

RATOS



Developing successful Nordic companies

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Change companies and industries through active value creation

- Identify and realise companies' inherent potential
- Develop successful and sustainable companies and business models
- Combine long term initiatives with significant short term change





Nordic Cinema Group



Inwido



SB Seating



Haglöfs

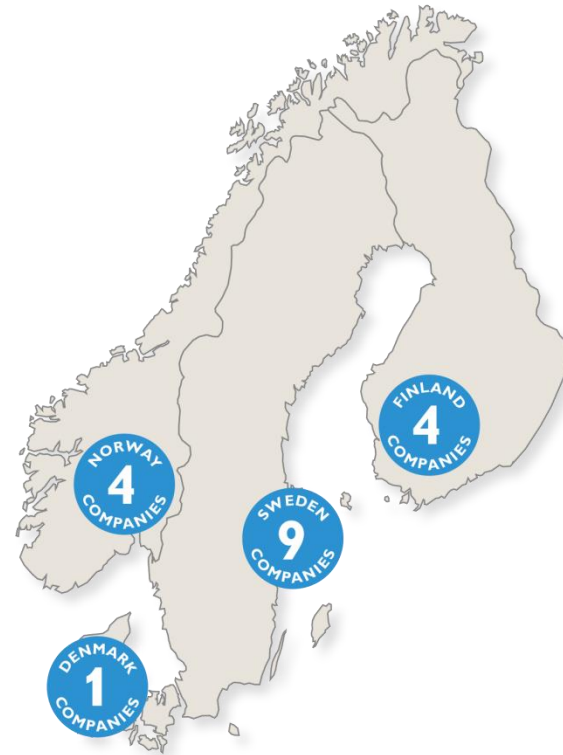
A broad portfolio of mid-sized Nordic companies

18 companies with total

sales of SEK **31** billion

adj. EBITA SEK **2.1** billion and

15,500 employees



*excluding airteam, expected to be closed in Q2 2016



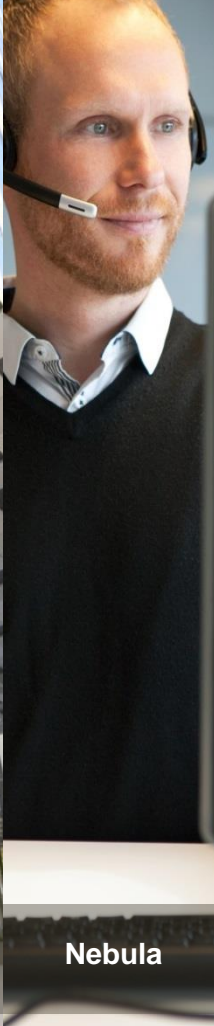
SF Bio



Aibel



HENT



Nebula



Ledil



Speed Group



TFS



Serena Properties



airteam

Invest in mid-sized companies

- Common attractions
 - Clear development potential (growth, profit)
 - Proven business model
 - Strong driven management
- Sector generalist
- Minorities and majorities
- Balanced portfolio
 - Industry exposure
 - Cyclicity

250m

Min. investment
size in equity

20%

Min. share of
holding

15%

Min. company-
specific IRR target

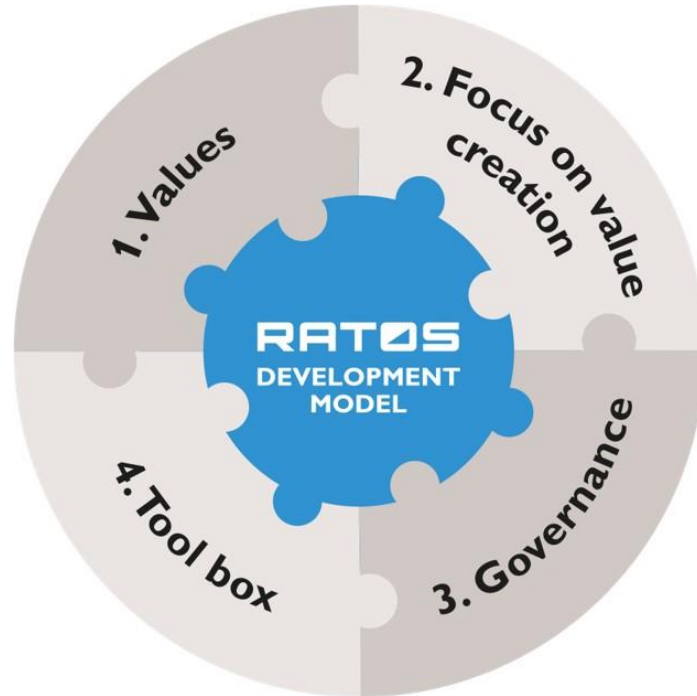


Partnership investments important

- Co-ownership
- Clear investment strategy
- Why Ratos?
 - Expertise in company development
 - Broad experience and network
 - Flexible exit horizon
 - Strong brand and values
- History of active ownership and entrepreneurship



Long-term value creation through active ownership



Value-added offering to drive change



governance
structure
financial
contacts
network
strategy
competence
experience
sustainability
capital

communication
brand
people
M&A
risk
accounting
business



Strategic HR management increasingly important

- Ambitious business plans require competent, driven and committed managers and employees
- Ability to attract, retain and develop talent is business critical
- Right people in right place at right time
- Key success factor as owner

50

Employees in
Ratos



200+

Ratos Network

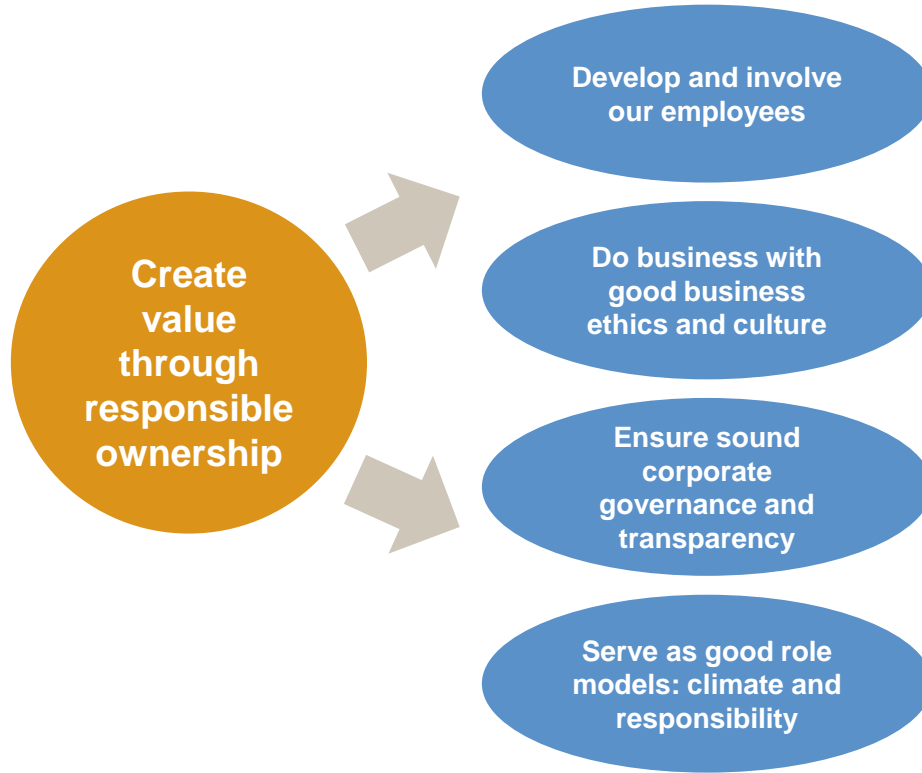


15 500

Employees in the
Ratos Group



Drive sustainability agenda



93%

Share of companies with environmental policy/plan

100%

Share of companies with code of conduct

40%

Share of companies with formalised whistleblowing system





Inwido



Contex



Nordic
Cinema Group



Stofa



Anticimex



Euromaint
Tyskland



SB Seating



Hafa Bathroom
Group

Good return on investments

- IRR can be divided into three segments
 - 76% operational development
 - 27% improved cash flow and capital growth
 - -3% multiple arbitrage
- Balance between long-term value creation with short-term impatience

22%

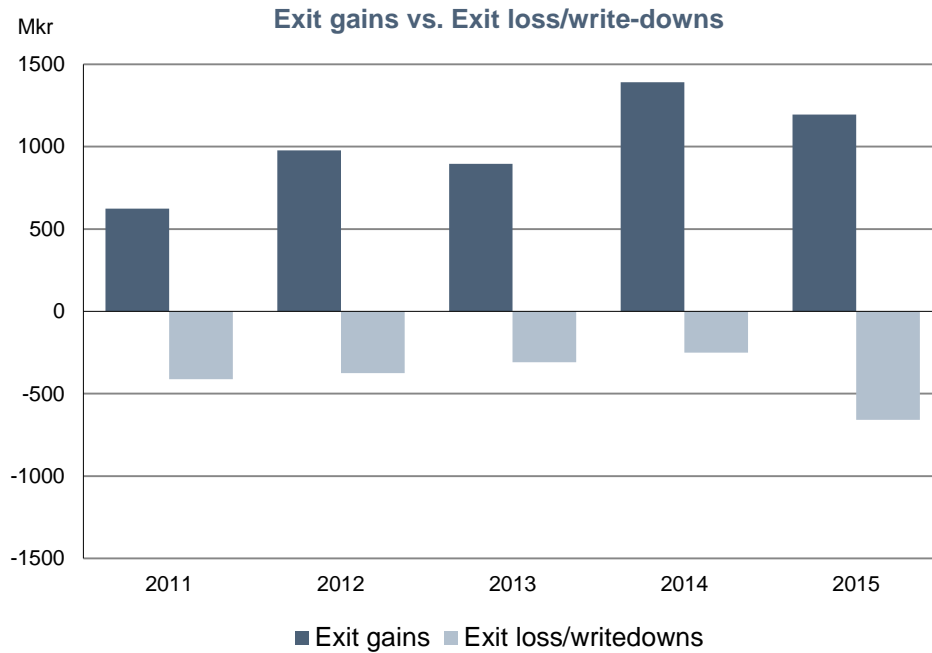
Internal Rate of
Return on exits last
10 years

13%

Internal Rate of
Return on exits last
5 years



Realising value creation through exits



1:3

Capital contributions vs distributions since 2011

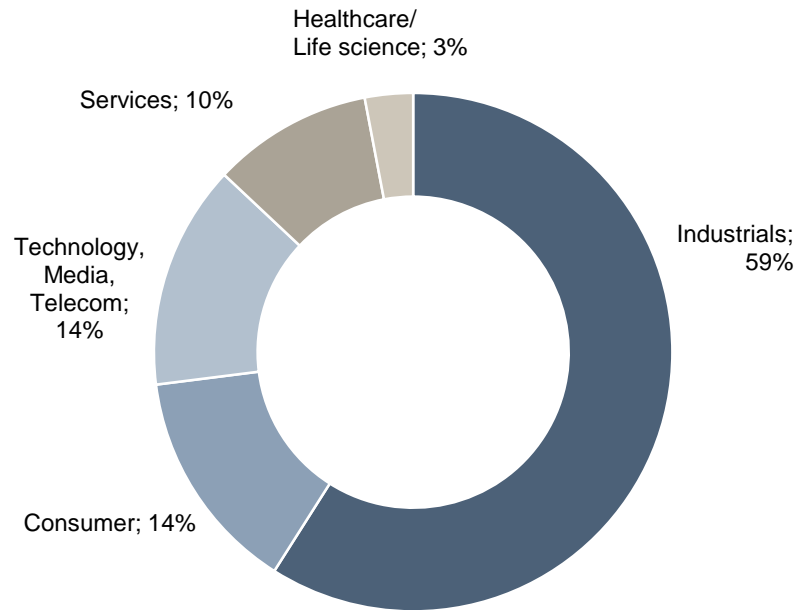
1:4

Capital contributions vs distributions since 1999

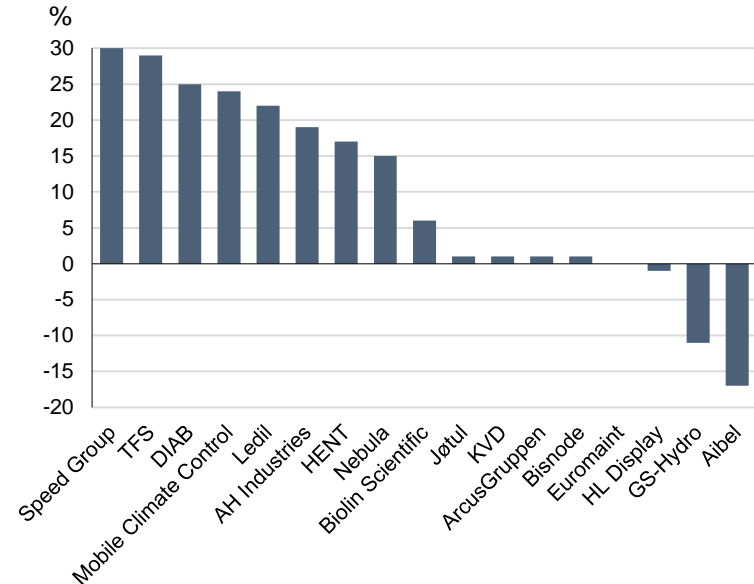


Changed company portfolio with growth potential

Sales breakdown by segment*, at 31 December 2015



Net sales development*, at 31 December 2015



* Adjusted for the size of Ratos's holding.




Stable market development

- Unchanged and generally stable market situation in existing portfolio
- Clear majority of sales in Nordics and Western Europe
- Slowdown in demand in Asia
- Attractive segments with structural growth



* Adjusted for the size of Ratos's holding.

Company overview – development status

	GOOD DEVELOPMENT 	DEVIATIONS 	CHALLENGES 
MID CAP	<p>ArcusGruppen DIAB HENT KVD Ledil Mobile Climate Control Nebula</p> <p>55% <i>Share of adjusted EBITA</i></p>	<p>Aibel Bisnode HL Display</p> <p>31% <i>Share of adjusted EBITA</i></p>	
SMALL CAP	<p>airteam* Serena Properties* Speed Group TFS</p> <p>4%* <i>Share of adjusted EBITA</i></p>	<p>Biolin Scientific Euromaint GS-Hydro</p> <p>9% <i>Share of adjusted EBITA</i></p>	<p>AH Industries Jøtul</p> <p>1% <i>Share of adjusted EBITA</i></p>

Illustrative split based on Ratos's roughly estimated market valuations

* The acquisition of airteam and Serena Properties to be completed after the end of the period.

Company overview – development status

+6%
Operating
EBITA

MID CAP

GOOD DEVELOPMENT ●

Sales +15%
EBITA +36%
Adjusted EBITA +34%
Adjust. EBITA-marg +8.2% (7.1)

55%

Share of adjusted EBITA

DEVIATIONS ●

Sales -7%
EBITA +6%
Adjusted EBITA -5%
Adjust. EBITA-marg +7.0% (6.8)

31%

Share of adjusted EBITA

CHALLENGES ●

SMALL CAP

Sales +29%
EBITA -4%
Adjusted EBITA +19%
Adjust. EBITA-marg +7.1% (7.7)

4%*

Share of adjusted EBITA

Sales -4%
EBITA -61%
Adjusted EBITA -51%
Adjust. EBITA-marg +3.9% (7.7)

9%

Share of adjusted EBITA

Sales +8%
EBITA -
Adjusted EBITA -
Adjust. EBITA-marg +0.7% (neg)

1%

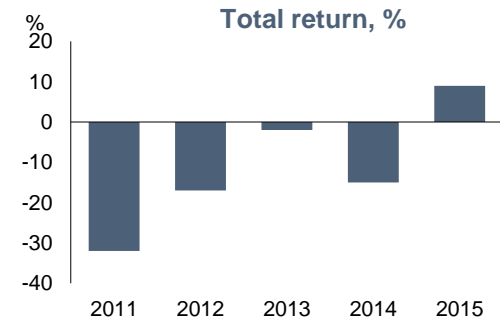
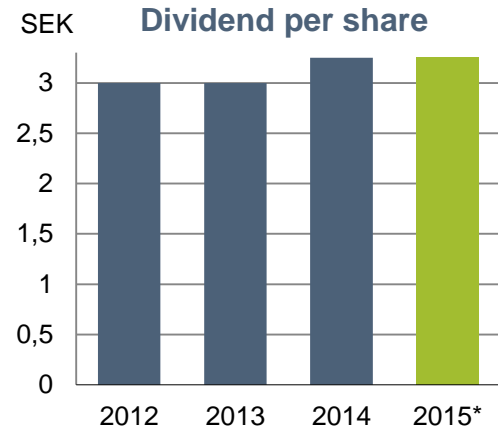
Share of adjusted EBITA

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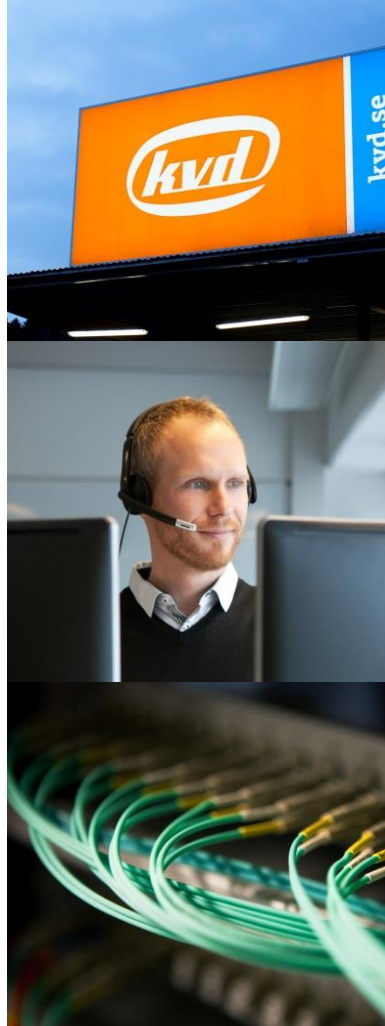
Current status

- Unique portfolio of unlisted Nordic companies
 - Development potential
 - Diversified market exposure
 - Structural growth in many segments
- Established and proven business model with strong track record
- Strong financial position
- Strong organisation, network and brand enabling interesting investment opportunities
- Attractive dividend yield



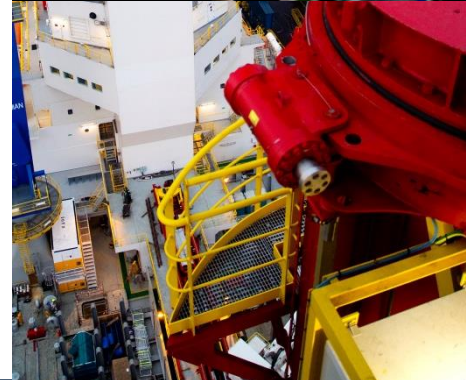
An exciting 2016 ahead

- Stable, but shifting market trends
- Strong transaction market
- Current portfolio of companies has potential for improved operating profit in 2016
- Continued development of Ratos, our organisation and our companies



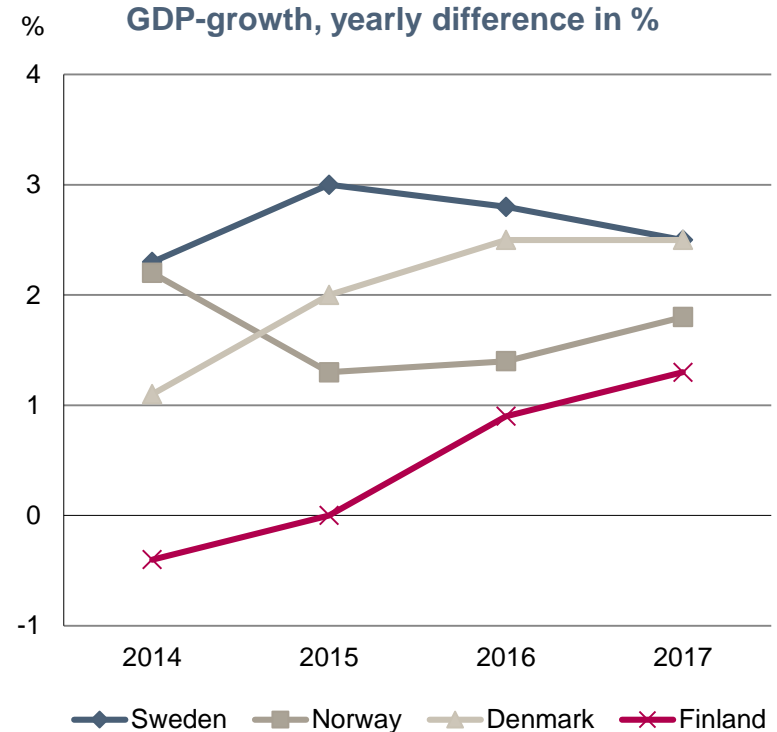
Key focus 2016 (and beyond)

- Drive initiatives for growth and improved profitability in companies
- Find new investments
- Continue to realise captured value through exits
- Develop and strengthen Ratos's offering



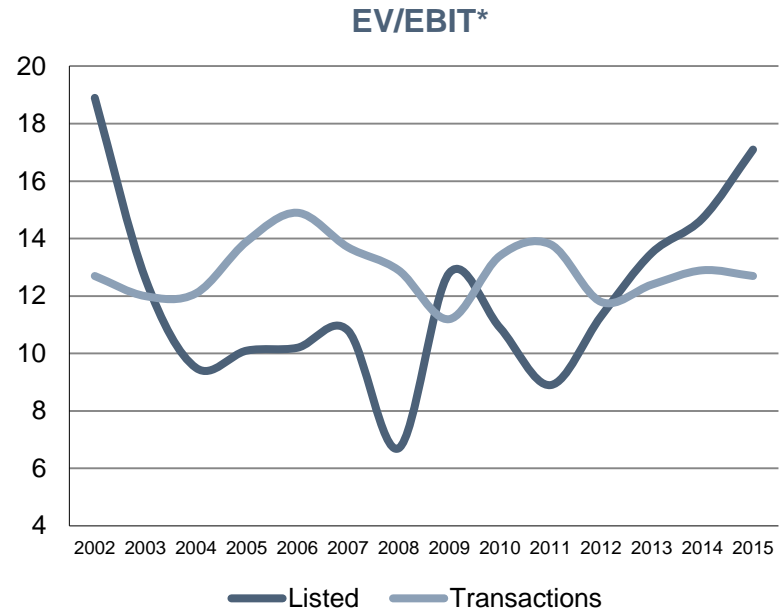
Continued sluggish market

- Low growth world
- Nordic countries mixed but solid overall
- Significant number of growth niches exist
- Own growth and profit improvement initiatives focus



Strong transaction market base case for 2016

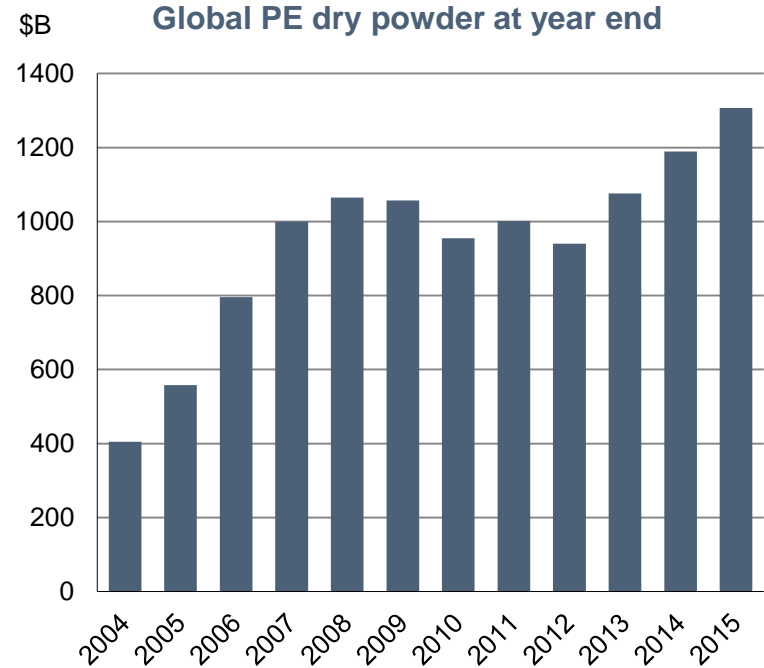
- Some uncertainty so far 2016
- Base case: high level of transaction activity
- Good access to bank financing supports
- IPO market strong?
- Private multiples more stable



*EV/EBIT for Nordic listed companies and transactions. Source: SEB research and Mergermarket

High level of PE "dry powder" fuels the transaction market

- Uninvested funds hit record levels in 2015
- High PE competition
- Difficult for PE funds to differentiate
- Competition varies with investment size
 - Larger deals attract global funds
 - Smaller deals more local



Our vision

**Ratos is to be the best at developing
companies in the Nordic region**





150 years of entrepreneurship, company development and community involvement