

ARCUSGRUPPEN



Mikael Norlander

RATOS

Ratos's investment in ArcusGruppen

Industry fundamentals

- Non-cyclical – stable to growing market
- Transparent customers
- Wine still fragmented

Arcus's specific strengths

- Pan-Nordic platform – close customers/consumers
- Strong heritage brands with untapped potential
- Proven and scalable business model within Wine
- Modern and well-invested supply chain

Ratos's investment strategy

- Continued organic and acquisitive growth
- Realise synergies and efficiencies within supply chain

ARCUSGRUPPEN

83%

Ratos's share

Key facts ArcusGruppen

Investment year	2005
Co-owners	17%
<i>HOFF Norske Potetindustrier</i>	
<i>Management and Board of Directors</i>	
Chairman	Michael Holm Johansen
Consolidated book value	SEK 701m
Net investment	SEK -280m

Ratos's team

Mikael Norlander and Daniel Repfennig

