

RATOS

1866 | 2016
150



Telephone conference

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17 February 2017

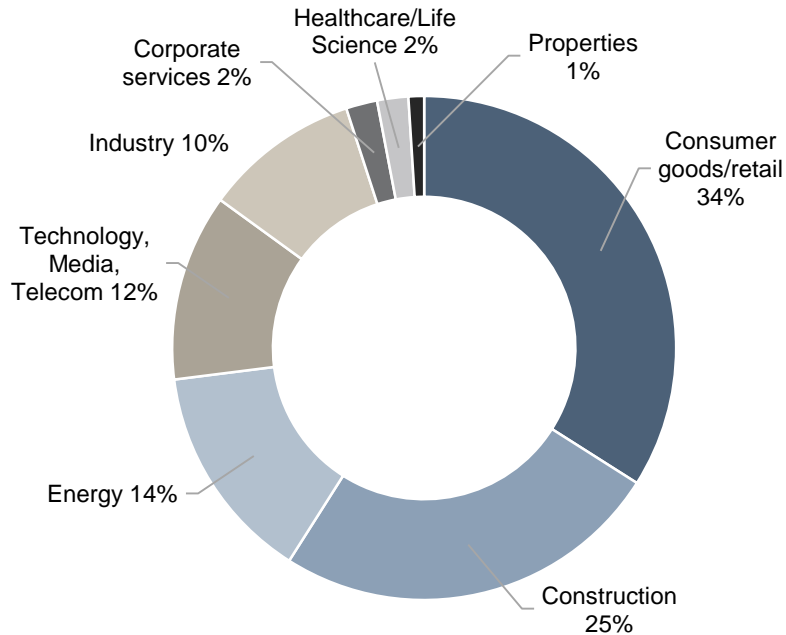
High level of transaction activity

- High growth but lower earnings trend
- Impairment of book value
- Five acquisitions
 - Serena Properties, airteam, Gudrun Sjödén Group, Oase Outdoors and Plantasjen
- Divestment of
 - Euromaint, Mobile Climate Control, AH Industries, and partial divestment of Biolin Scientific
- Successful Initial public offering of Arcus
- Add-on acquisitions in Bisnode, airteam and TFS
- Proposed dividend of SEK 2.00 per share (3.25)

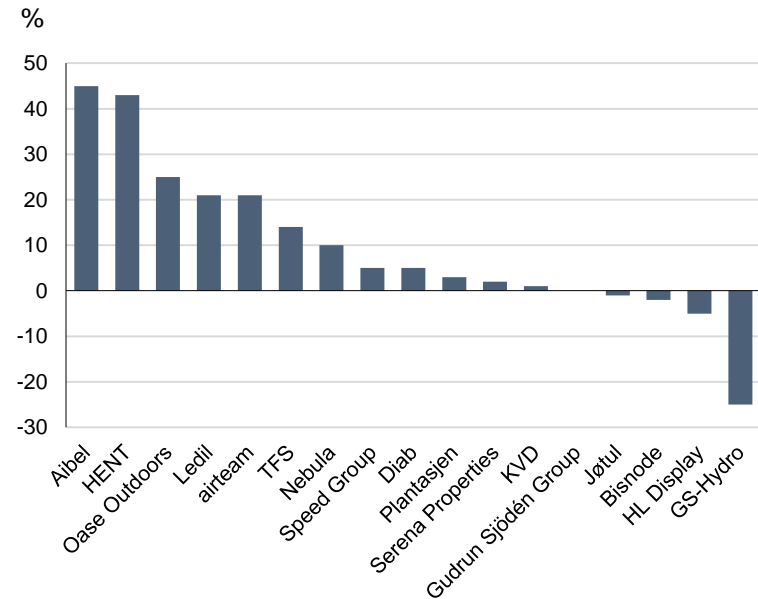


Changed company portfolio with growth potential

Sales breakdown by segment*, at 31 December 2016



Net sales trend* at 31 December 2016 (Local currency)



* Adjusted for the size of Ratos's holding.

Sales growth and change initiatives

- Unchanged and generally stable market situation in the Nordic region
- Continued uncertainty in the offshore market
 - Restructuring and layoffs to boost competitiveness
 - Growth driven by individual projects
- Focus on growth initiatives and add-on acquisitions to enable expansion
- Intensify collaboration with the companies to improve profitability
- Strategic and operational investments
 - Bisnode, KVD, Arcus and Diab
 - Capital contributions to Aibel, Bisnode, GS-Hydro and KVD
 - Refinancing of Ledil after the end of the period



+13%*
Sales growth



* Adjusted for the size of Ratos's holding.

Companies' performance¹⁾ Q4 2016

	Companies in their entirety		Ratos's holding	
Sales in the portfolio	9,827	+32%	6,058	+20%
The portfolio's EBITA	94	-62%	53	-67%
Adjusted EBITA ²⁾ in the portfolio	367	-16%	223	-7%

¹⁾ Comparison with corresponding period last year and for comparable units.

²⁾ Excluding items affecting comparability.



Companies' performance¹⁾ Jan-Dec 2016

	Companies in their entirety		Ratos's holding	
Sales in the portfolio	35,200	+19%	22,794	+13%
EBITA in the portfolio	1,406	-22%	1,005	-19%
Adjusted EBITA ²⁾ in the portfolio	2,027	-5%	1,384	-2%

¹⁾ Comparison with corresponding period last year and for comparable units.

²⁾ Excluding items affecting comparability.



Company overview – development status

GOOD DEVELOPMENTS

DEVIATIONS

CHALLENGES

MID CAP

HENT
KVD
Ledil
Nebula
Plantasjen

48%

Share of adjusted EBITA

Aibel
Bisnode
Diab
HL Display

39%

Share of adjusted EBITA

SMALL CAP

airteam
Gudrun Sjödén Group
Oase Outdoors
Serena Properties
Speed Group
TFS

20%

Share of adjusted EBITA

GS-Hydro
Jøtul

-7%

Share of adjusted EBITA

Illustrated division based on Ratos's roughly estimated market values.

Company overview – development status

GOOD DEVELOPMENTS

DEVIATIONS

CHALLENGES

MID CAP

Sales	+20%
EBITA	+7%
Adj. EBITA	+22%
Adj. EBITA marg	+6.5% (6.4)

48%

Share of adjusted EBITA

Sales	+12%
EBITA	-21%
Adj. EBITA	-8%
Adj. EBITA marg	+6.2% (7.5)

39%

Share of adjusted EBITA

SMALL CAP

Sales	+14%
EBITA	-5%
Adj. EBITA	+8%
Adj. EBITA marg	+13.2% (13.9)

20%

Share of adjusted EBITA

Sales	-16%
EBITA	neg
Adj. EBITA	neg
Adj. EBITA marg	-5.6% (1.6)

-7%

Share of adjusted EBITA

Illustrated division based on Ratos's roughly estimated market values.

High activity level in the transaction market

- Continued good access to bank financing
- Ratos has a favourable financial position
- High activity level in transactions
 - Five company acquisitions
 - Serena Properties, airteam, Oase Outdoors, Gudrun Sjödén Group and Plantasjen
 - Divestment of Euromaint, AH Industries, Mobile Climate Control and partial sale of Biolin Scientific
 - Initial public offering of Arcus



Acquisition of Plantasjen, leading retail chain for plants and accessories

PLANTASJEN®

Facts about Plantasjen

Sales*	NOK 3,700m
Adjusted EBITDA*	NOK 370m
No. of employees	Approx. 1,200
Head office	Oslo
President	Jon Abrahamsson Ring

- Agreement to acquire 99% of the shares signed in September – EV approx. NOK 2.9 billion
- Plantasjen is the Nordic region's leading chain for sales of plants and gardening accessories
- 124 stores in Norway, Sweden and Finland, and a primary focus on consumers
- The market for plants and gardening accessories has stable growth and underlying positive trends in the form of increased interest in cultivation, gardening and interior decoration



*Rolling 12 months per June 2016

Plantasjen is moving to focus on life with plants in all channels



Outlook for 2017

- Cautious macroeconomic view with shifting market trend
 - Continued weak development within offshore
- Difficult-to-assess political situation and the impact it could have on the economy





150 years of entrepreneurship, operational development and community involvement