

RATOS



Ledil

Jan Pomoell

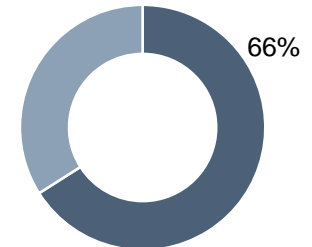
Capital Market Day 12 March 2015

Ratos's investment in Ledil

- Ratos acquired 66% of Ledil in December 2014
 - Enterprise Value EUR 97m for 100% of the company
 - Ratos investment SEK 479m after purchase price adjustments
- The founders and the Managing Director hold 33%; others hold 1%
- Ratos's team
 - Jan Pomoell (responsible for the holding)
 - Daniel Repfennig



Ratos's ownership



Investment attractions and Ratos's role

Investment attractions

- Market with very strong growth
- Technology leader in optics – seen as the industry innovator
- Strong market position in a fundamentally attractive niche
- Innovative and dynamic corporate culture

Ratos's role

- Strategic prioritization
- Resources to explore strategic alternatives
- Governance and processes (incl sustainability)

Focus areas going forward

- Board of Directors and governance
- Strategic roadmap including priorities
- Reporting
- Processes





Q&A