

RATOS

Listed Private Equity

CEO Arne Karlsson

2009 – It could have been worse

- HAH – Heaven And Hell
- Decent Ratos result
- Good underlying development in holdings
- (Very) strong financial position
- Normalised transaction – and financing market
- Positive outlook 2010

HAH (Heaven And Hell)

- Mixed macroeconomic development
- Many different industrial climates
- Global economy frighteningly close to collapse
- Massive stimulus packages saved situation
- Lessons from the 1930s
- For Ratos: $H > H$

Ratos 2009 – a temporary pause

Pre-tax profit	SEKm
1999	1,859
2000	2,104
2001	2,191
2002	956
2003	1,114
2004	2,325
2005	2,601
2006	3,234
2007	3,462
2008	5,671
2009	1,375

Good underlying development in the holdings (1)

Earnings trend 2009, holdings (%)

	Total	Ratos's share
Sales	-6	-2
EBITA	-16	-10
EBT	-1	+16

Good underlying development in the holdings (2)

Earnings trend 2009, holdings (%), excl. Lindab

	Total	Ratos's share
Sales	0	0
EBITA	+7	-2
EBT	+53	+37

Good underlying development in the holdings (3)

- Not an average business cycle portfolio
 - 11 companies better than 2008
 - 5 companies OK to good
 - 4 holdings strongly affected
 - all companies show a plus at operating EBITA level

Good underlying development in the holdings (4)

- Ratos holdings well-placed
 - general positioning
 - strong positions in value chain
 - market share gains!
- Active ownership!!!
 - worth billions
 - crash plans
 - action programmes
 - working capital project: c. SEK 1.7 billion
 - financing issues
 - aggressive focus

Holdings

- 20 holdings
- Sales ~ SEK 43bn in 2009
- EBITA ~ SEK 3.7bn in 2009
- ~ 26 000 employees



Hafa Bathroom Group



AH Industries



EuroMaint



Inwido



MCC



Anticimex



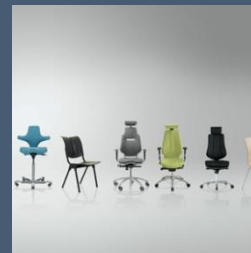
Contex Group



Bisnode



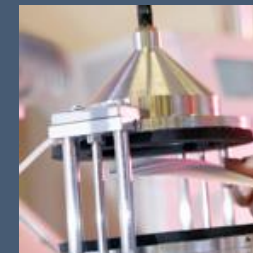
Arcus Gruppen



SB Seating



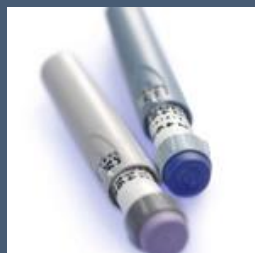
HL Display



Camfil



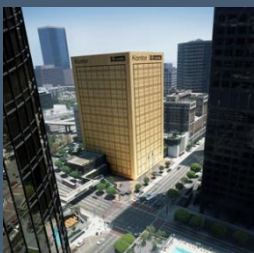
DIAB



Medisize



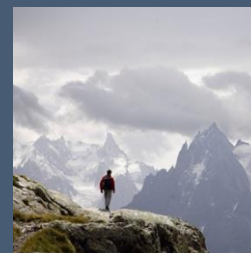
Jøtul



Lindab



Superfos



Haglöfs



GS-Hydro



Other holdings

(Very) strong financial position

- Good investment preparedness
 - cash c. SEK 2.7 billion
 - credit lines SEK 3.2 billion
 - new issue mandate c. SEK 6.0 billion
 - borrowing opportunities

Normalised transaction market

■ Acquisitions

- 250 → 100 → 250
- H1/09: slow and dominated by junk
- after summer: higher activity, quality, “unity”
- acquisitions after Lehman crash: c. SEK 2 billion

■ Exits

- many enquiries 2009 – bargain hunters...
- considerable spontaneous interest in many Ratos holdings

Share price



Total return

(%)

	1999-2009	2009	2010
Ratos, B-aktie	+ 1 186	+47	+37
Six Return Index	+112	+53	+13

ROLWB

- Recession Over, Long Way Back
- Ratos Survives Far Worse Trauma

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Macro

- Recession over
- Slow recovery over some years
- No inflation threat in near future

Positive outlook 2010

- ROLWB – not too bad for companies
 - well-run, slimmed and with strong position in value chain
- Operational leverage
 - 80-85 is the new 100
- Ratos portfolio not an average business cycle portfolio
 - 2010 may also look different
- Better result in underlying portfolio 2010

RAATOS

Professional – Active – Responsible