwill</td>
<td>1 091</td>
<td>1 240</td>
</tr>
<tr>
<td>Other intangible assets</td>
<td>108</td>
<td>120</td>
</tr>
<tr>
<td>Tangible assets</td>
<td>547</td>
<td>625</td>
</tr>
<tr>
<td>Financial assets</td>
<td>306</td>
<td>346</td>
</tr>
<tr>
<td>Inventories</td>
<td>644</td>
<td>913</td>
</tr>
<tr>
<td>Current receivables</td>
<td>1 468</td>
<td>1 849</td>
</tr>
<tr>
<td>Liquid funds</td>
<td>172</td>
<td>169</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>4 336</strong></td>
<td><strong>5 262</strong></td>
</tr>
<tr>
<td>Equity</td>
<td>1 413</td>
<td>1 073</td>
</tr>
<tr>
<td>Long-term liabilities</td>
<td>584</td>
<td>2 142</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>2 339</td>
<td>2 047</td>
</tr>
<tr>
<td><strong>Total equity and liabilities</strong></td>
<td><strong>4 336</strong></td>
<td><strong>5 262</strong></td>
</tr>
</tbody>
</table>

### Key ratios, excluding non-recurring items

<table>
<thead>
<tr>
<th></th>
<th>Full year</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2009</td>
<td>2008</td>
</tr>
<tr>
<td>Return on capital employed, %</td>
<td>7.5</td>
<td>10.7</td>
</tr>
<tr>
<td>Return on equity, %</td>
<td>8.5</td>
<td>14.6</td>
</tr>
<tr>
<td>Operating margin before</td>
<td></td>
<td></td>
</tr>
<tr>
<td>depreciation (EBITDA), %</td>
<td>5.1</td>
<td>6.6</td>
</tr>
<tr>
<td>Operating margin (EBIT), %</td>
<td>3.2</td>
<td>4.7</td>
</tr>
<tr>
<td>Profit margin (EBT), %</td>
<td>2.0</td>
<td>3.3</td>
</tr>
<tr>
<td>Earnings per share, SEK*</td>
<td>1.60</td>
<td>2.70</td>
</tr>
</tbody>
</table>

*The figures are adjusted for the bonus issue element of the Rights issue
Financial Targets

Organic growth in %

- Actual vs. Goal

Operating margin (EBIT) in %

- Actual vs. Goal

*Excluding items affecting comparability

Equity ratio in %

- Actual vs. Goal

Return on capital employed in %

- Actual vs. Goal

*Excluding items affecting comparability

Make It Happen!

- **Step 1 – Inject energy and simplify**  Q1 2009 →
  - Improved cash flow
  - Management structure
  - Cost savings
  - Savings on purchasing

- **Step 2 – Get It Right!**  Q3 2009 →
  - Strategic review
  - Cost savings
  - Re-financing

- **Step 3 – Execution**  2010 →
**Gross Margin And Operating Costs**

Excluding items affecting comparability*

* 2006 is excluding items affecting comparability

**Organic Growth, Net Sales and Order Intake**

Organic growth net sales, quarterly data (left-hand axis)
Organic growth order intake, quarterly data (left-hand axis)
Net sales, moving 12-months (right-hand axis)