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**CEO** Arne Karlsson

#### 2010 – Good but should be better

- Satisfactory development in holdings
- High transaction activity
- Positive profit trend for Ratos
- Strategic development
- Macro: MOBBM
- Good prospects for portfolio companies 2011

Satisfactory development in holdings (1)

Earnings trend 2010, holdings (%)

	Total	Ratos's share
Sales	±0	+2
EBITA	+2	-1
EBT	+6	+7

Satisfactory development in holdings (2)

Earnings trend, holdings (%)

	Headline	Before eo	Before eo and
(2010)			currency
EBITA	+2	+7	+10
EBT	+6	+15	+20

### Satisfactory development in holdings (3)

- 2009 earnings at reasonable level
  - Large eo expenses (with long-term positive effects)
- Extremely weak December
- Winter effect
- Longer time axis

## High transaction activity within Ratos

#### Investments

- Biolin Scientific
- Finnkino
- HL Display
- KVD Kvarndammen
- MCC/Carrier
- Medisize
- RM Group (AHI)
- RSM Group (EuroMaint)
- Stofa
- Add on investments

#### Exits

- Camfil
- Haglöfs
- Lindab (50%)
- Superfos
- Partial exits

#### Positive profit trend for Ratos

	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
2010	2,868

#### Share performance



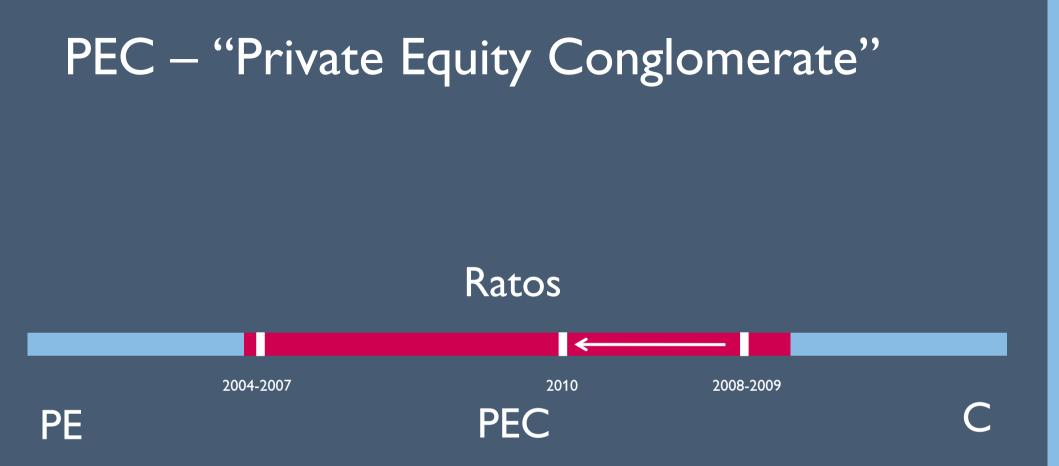
5 April 2011

### Total Return

(%)	1999-2010	2010	2011
Ratos, B share	+ 1,699	+40	+2
Six Return Index	+168	+27	+1

### Strategy

- Strategy and business model same as 1999
  - less adaptations and adjustments
- Business model robust!
  - three (deep) crises
  - two bubbles
  - "normal situation"
- PEC
  - "perpetual motion"



## Strategic "fateful question"

- New world a.L. (after Lehman)
  - totally different liquidity conditions
  - changed internal focus
  - reality creates strategic dilemma and choice of direction

### Cash flow strategy, Ratos AB

- Basic strategy (ideal)
  - zero cash day after AGM
  - build up dividend gradually during the year
  - current costs covered by current income
  - purchases matched (in principle) by sales

## 30 September 2010

Net cash:SEKExit opportunities:SEK 3Acquisition portfolioSEK 1Dividend April 2011:SEK 1

SEK 270m SEK 3,000m SEK 1,500m SEK 1,500m

#### Consequence

- Buy/sell balance?
  - forgo deals (x2)
  - leverage parent
  - take in money proactively
  - NI mandate for acquisitions (non-cash and cash)

#### NI mandate

- Two steps
  - I: non-cash
  - II: cash

#### Future

- Permanent mandate
- Less than 10% dilution after NI
- Clarify link to acquisitions
- Clear and explicit order of precedence
  - liquid assets
  - non-cash issue
  - preferential rights issue
  - directed NI

#### MOBBM

2011: a year when many issues will come to a head

- euro crisis must be solved
- USA must achieve self-sustaining expansion otherwise Japan risk
- Make Or Break?
  - Becomes Make

# Macro 2011 (1)

#### MOBBM

- Make Or Break Becomes Make
- sub-par growth+
- continued low inflation
- low interest rates continued accommodative monetary policy

# Macro 2011 (2)

- 2011 decisive year
  - reasonably optimistic scenario short-medium term
- Uncharted terrain!
  - real time monitoring
  - adapt and trim scenario along the way

#### Good expectations 2011

- Weaker start stronger later part of the year
- Continued operational leverage
- Good prospects for a continued improved earnings in the overall portfolio of companies