

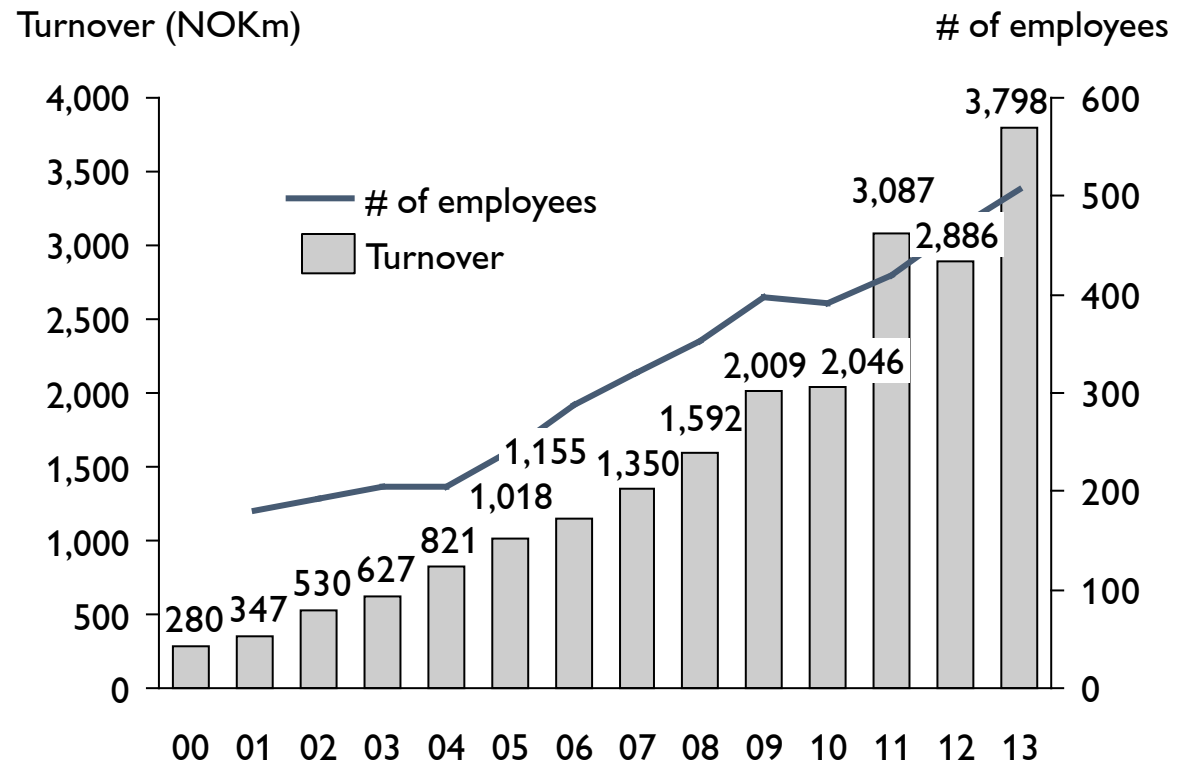
HENT

Henrik Blomé

12 March 2014

HENT in brief

- Norwegian construction company
- Established in 1980 – named HENT in 2007
- National market coverage
- 500+ employees
- Strong historic growth



Ratos's investment in HENT

- Long process concluded in an investment in July 2013
- 73% ownership
 - 27% ownership is with HENT's Management and Board of Directors
- Total net investment of SEK ~347m (including SEK ~45m investment in Shareholder Loans)
- Book value on 31 December 2013 of SEK 343m
- Ratos's team
 - Henrik Blomé (responsible)
 - Mårten Bernow

Focus on new build of public and commercial buildings

- no infrastructure
- very limited residential
- limited renovation

Office



- Public and private offices

Education



- Schools
- Education
- Research
- Kinder gardens
- Sports

Other



- Hospitals
- Elderly care
- Shopping centres
- Hotels and resorts
- Industrial buildings

Sales: ~1/3

~1/3

~1/3

HENT's differentiation vs. the major Nordic peers

- More **focused** ...
 - New build of commercial and public real estate
 - 100% is built for customers - close project development with customers
 - Limited own production resources – HENT's internal resources focus on procurement, project management and project development

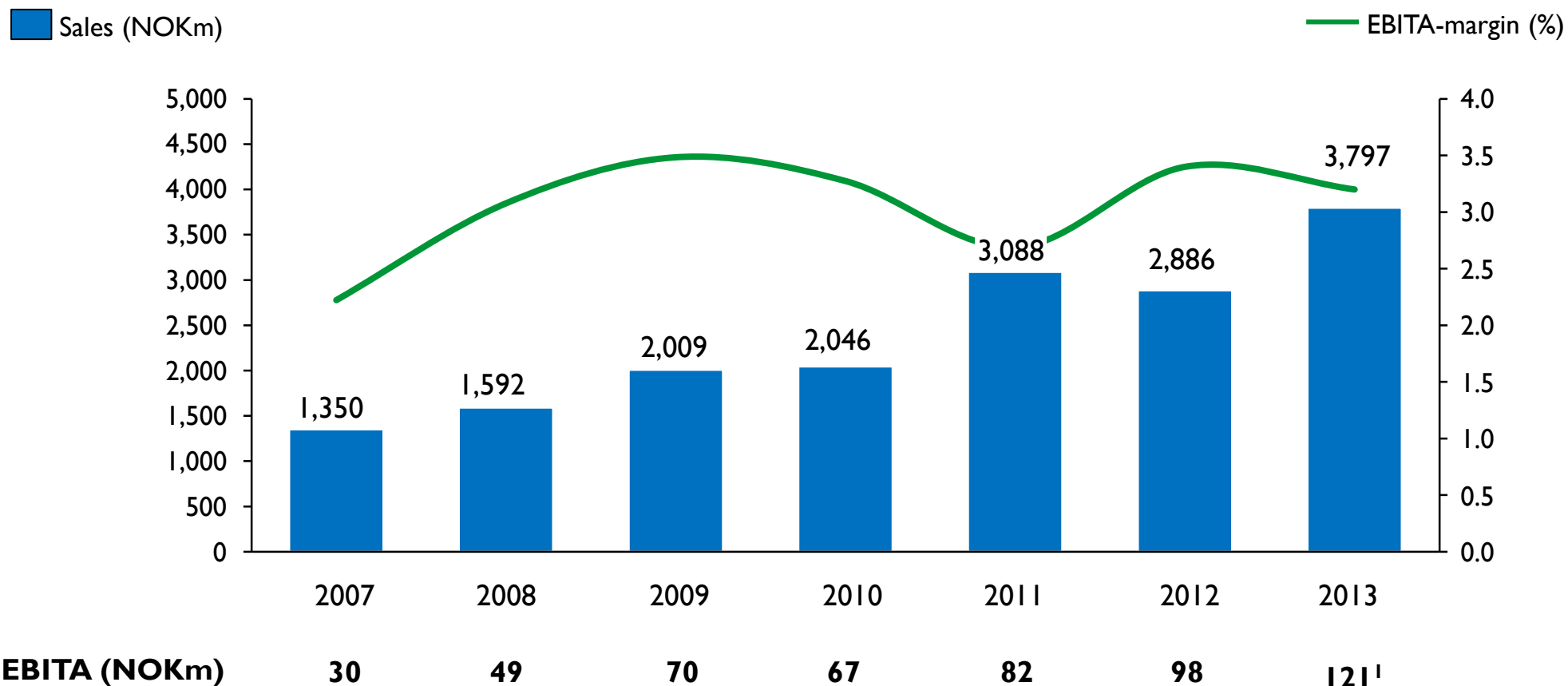
- ...and **centralized** business model
 - Centralized organization - mobile resources
 - Specialized procurement and project management professionals

Market and competition

- Cyclical market, but solid growth over business cycles
 - 5-6% annual growth since the 1970s
 - Population growth, urbanization, solid public finances and underlying need for investments in health care and education
 - Market still below latest peak within HENT's focus segments and, at current, no significant signs of a market weakening

- Fragmented Norwegian market
 - HENT is number 5 in size and with a growing market share
 - The bigger competitors are broader and less focused than HENT
 - Order backlog and strong customer relationships enable a continued growth above the market growth rate

Financial development

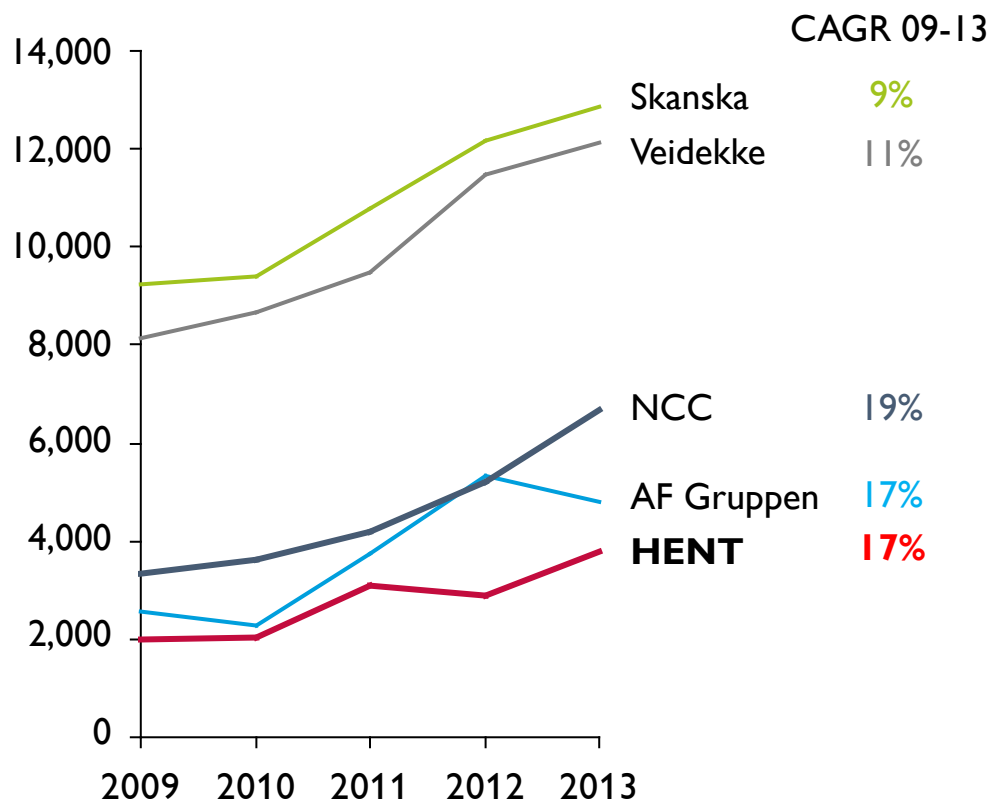


¹⁾ EBITA-margin in 2013 adjusted for costs of NOK 13m related to Ratos's investment in HENT

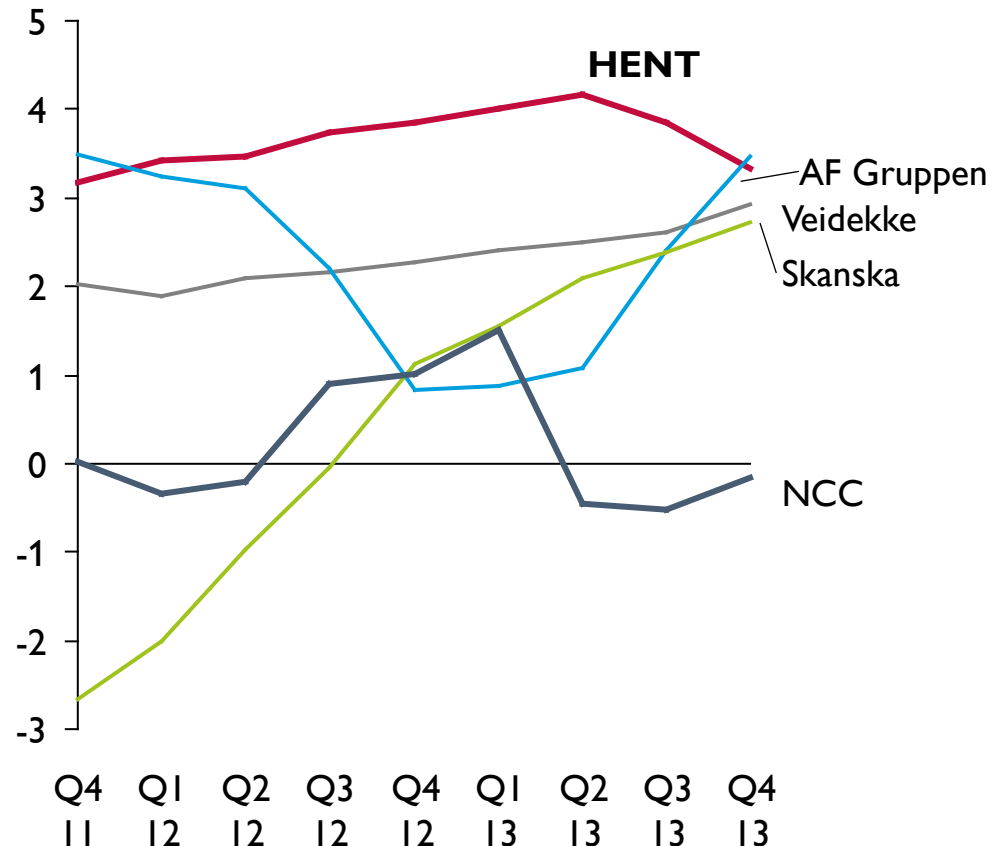
Benchmarks: Sales and operating margin

Numbers for each company's Norwegian construction unit

Sales (NOKm)



Operating margin, R12 months (%)¹

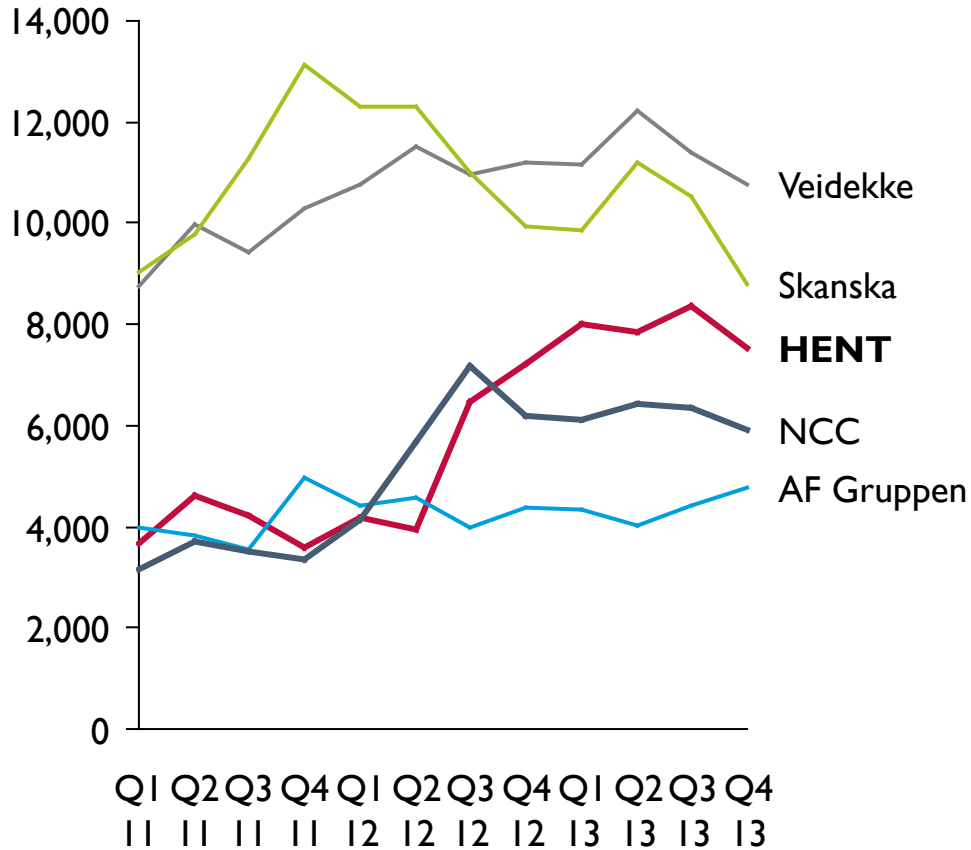


¹) HENT's operating margin for Q3 2013 is adjusted for costs related to Ratos's investment in HENT.

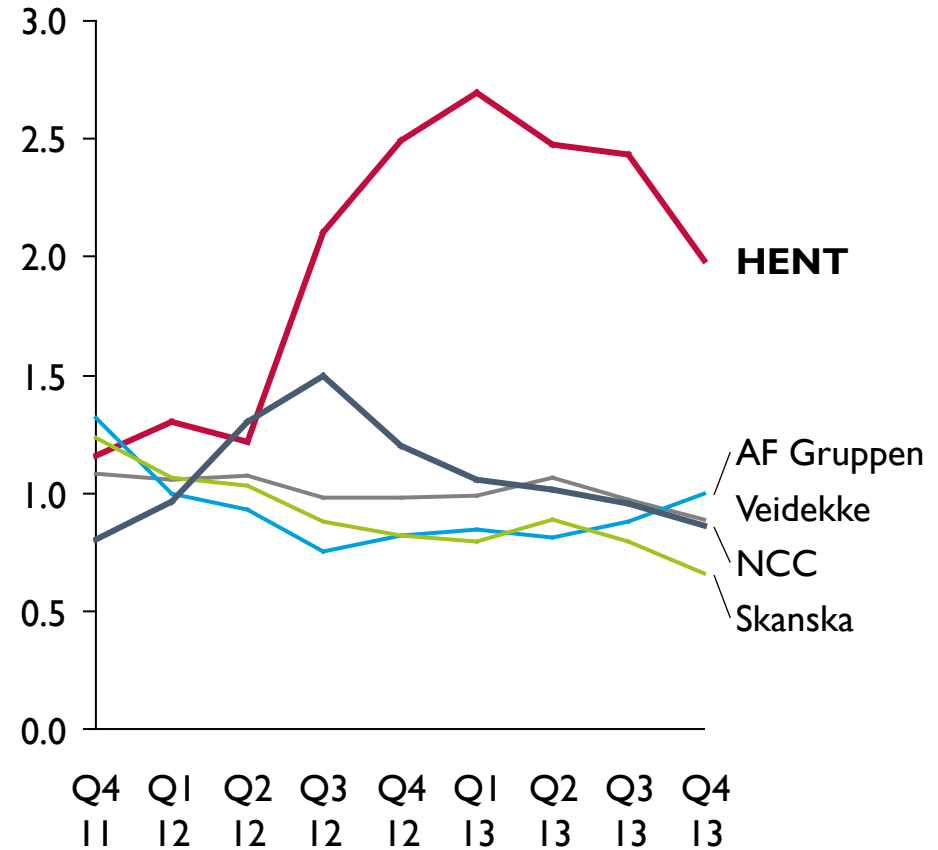
Benchmarks: Order backlog

Numbers for each company's Norwegian construction unit

Order backlog (MNOK)



Order backlog in relation to LTM sales



Strategy

- Organic growth within current focus
 - Public and commercial buildings
 - Close partnerships with customers in projects
 - Norway
 - Organic expansion

- Expand organization and capabilities
 - Focus on project management, procurement and project development
 - Continuous refinements of internal processes and practices
 - Investments in HSE, quality management, energy and environmental efficiency
 - Attractive employer



Targets: Sales of NOK 5 billion and EBITDA-margin >4%

Ratos's investment case

1. Attractive Norwegian market and investment timing
2. HENT has a strong market position in its focused segments
3. Focused business model with solid internal and developed processes, a flexible cost structure, cash flow positive growth profile and a highly professional organisation
4. A "winner" in the market with solid order backlog and good growth prospects within its core market
5. Experienced and dedicated management team, with track record of profitable growth, co-investing with Ratos
6. Complex investment situation with good fit to Ratos's profile

HENT

Q&A