

# AGM 2020

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# AGM 2020

## Ratos 2019

"The new Ratos" and the road ahead

The Ratos share 2019 and objectives for 2020



# Objectives for 2019

(from the AGM 2019)

- ✓ Reverse the negative profitability trend
  - The result for 2019 improved by 29% and a majority of the companies showed improved results
  
- ✓ To improve the financial position in our subsidiaries
  
- ✓ To maintain a solid growth rate
  - The growth rate amounted to 15% whereof 16% organic

# EBITA-development 2019

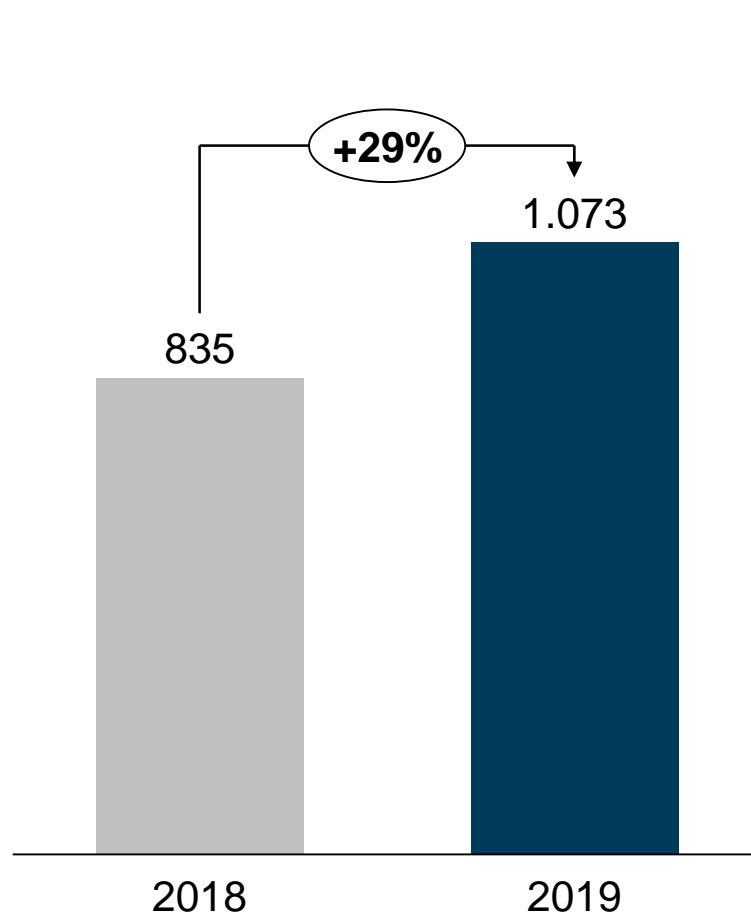
MSEK, Ratos ownership, excl IFRS 16

Company	2019	2018
Aibel	221	207
airteam	62	62
Bisnode	336	329
Diab	182	-149
HENT	16	118
HL Display	136	94
Kvdbil	30	8
LEDiL	54	72
Oase Outdoors	8	28
Plantasjen	53	76
Speed Group	4	-5
TFS	-28	-6
<b>Total</b>	<b>1073</b>	<b>835</b>

# Improved result and cash flow 2019

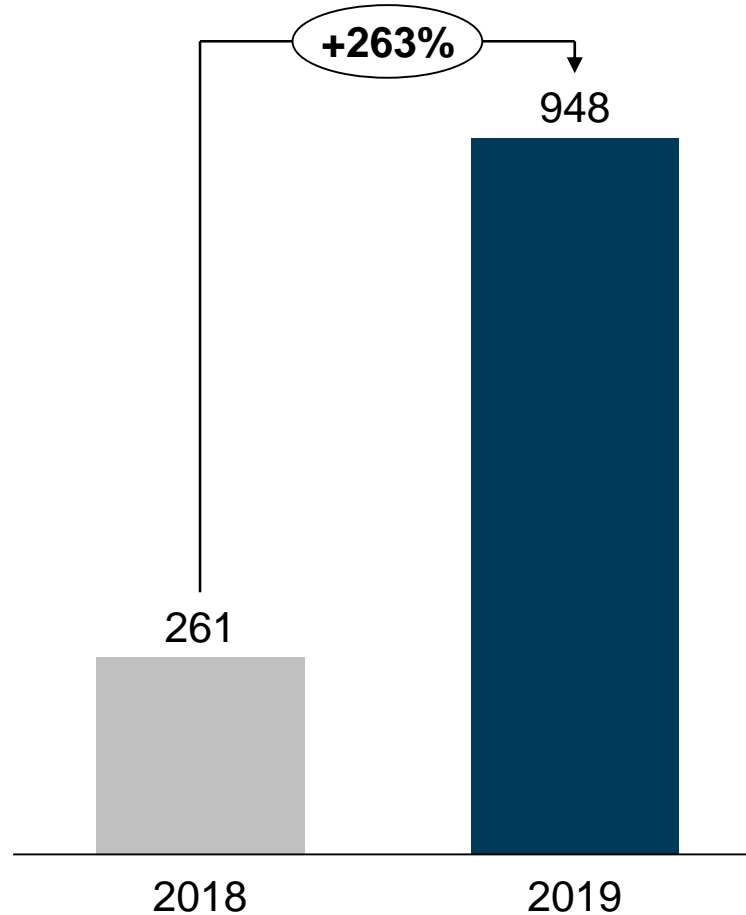
## EBITA +238 MSEK

EBITA excl. IFRS  
(MSEK, adjusted for ownership share)



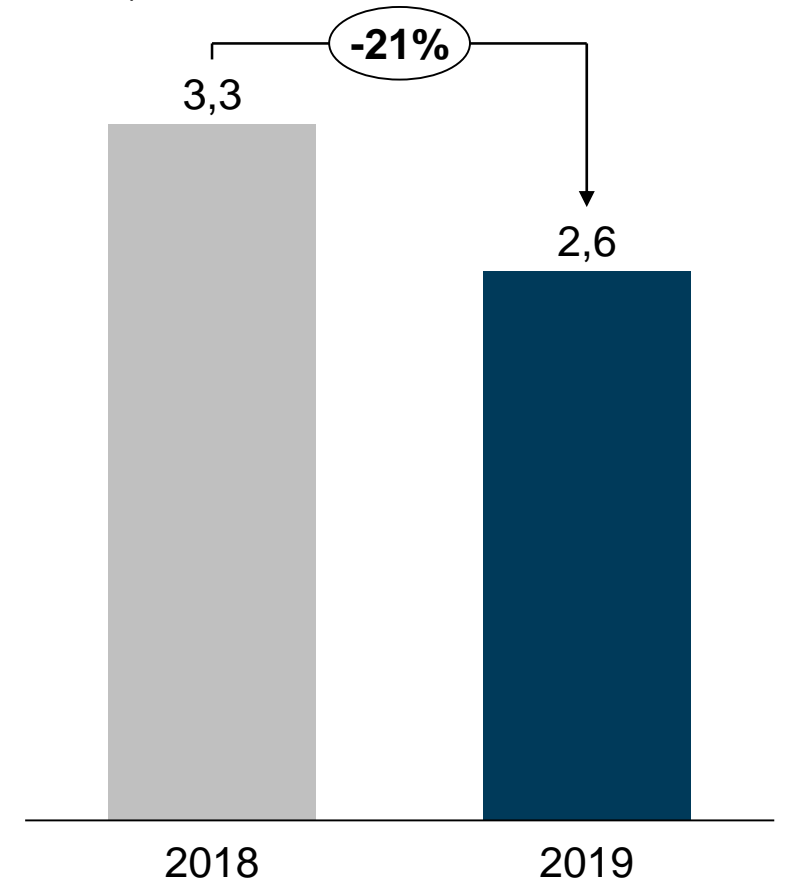
## Cash flow +687 MSEK

Cash flow from operations  
(MSEK, adjusted for ownership share)



## Decreased leverage 0,7x

Leverage for RatOS group  
(Net Debt / EBITDA adjusted for ownership share)



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# Who we are

**Ratos is a business group that enables independent mid sized companies to excel by being part of something larger.**



# Our Business Idea

We acquire and develop mid-sized companies, with a headquarter in the Nordics, who are or can become market leaders



# Ratos a business group - Our future

- A limited number of mid-sized companies rather than a large number of smaller companies
- Companies and people are more important than sector outlooks
- Take advantage of global trends (Globalisation, Digitalisation, Urbanisation & Sustainability)
- We own and invest in companies with certain characteristics
  - Market leading or ability to become
  - Best in class profitability or ability to become
  - Good cash generation
  - Platforms for add on acquisitions
  - Strong brands
  - Benefit from Ratos Network



# The Ratos network

Our companies are independent and excel by being part of something larger.

Sharing knowledge and experiences within and between industries throughout the Ratos network makes each company stronger.

**Ratos business council**



**Ratos business executive leadership program**



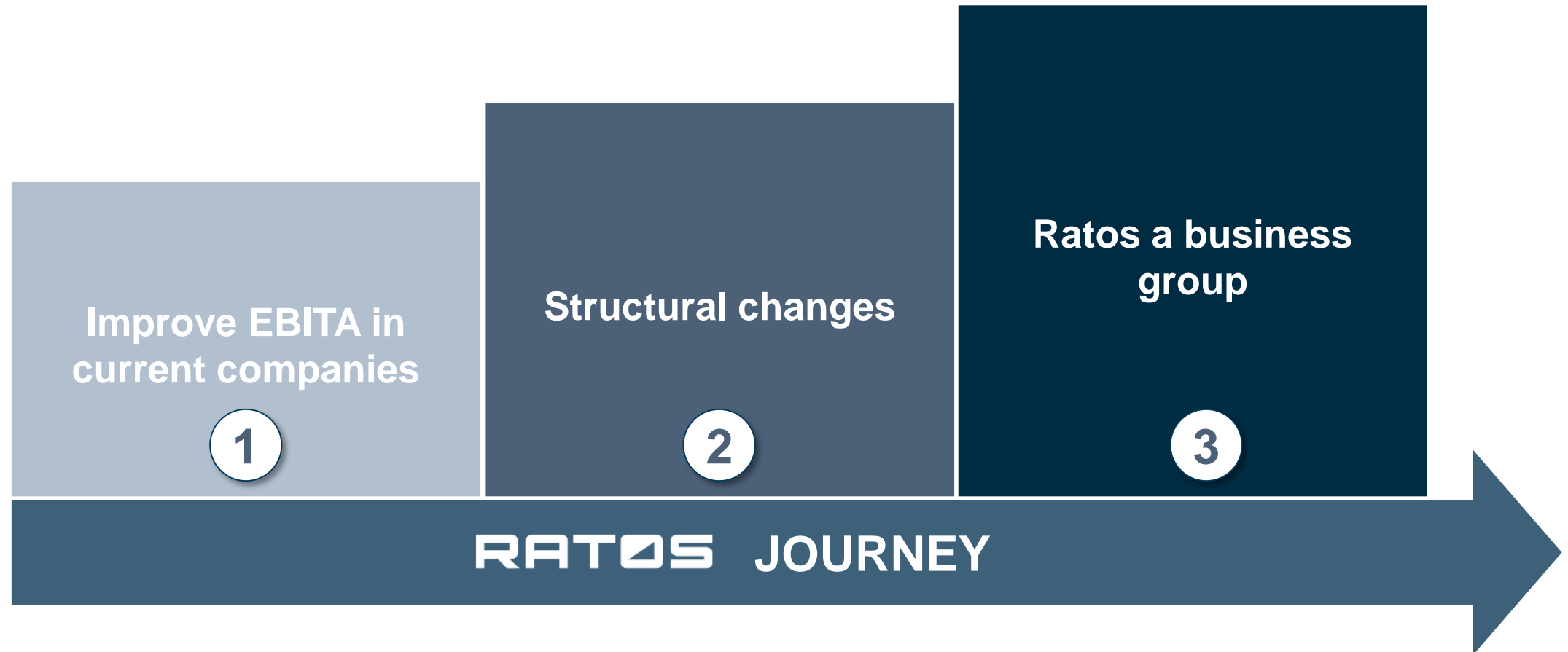
**Ratos executive network**



**Ratos summit**



# Our transformation journey



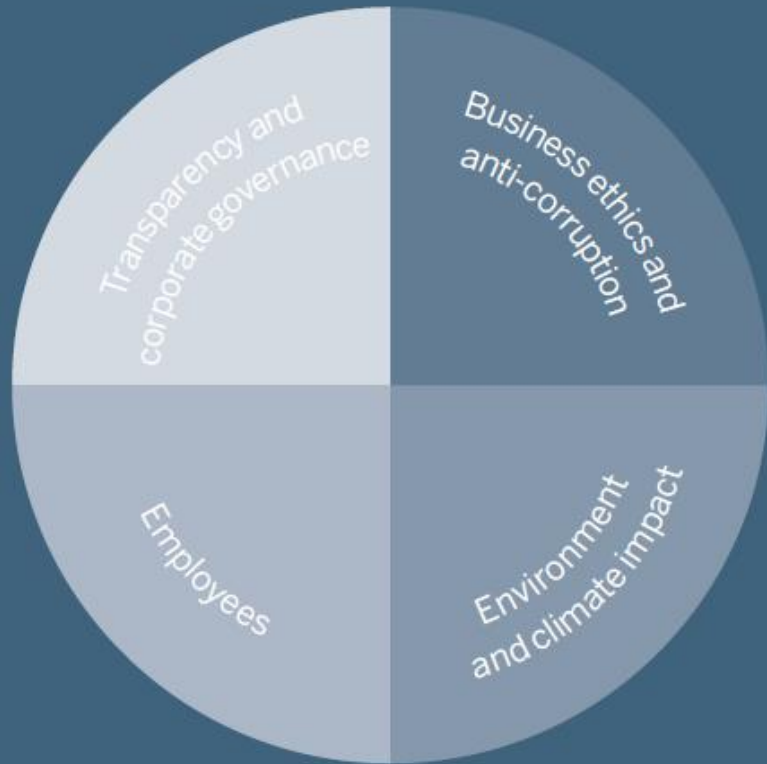


# Our Core Values

- Simplicity
- Speed in execution
- It's all about People

# Ratos and Sustainable Development

## Four focus areas



- Code of Conduct: 12 companies
- Whistle Blowing System: 12 companies
- Sustainability Report: 12 companies
- Co2-reports: 9 companies
- Environmental Policy: 10 companies
- Share of women in senior positions, Ratos Group: 29%
- Share of women employed at Ratos, Ratos Group: 41%

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# Ratos B-share 2019

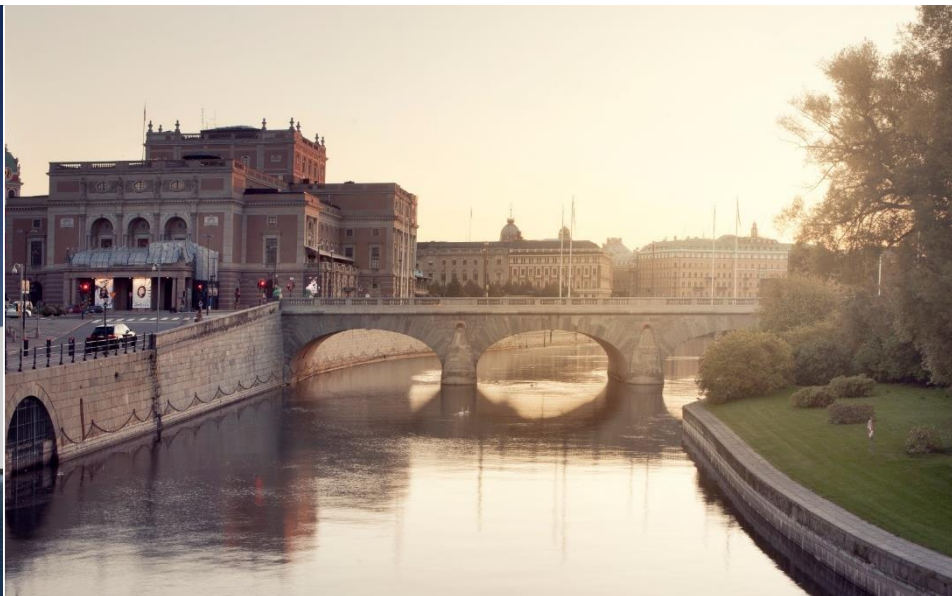
- Total return 2019: 46% (SIX Return Index: 35%)
- The Group had 52,070 shareholders at 31 December 2019, compared with 57,909 at year-end 2018
- The turnover rate (number of shares traded during the year divided by the number of shares outstanding at year-end) for the Class B share amounted to 115% (Investor 56%, Sandvik 86%, Skanska 87%)

# Objectives 2020

- To handle COVID-19
  - Employees
  - Liquidity
  - Result







# Thank you