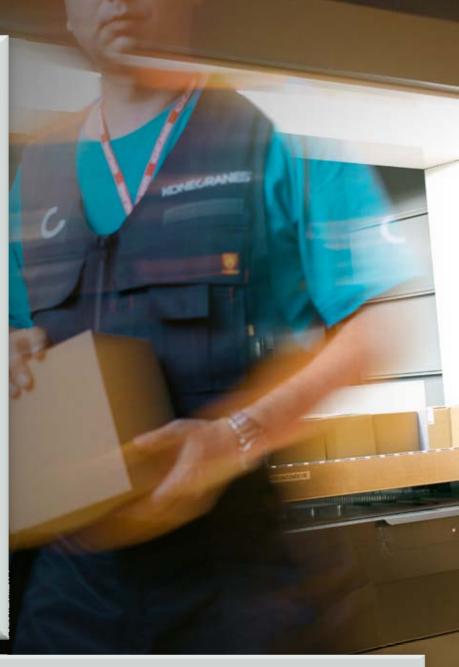
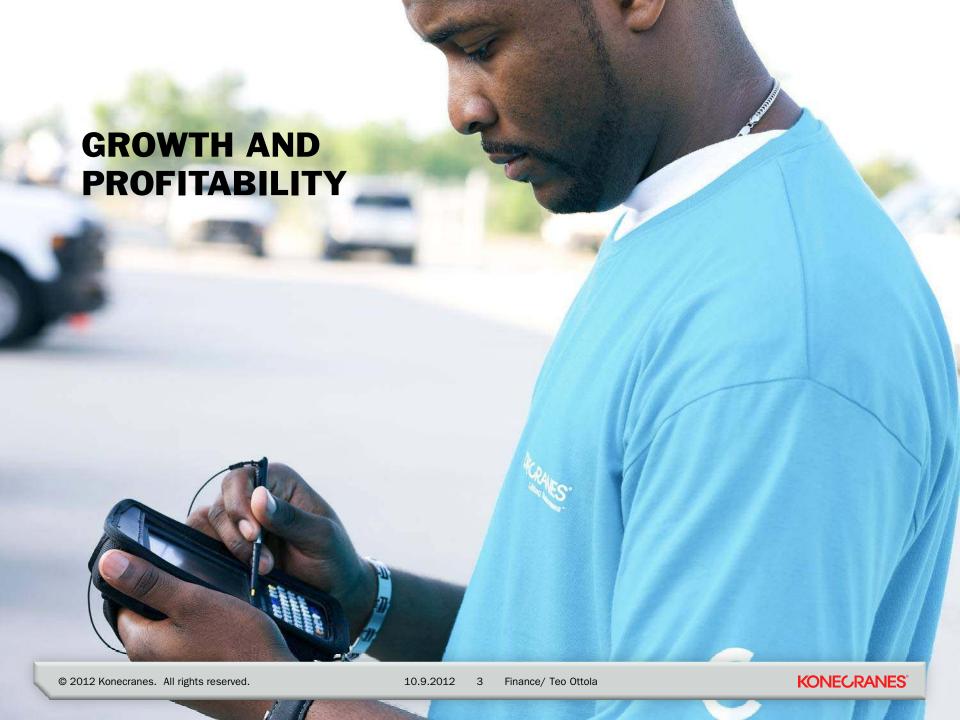


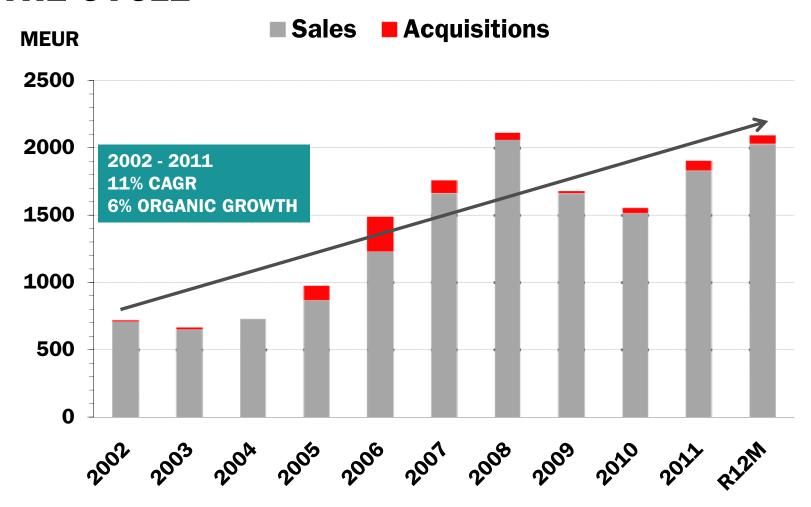
CONTENTS

- Growth and profitability
- Capital structure

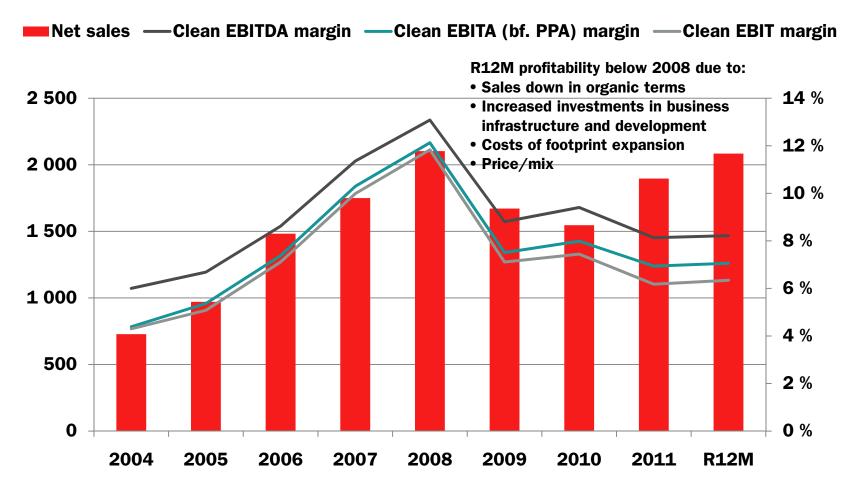




WE HAVE DELIVERED STRONG GROWTH OVER THE CYCLE

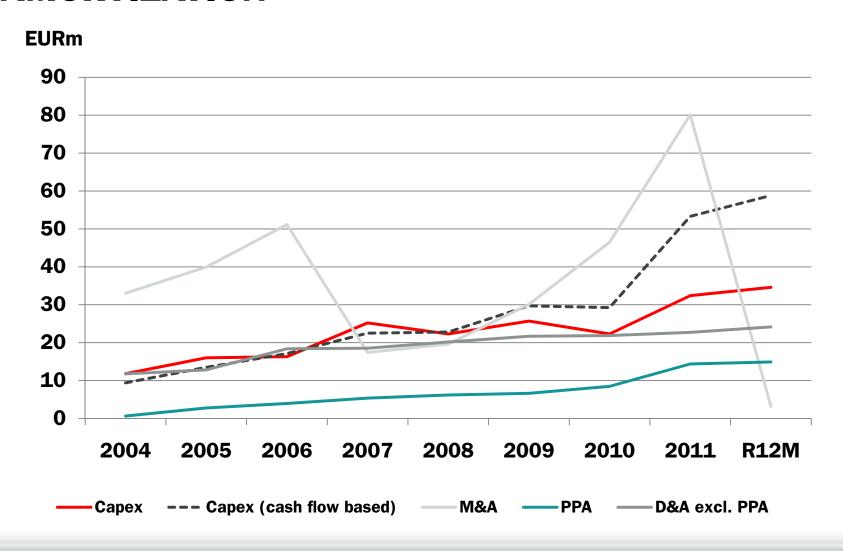


PROFITABILITY DEVELOPMENT

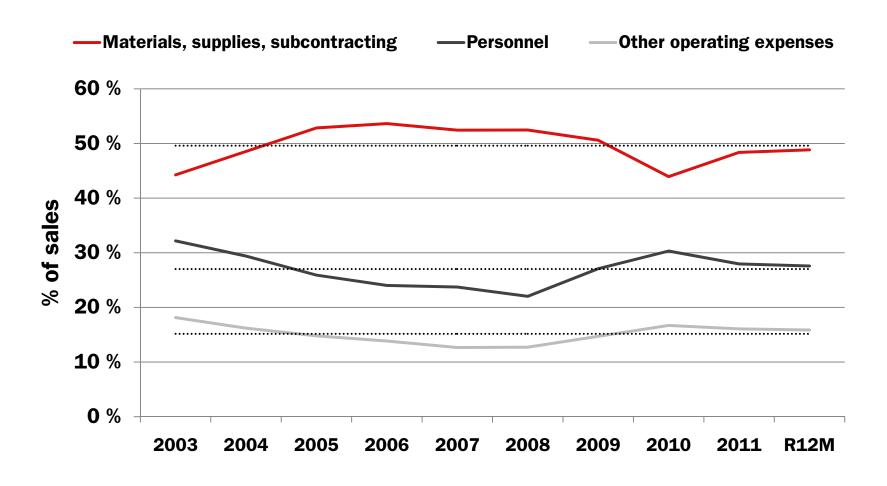


*Clean figures refer to the result before restructuring costs and capital gains

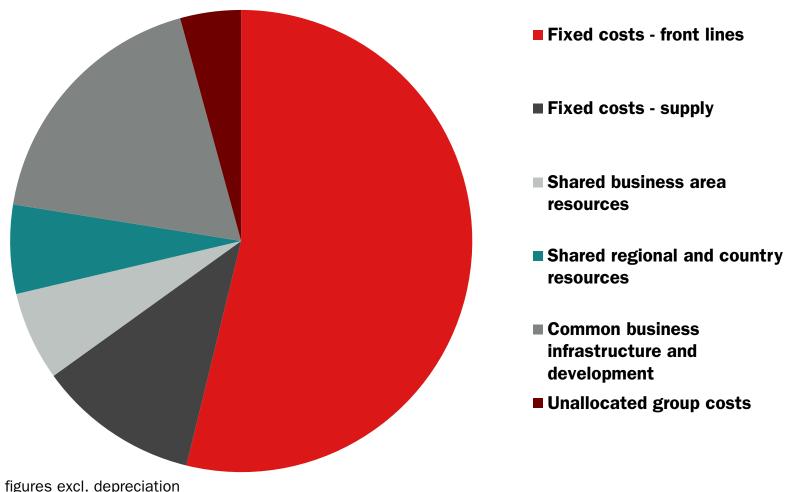
CAPEX, ACQUISITIONS, DEPRECIATION AND AMORTIZATION



CURRENT COST ISSUES ON THE FIXED COST SIDE VS. 2008

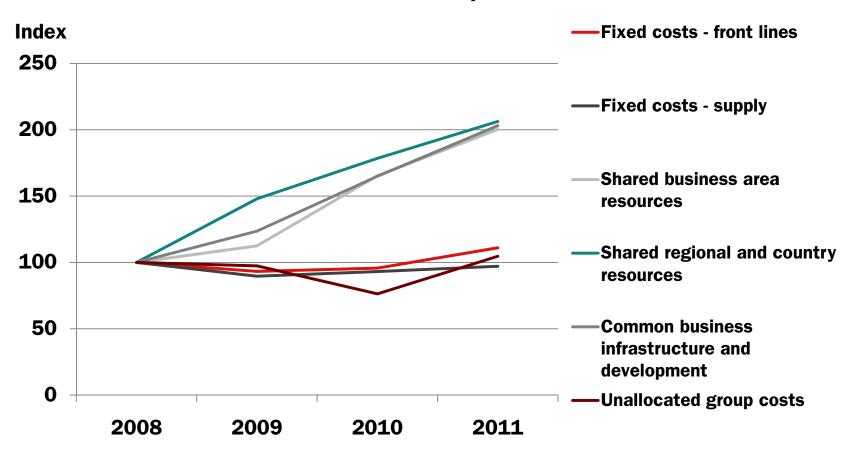


BULK OF THE FIXED COSTS ARE IN FRONT LINES AND SUPPORT, NOT IN SUPPLY

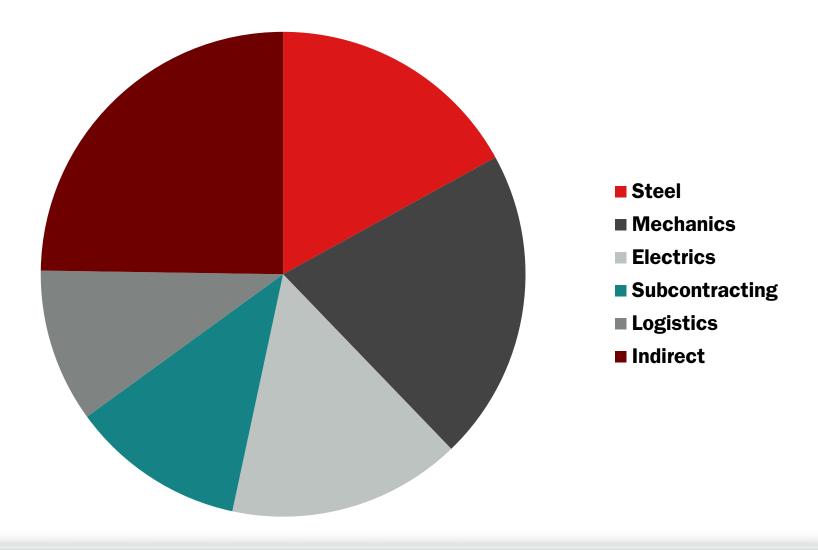


FIXED COST ITEMS ABOVE 2008 LEVEL ARE SHARED RESOURCES AND DEVELOPMENT

Indexed fixed cost development 2008-2011



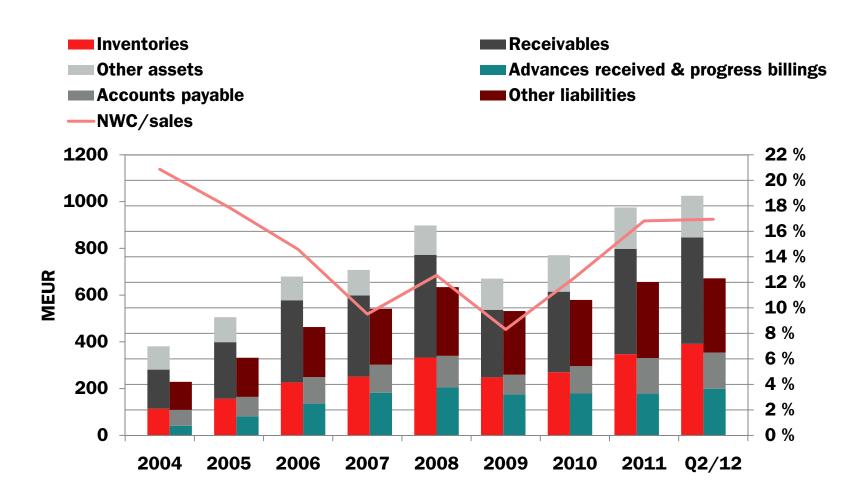
RELATIVE SIZE OF SOURCING CLUSTERS



CAPITAL STRUCTURE

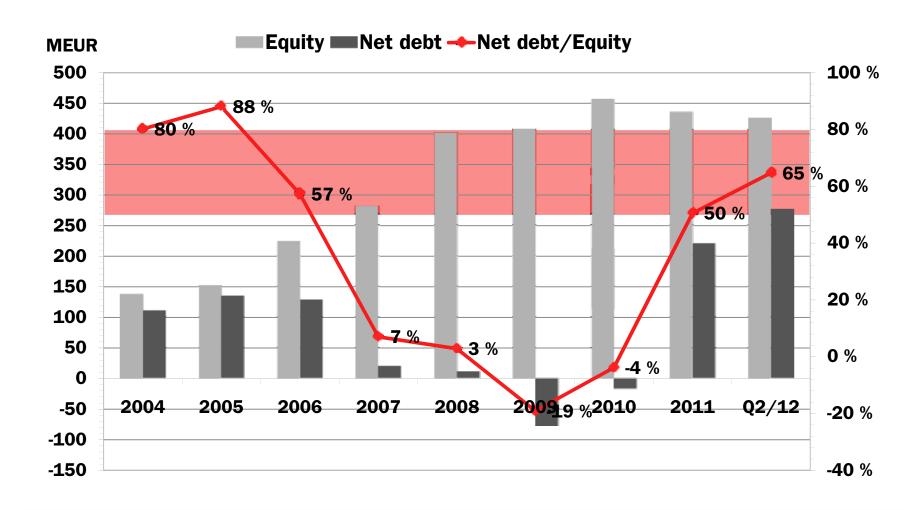


NWC BREAKDOWN

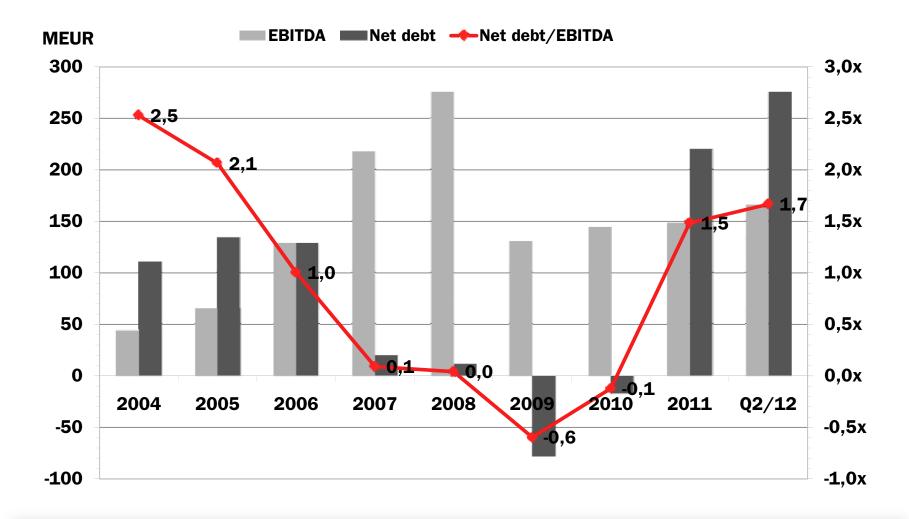


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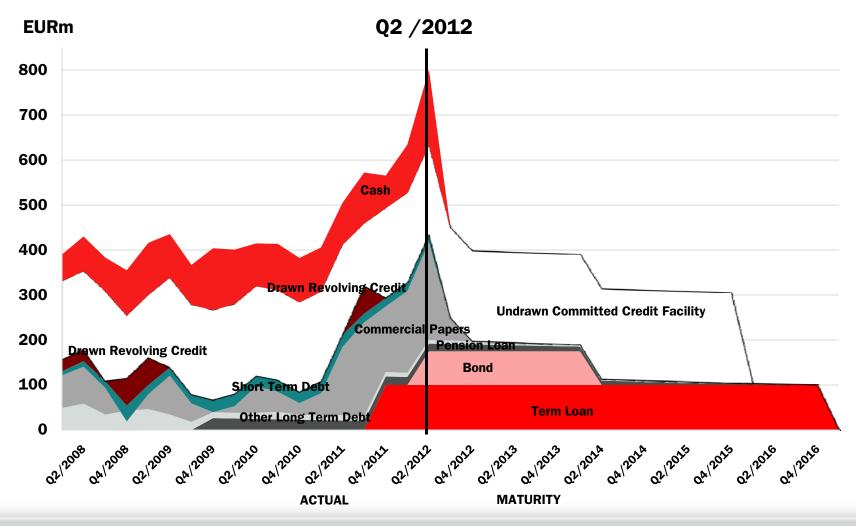
OPTIMAL LONG-TERM GEARING AT 50-80%



HISTORICAL NET DEBT/EBITDA



DEBT AND MATURITY STRUCTURE



FUNDING FACILITIES

- Committed 5 year Revolving Credit Facility of EUR 200 million until Dec 2015, currently undrawn
- Bilateral bullet Term Loan of EUR 100 million until Oct 2016
- Senior unsecured domestic bond of EUR 75 million until June 2014
- Commercial Paper program of EUR 480 million, EUR 217 million in use at end-Q2/12
- Various uncommitted credit lines
- Pension loan of EUR 17 million until Sep 2016
- Cash and cash equivalents of EUR 168 million at end-Q2/12



SUMMARY

- Growth track record
- Focus on improving fixed cost absorption
- Some structural reasons behind the NWC increase, but actions on-going to improve the current situation
- Balanced funding facilities

