

RATOS



Aibel

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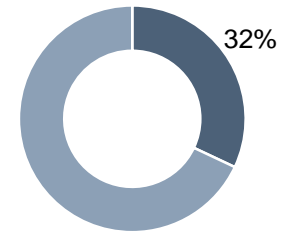
Capital Market Day 12 March 2015

2014 – a year of adjustments...

- Ratos acquired 32% of Aibel in 2013
 - Co-investment with Ferd Capital and the Sixth AP Fund
 - Equity contribution SEK 1,676m
- Significant changes in market dynamics and development since Ratos's investment in 2013
- 2014 a year of adjustments (as previously communicated)
- Short term continued market uncertainty, but long term positive outlook
- Aibel very well positioned...
- ...and Ratos's Investment Case from 2013 still valid







Ratos's ownership



...Ratos's investment case still valid

1. Market leading position on the NCS
2. Strong market fundamentals
3. Attractive business model
4. Experienced management team with strong track record

Ratos's investment case still valid

		Comments
Market leading position on the NCS		<ul style="list-style-type: none">▪ Unique integrated EPC model▪ Unique international delivery model▪ Customer relationships▪ High entry barriers (MMO)
Strong market fundamentals		<ul style="list-style-type: none">▪ Significant market down-turn▪ Positive long term outlook▪ MMO/MOD with limited direct oil price dependence
Attractive business model		<ul style="list-style-type: none">▪ Low capital intensity and strong cash flow generation potential▪ Mainly exposed to customers' opex
Experienced management team with strong track record		<ul style="list-style-type: none">▪ Actions in 2014 has, among other things, proven the management team's capabilities

Ratos with a positive view going forward

- Initial development a disappointment – long term positive view on Aibel and the market unchanged
 - Market development creates opportunities for strong companies with ability to adapt!
 - Johan Sverdrup – crucial for Aibel and NCS
 - Strong drivers for long term MMO and Modification growth
- Continued challenging market conditions in 2015
 - Secure full effect of completed and ongoing initiatives
 - Aibel is competitive based on market position and actions taken – Johan Sverdrup contract is proof of this
- Significant value creation opportunities going forward
 - Extension of MMO frame agreement options in 2016
 - Johan Sverdrup DP delivery, and potential for additional Sverdrup work
 - Continue to develop platform in Asia
 - International expansion opportunities
 - Position to win additional Renewables projects

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Q&A