

ADDNODE AB

IT SOLUTIONS

ENABLING
YOUR BUSINESS
TO GROW

Annual report 2011



Content

OUR BUSINESS

The year in brief	2
CEO's comments	3
Addnode in brief	4
Business concept, business model, core values and goals	6
Strategies	8
Acquisitions	10
Market and competitors	12
Employees	14
Design Management business area	16
Product Lifecycle Management business area	18
Process Management business area	20
Content Management business area	22
Share capital and ownership structure	24
Five-year overview	26
Board of Directors	28
Group management	29

Continued growth and best performance ever

All business areas contributed to Addnode generating its highest sales and best performance ever. This achievement is the result of a stronger and broader offering, focused sales efforts, greater efficiency in our delivery to customers as well as the acquisition and integration of well-performing businesses.

Financial key figures

SEK million unless otherwise specified	2011	2010	2009
Net sales	1,300.4	1,059.9	989.4
EBITA	137.3	67.5	65.7
EBITA margin, %	10.6	6.4	6.6
Operating profit	119.6	52.1	48.7
Operating margin, %	9.2	4.9	4.9
Profit after tax	105.9	51.2	42.8
Earnings per share, SEK	3.73	2.13	1.81
Dividend per share, SEK	2.25 ¹⁾	1.50	1.50
Net cash position	155.6	78.0	103.8
Equity/assets ratio, %	64	62	66
Debt/equity ratio, multiple	0.04	0.05	0.05
Avg. no. of employees	758	629	643
Total no. of employees at year-end	809	775	646

¹⁾ Board's proposal to the annual general meeting

+23%

net sales growth

+103%

EBITA growth

+75%

growth in earnings per share

+129

increase in average number of employees

Stronger on all fronts

2011 was a good year for Addnode. All business areas developed in the right direction. We generated our best operating profit ever and are starting 2012 as a stronger group in all respects. Piece by piece, we are building a strong IT group that is Nordic at heart.

■ Addnode doubled its operating profit compared with the previous year. In recent years, many customers have focused on making their existing business more efficient, but now want to take a more proactive approach despite the general uncertainty in the business climate. Our involvement in both the private and public sectors means that our business is well balanced, which provides stability and opportunities for 2012.

Various trends at play

New product designs account for an increasing share of sales for many companies and businesses. We currently have a focused offering for a number of sectors to support this development. Although some of our customers' production has moved to low-cost countries, core skills and product development remain in the region. This offers good opportunities to expand our business.

Public sector IT has advanced significantly in recent years. Demand is being driven by factors such as growing efficiency requirements and demand for high-quality services for citizens,

in which IT and self-service are supplementing or replacing previous manual services. This is creating a market for simple, user-friendly and smart systems. Our solutions ensure that citizens receive the right information as well as fast and efficient public services, indirectly via system support for government authority and municipality administrators or directly via e-services online.

We notice increased demand for geographical IT solutions (GIS), mobility and different types of cloud services. This creates business opportunities in which we are reaching out not only to industry and governments authorities, but also to their clients and their clients' customers, which can include end-users, consumers and citizens.

Nordic base generates opportunities

We aim to improve at packaging and highlighting the value that our solutions create for our customers. And our goal is to become even better at utilizing the synergies between both our business areas and our geographical markets. Our Design Manage-

ment and Product Lifecycle Management business areas have shown that there is significant potential in transferring successful approaches, methods and offerings between the different Nordic countries. Our niche offerings, a broad customer base and, in particular, strong demand gives us a good platform for success.

Acquisitions with logic and passion

Since 2003 we have acquired around 30 companies, which have strengthened market positions, added skills and provided us with new offerings and customers. At the same time, we have gained significant experience in integrating new businesses. The process of acquiring businesses is sometimes like putting together a giant jigsaw puzzle, in which each acquired company forms an important part of the strategy going forward. In 2011, we acquired three companies which have together added more than SEK 55 million to Addnode's annual sales. Addnode will continue to make acquisitions based on sound logic and passion for what we do.

» We ended 2011 with good momentum, and we intend to use this in 2012. «

Looking ahead

In 2011 we focused on integrating the acquisitions we made in 2010 and generating better profitability in all divisions. We have been successful in this. We ended 2011 with good momentum, and we intend to use this in 2012. We aim to be clearer in our outward communication, both in terms of what our company stands for and the values that characterize Addnode. We will continue to encourage the entrepreneurship and innovation that have brought us to where we currently are. In particular, we intend to leverage the potential and clear customer benefit that exists in greater cross-fertilization between our divisions. This will make us a really strong company.

STAFFAN HANSTORP
President and CEO



An IT group that is Nordic at heart

Addnode is an IT group that is Nordic at heart. It creates value by providing business-critical IT solutions that harness business potential and make businesses more efficient. The group was formed in 2003 and Addnode's B shares are listed on the NASDAQ OMX Exchange Nordic Small Cap. With more than 800 employees and 3,000 customers using our solutions, we are continuing to build a strong and extensive family of high-performance IT companies with leading positions in selected market segments.

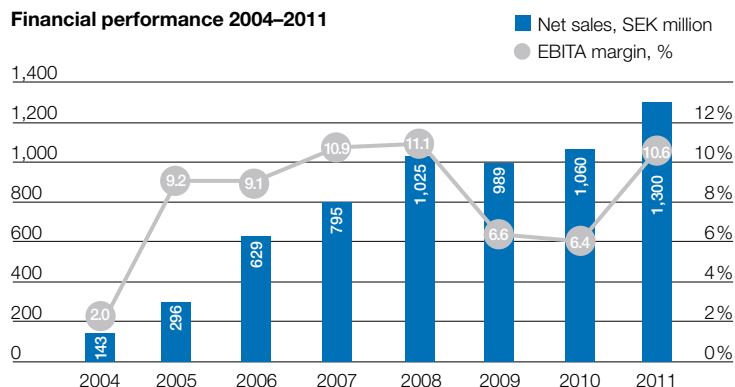
- We are the largest supplier of IT solutions for design and product lifecycle management in the Nordic market.
- We are the largest supplier in Sweden of geographical information systems (GIS) and systems support for municipalities' technical administration.
- We are a leading supplier in Sweden of case management systems for the public sector.
- We have a leading position in Sweden as a provider of public websites, cooperation and intranet solutions and e-commerce systems.

Our market

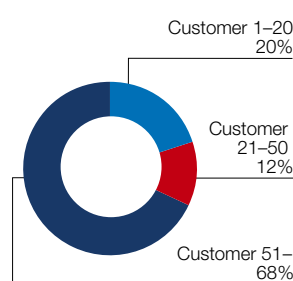
Country	2011 net sales
Sweden	67%
Finland	15%
Norway	10%
Denmark	5%
Other	3%



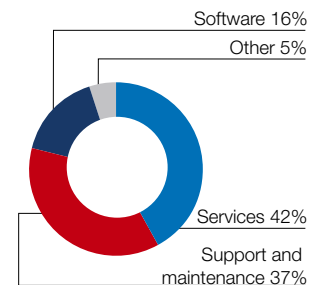
Financial performance 2004–2011



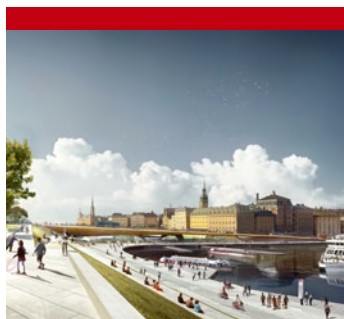
2011 net sales by customer



2011 net sales by revenue type



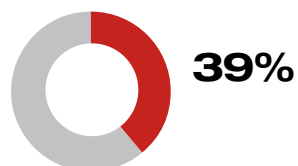
Business areas



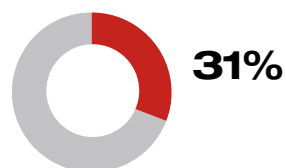
Addnode Design Management

IT solutions for creating and managing digital design models and drawings.

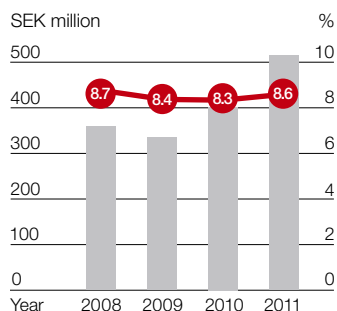
Share of net sales



Share of EBITA before centralized costs



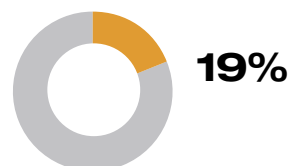
■ Net sales, SEK million
● EBITA margin (percent)



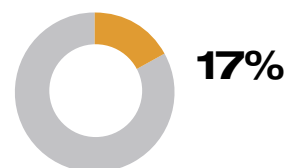
Addnode Product Lifecycle Management

IT solutions for managing product information throughout a product's lifecycle.

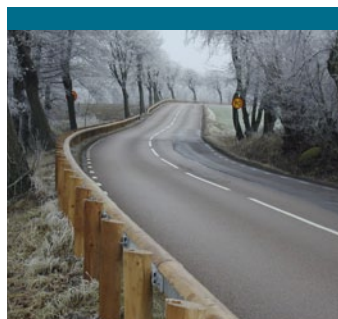
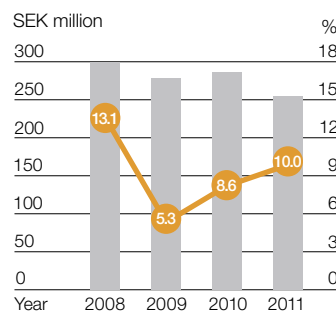
Share of net sales



Share of EBITA before centralized costs



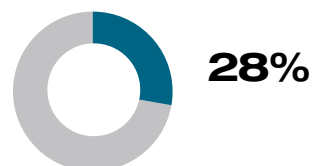
■ Net sales, SEK million
● EBITA margin (percent)



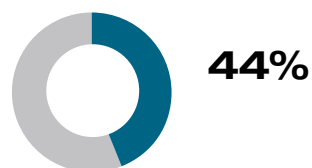
Addnode Process Management

IT solutions for case management, municipal administration, e-archives, and geographical IT systems (GIS).

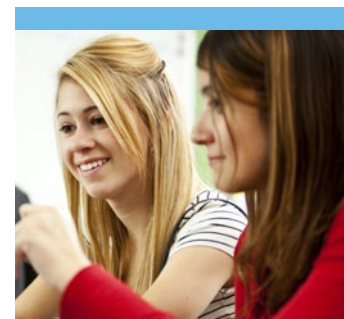
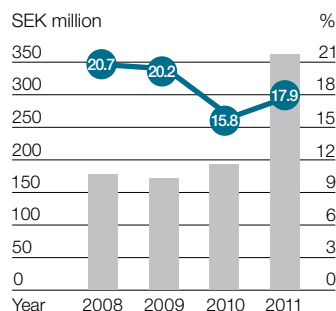
Share of net sales



Share of EBITA before centralized costs



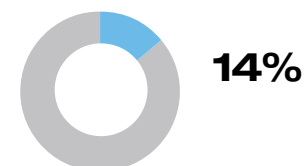
■ Net sales, SEK million
● EBITA margin (percent)



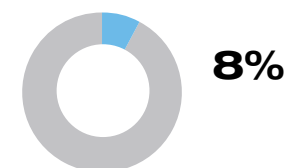
Addnode Content Management

IT solutions for public websites, cooperation and intranet solutions, as well as e-commerce systems.

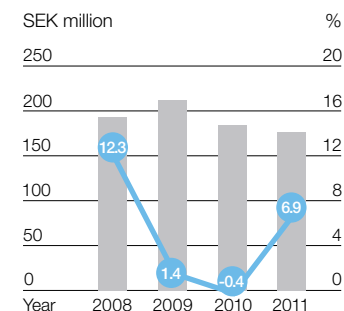
Share of net sales



Share of EBITA before centralized costs



■ Net sales, SEK million
● EBITA margin (percent)



IT solutions for selected market segments

Addnode works closely with its customers. We help our customers succeed by listening and understanding their needs and offer the best solutions, whatever stage of development their business is in.

Business concept

Addnode's business concept is to offer business-critical IT solutions for selected market segments. We create value for our customers, employees and shareholders by providing IT solutions for our customers that realize commercial opportunities and make businesses more efficient.

Core values and leadership principles

Addnode's operations are conducted based upon the Group's foundation of shared values and principles.

CORE VALUES

- We care about our customers, employees, suppliers, partners and other stakeholders, and adopt a long-term approach to our commitments.
 - We find innovative solutions for our customers' needs.
 - We create value through proactive employees who want to make a difference.
-

LEADERSHIP PRINCIPLES

- Effective leadership is based on a positive view of people, in which each individual is trusted and respected.
- Good and enthusiastic leadership is vital for developing our employees, our combined achievements and our financial performance.
- We adopt a comprehensive approach and strive to develop our own products, services and solutions within our teams, companies and geographical regions.
- High ethical standards and honesty towards our customers create commitment, positive energy and good results.



Business model

We offer innovative IT solutions consisting of:

- Consulting services
- Software
- Support and maintenance services

Financial objectives

Addnode has set financial objectives to increase shareholder value and generate sustainable growth and profitability.

	DIVIDEND POLICY	GROWTH	PERFORMANCE
OBJECTIVES SET BY THE BOARD OF DIRECTORS 	<p>50%</p> <p>At least 50 percent of consolidated earnings after tax will be distributed to shareholders, provided that net cash is sufficient for running and developing operations.</p>	<p>20%</p> <p>Annual sales growth of at least 20 percent</p>	<p>10%</p> <p>An operating margin before depreciation, amortization and impairment loss of intangible assets (EBITA margin) of at least 10 percent.</p>
2011 RESULTS 	<p>60%</p> <p>The Board of Directors has proposed a dividend of SEK 2.25 (1.50) per share. Based on the average stock market price in 2011 of SEK 29.75, the proposed dividend represents a yield of 7.6 percent.</p>	<p>23%</p> <p>Growth in 2011 was higher than the financial target. The Group grew organically in 2011, but the bulk of growth came from bolt-on acquisitions.</p>	<p>10.6%</p> <p>The EBITA margin was 9.5 percent (6.4), adjusted for capital gains and revaluation of contingent consideration. The improvement in the adjusted EBITA margin is a result of a stronger offering, increased efficiency in delivery to customers and acquisitions of well-performing businesses.</p>

Strategic foundations

In order to achieve our financial objectives and implement our business concept, we adopt the following strategies:

RESPONSIBILITY FOR OUR CUSTOMERS' SUCCESS

→ Our offering is based on our customers' needs within their business operations. We take clear responsibility for our contribution to the success of our customers.

LEADING POSITIONS WITHIN SELECTED MARKET SEGMENTS

→ A leading position in selected market segments creates conditions for sustainable profitability and growth. As market leader, we work with the most demanding customers, are able to attract skilled employees, and are seen as an attractive partner by owners of external technology, platforms and products.

CLOSE CUSTOMER RELATIONS

→ Close relationships with and knowledge about our customers and their business and the challenges they face ensure they develop in the right direction. Our IT solutions are often critical for our customers' operations. This means that we support our customers both in good and tougher times. Irrespective of whether they are looking to expand or streamline their business operations.

ENTREPRENEURSHIP WITH EFFICIENT DECISION-MAKING

→ Addnode's decentralized organization aims to enable entrepreneurship and decision-making where it is needed within the organization. We also use the size and strength of the Group in our development of customer relations and employees. This creates an organization with an efficient decision-making structure that allows us to make business-critical decisions close to our clients and our markets.

MULTIBRANDING

→ Addnode markets itself through a number of well-known brands. It is an important part of our strategy to allow brands and subsidiaries to operate as individual companies. Each has its own corporate history and culture, with in-depth and comprehensive knowledge of the needs of their own market. Addnode strives to maintain these strengths, as well as offering the advantages that the Addnode Group provides in the form of extensive networks of professionalism, expertise and people in a global culture.

NORDIC AT HEART

→ Addnode is a group with a strong Nordic presence. Our company is Nordic at heart. We are a strong partner for our customers in the Nordic region, but we also keep one eye on opportunities in neighboring regions.

EFFICIENT IMPLEMENTATION

→ We always strive to operate in a more effective and efficient manner. We simplify processes and have the courage to accept only those assignments we believe in.

BUSINESS MODEL WITH RECURRING REVENUE

→ The Addnode Group works based on a business model according to which we take responsibility for the performance of the solutions we deliver. The IT solutions that we offer consist of services in the form of projects, software with licensing revenues, as well as support and maintenance contracts with recurring revenues.

» Our offering is based on our customers' needs within their business operations. We take clear responsibility for our contribution to the success of our customers. «

BALANCE

→ Addnode strives to achieve a balance between customers, sectors and geographical areas. By maintaining a good operational spread, we can take advantage of new opportunities while ensuring stable revenues for the Group.

ACQUISITION-BASED GROWTH

→ Acquisitions are an important part of Addnode's strategy. The aim is to strengthen our market position within an area and/or expand existing offerings to new geographic areas. We are doing this by acquiring cohesive organizations or add-on technologies and solutions. To be part of Addnode Group, a company needs to have a proven business model with a focus on end-to-end solutions and a revenue model with recurring revenues.

Acquisitions provide skills and new markets

Addnode acquires businesses that strengthen existing operations and give us access to new technologies and markets. Since 2003, we have acquired around 30 companies. Our best experiences have been the acquiring of companies with proven business models, solid earnings ability and good growth opportunities. The majority of the acquisitions have been from entrepreneurs that are still active in the Group after the acquisition.

Acquisitions in 2011

In 2011, CDLight and GeoSol were acquired, and additional shares were acquired in Kartena. The acquired businesses have added just over SEK 55 million in annual sales. We have also sold our stake in eviware, which generated a capital gain of SEK 20.4 million.

Kartena

Kartena develops services and solutions within geographical IT and positioning. The company's product offering includes optimization systems, positioning and web-based GIS systems. Its customers operate in a broad range of sectors, particularly transport, logistics, infrastructure and retail. Kartena had SEK 18 million in sales in 2011 and 12 employees. More shares were purchased in the company in 2011 and Addnode owned 89 percent of the company at December 31, 2011.

CDLight

CDLight A/S is a Danish supplier of solutions based on Autodesk's software platform and proprietary applications. For some time the Design Management business area has had a business in Denmark that primarily focuses on customers within the construction and property industries with a geographical focus on the Copenhagen area. CDLight's business has been integrated into Cad-Q's Danish operation and means an expansion of the offering to customers within manufacturing industry and a geographical expansion to Jutland. CDLight had sales of SEK 35 million in 2011 and the company had 14 employees at the time of acquisition.

GeoSol

GeoSol has significant experience in infrastructure projects and Autodesk's GIS product portfolio, along with a number of proprietary products and concepts that

Cad-Q will continue to develop on the Swedish market and the rest of the Nordic region. GeoSol had sales of approximately SEK 10 million in 2011 and had five employees at the time of acquisition. The acquired business has been integrated into Addnode subsidiary Cad-Q. The business was acquired in December 2011 and consolidated in Addnode's accounts from January 2, 2012.

Eviware software

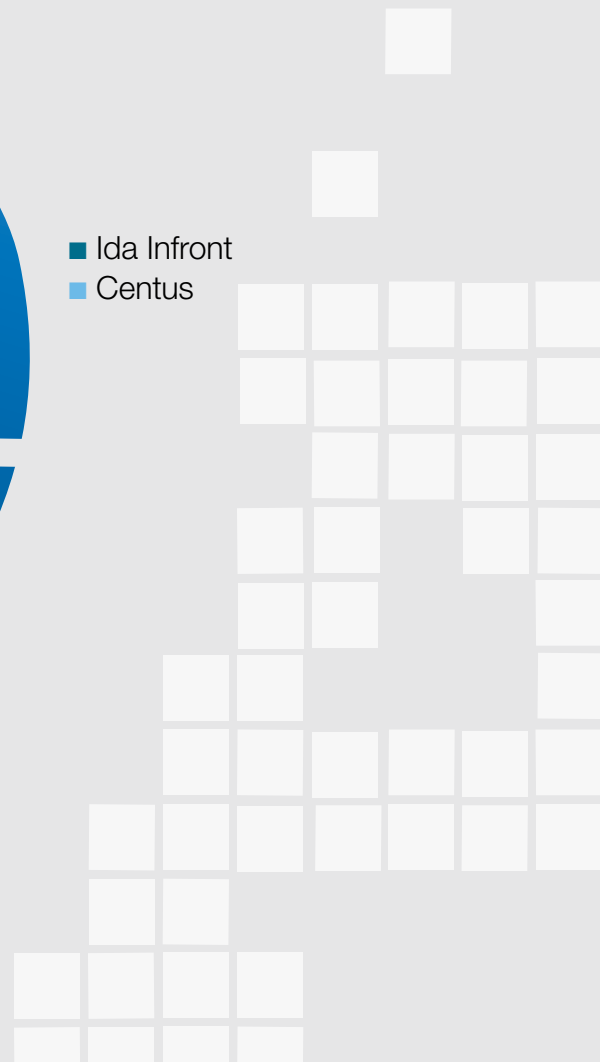
Addnode has also sold all of its 35 percent shareholding in software company eviware to US-based software company SmartBear Software Inc. Eviware was founded in 2006 by two employees of Addnode subsidiary Mogul AB and we contributed start-up capital. This business has not historically been consolidated in group earnings. The sale of the stake in the company and the dividend generated a profit of SEK 20.4 million in 2011.

55 SEK MILLION

The businesses acquired in 2011 have added annualized sales of just over SEK 55 million.

Acquisition history 2003–2011

- Design Management
- PLM Management
- Process Management
- Content Management



Leading positions in a Nordic market



DESIGN MANAGEMENT

The Design Management and Product Lifecycle Management business areas together form the largest Nordic business within IT solutions for design and product information management.

CAD-Q



PRODUCT LIFECYCLE MANAGEMENT

technia

Market and competitors

The market in which the Design Management and Product Lifecycle Management business areas operate is dominated by four software providers: Dassault Systèmes, Autodesk, Siemens and PTC. ERP companies like SAP, Oracle and IFS also have offerings that cover certain parts of the market.

Global sales for software and services amounted to SEK 165 billion in 2010 and are expected to reach SEK 242 billion in 2014, representing average annual growth of 8 percent¹⁾. The market for independent integrators, distributors and solution providers had worldwide sales of SEK 29.5 billion in 2009.

The solutions that the Addnode Group offers are based on platforms from Autodesk and Dassault Systèmes, proprietary applications and systems and

other related products. The major competitors to Addnode companies Cad-Q and Technia are those software companies that have developed their own service organizations on the Nordic market, as well as service companies like IBM and Accenture. There are also many smaller local competitors that are distributors for software companies. Our size in relation to local competition provides clear advantages, since we can develop and invest in the development of new service concepts and add-on applications, which is well received by customers.

Customers and driving forces

Customer demand is driven by an increased focus on the importance of design, the desire to quickly reach the market with finished products, requirements for traceability and the need for a

cost-effective development and production process. Meeting these challenges in an environment where development and production often are located in different parts of the world requires both structured processes and powerful IT tools and solutions.

Our strong service offering and product portfolio consisting of design support, digital models, archive solutions and PLM systems enable us to offer solutions for these challenges to a wide variety of sectors: the manufacturing industry, construction and civil engineering, telecoms, property management, pharmaceuticals, medical technology, consumer products, retail and energy producers. One of the largest customer groups consists of technical consultants and architects.

¹⁾ CIMdata PLM Market analysis 2010 Report "Actuals through 2009 and Forecasts through 2014", July 2010.

»As market leader, we work with the most demanding customers, are able to attract demanding customers, skilled staff and are seen as an attractive partner for owners of external technology, platforms and products.«

PROCESS MANAGEMENT



Together, the Process Management and Content Management business areas hold a leading position in Sweden within decision-support and case management systems for the public sector, and also have a broad GIS offering. In combination with a multi-sector web offering, we have a unique position in the Swedish market.

Market and competitors

The market in which the Process Management and Content Management business areas operate is usually referred to as enterprise content management (ECM). It includes tools and processes for managing and streamlining processes for unstructured content using document management, case management, e-archives, GIS and various web portals.

According to analyst company Exido, the Swedish ECM market grew by six percent in 2010 and had estimated sales of SEK 4.7 billion in 2011.

The ECM market is fragmented and it includes global product vendors such as Microsoft, IBM, Open Text, Oracle and EMC, as well as local product suppliers like Formpipe and Software Innovation. IT consultants operating in the Nordic ECM market include Accenture, Logica, EDB, Visma, Sirius and Know IT. There are also many local competitors in each

country. In the GIS market and the municipal sector, we encounter competitors like ESRI S Group, Powel, and Sweco Position. Expertise in public administration, a strong service offering, and a broad product portfolio have placed the Addnode Group in a strong position in the Swedish public sector.

Customers

Customers are found in the national and municipal government sectors, as well as in the private sector. Every year, the solutions we build handle several hundred million transactions at Swedish municipalities and government agencies.

Addnode has a very strong position in the municipal market and 270 of Sweden's 290 municipalities are customers of the Group. Our offerings are cross-sector in the area of portals, e-commerce solutions and GIS.

Market drivers

Demand within both the private and public sectors is driven by an aim, with limited resources, to increase service to customers and citizens, requiring the automation of manual routine tasks. This is made possible by powerful IT support. The development of digital administration and the emergence of e-services represent a significant opportunity for national and local governments to combine the principle of public access to information and interactivity with citizens.

The Group has in-depth expertise in utilizing the full potential of web technology to realize business and operational processes and to strengthen online brands.

CONTENT MANAGEMENT

mogul

EMPLOYEES



»» We strive to recruit the best people and to make them even better. ««

The most important part of the solution

Addnode is a knowledge-intensive organization whose success is based on the commitment, expertise and experience of its employees. Our employees develop professionally by working with the latest technology in challenging and interesting projects.

Our employees develop professionally by working with the latest technology in challenging and interesting projects for demanding clients. Most skills development takes place at the respective workplace, where staff from different areas of expertise come together regularly to benefit from one another's knowledge and experience. The proximity to colleagues with other proficiencies, contacts and experiences contributes to each person's own development and creates added-value in their daily work — a value enhancement that benefits the individual, the company, and the client.

Will, ambition and drive

When Addnode recruits, the most important personal qualities are will, ambition and drive. It is also

important to have a good balance of ages and experience. We therefore recruit the best newly qualified graduates, and we also embrace experienced employees. We strive to recruit the best people and to make them even better. We place a strong emphasis on staff enjoying their work and staying with us.

Employees stay with Addnode

A factor in our success is that staff choose to stay with us and continue to develop professionally within the Group. We offer employees challenging work with the latest technology, challenging projects and interesting and demanding customers. We work actively on career and leadership development, and prioritize internal recruitment of managers. But career planning is not only about

leadership. It is also important to offer employees development opportunities and new challenges. Our size makes it possible for us to give our employees the opportunity to work in challenging projects within different market segments and technology areas.

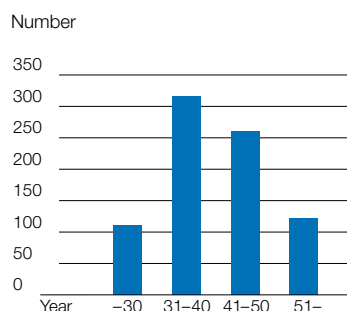
Praise from our clients

The best reward from a client is their renewed trust and confidence. But a client's confidence must be constantly earned. We believe that it is important to measure and evaluate everyone's performance in everything we do, in order to involve all employees and in order to develop an understanding of what is to be achieved and our ability to fulfill our goals — or even exceed expectations.

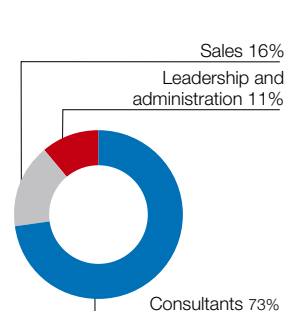
Employee statistics 2011

- Average number of employees: 758 (629) people.
- Gender spread: 21% women, 79% men (19/81).
- Total personnel costs: 585 (482) SEK million.

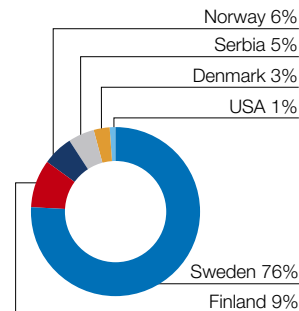
Age spread, 2011



Employees per function, 2011



Employees per country, 2011



Design Management

IT solutions for the creation and management of digital models and drawings.

Offering

This business area offers IT solutions for the creation and management of digital models and drawings.

Our customers use IT solutions for business-critical processes such as design, product development, manufacturing, technical documentation and efficient publication and storage of drawing-related information.

Consulting and training services include the development of working and design methods, software deployment, training, support and IT support for design and product data systems.

The solutions offered by this business area are based on the Autodesk platform, proprietary applications and systems, and other related products.

Markets and customers

Operations are conducted under the Cad-Q brand from offices in Sweden, Norway, Finland and Denmark. Cad-Q is the largest supplier to the Nordic market within design systems and one of the largest in Europe.

Customers include both private and public customers within manufacturing, construction and civil engineering, as well as

property management. One of the largest customer groups consists of technical consultants and architects.

Manufacturing

Manufacturing customers are offered modern modeling and production tools and product data systems for product development, design and technical documentation. Customers include Volvo, KONE, Cargotec, Aker Solutions and Pöyrö.

Construction and civil engineering

We offer our clients IT support for the entire construction process, providing efficient modeling tools that provide customers with support during all phases of design and documentation. The tools we provide enable customers to create 3D models of designs,

properties and infrastructure. Customers include Skanska, Sweco, Peab Cowi and White.

Property management

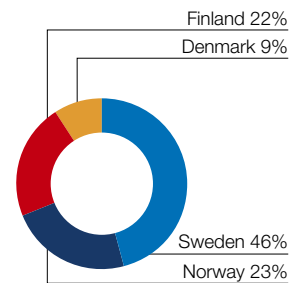
We offer property clients design support and digitalization of their property portfolio, and documentation and drawing archives. Customers in this area include Familjebostäder, Akademiska Hus and Vital DnB.

Competitive edge

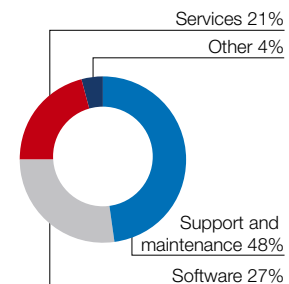
This business area has 200 keen and innovative employees who understand design new construction, maintenance and management processes. Our broad and competitive product portfolio, skilled employees and satisfied customers have made us one of the largest design system companies in Europe and the largest in the Nordic region.

»» Our broad and competitive product portfolio, skilled employees and satisfied customers have made us one of the largest design system companies in Europe and the largest in the Nordic region. ««

Net sales by market, 2011

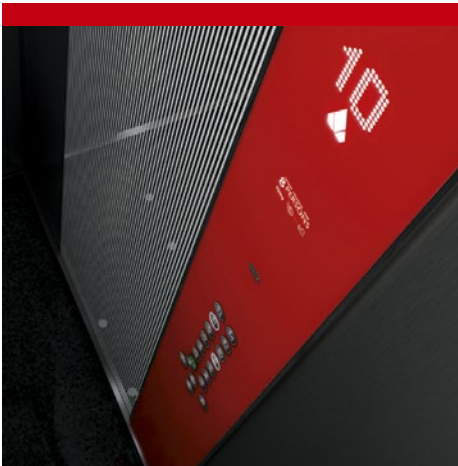


Net sales by revenue type, 2011



Key figures, 2011

Amount in SEK million	2011	2010	2009
Net sales	514.8	401.5	335.3
EBITA	44.5	33.4	28.1
EBITA margin, %	8.6	8.3	8.4
Operating result	39.7	30.9	27.1
Operating margin, %	7.7	7.7	8.1
Average number of employees	194	152	133



KONE

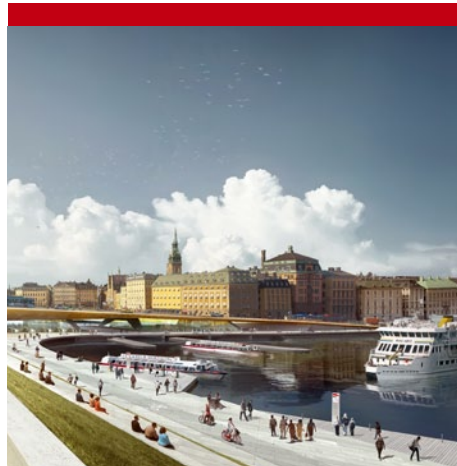
Design tools administration

Addnode company Cad-Q has worked for a number of years with KONE Corporation, one of the world's largest manufacturers of elevators. Cad-Q offers a wide range of design tools, which KONE uses throughout the process, from design and engineering to delivery, maintenance and operation of elevators. The solutions that Cad-Q has supplied to KONE provide both cost and competitive advantages for KONE.

"We have supplied a large number of design tools and related services to KONE. Cad-Q has developed systems that enable KONE to monitor and manage the use of each individual design program, regardless of where in the world and when it is being used," says Markku Koistinen, Head of Sales at Cad-Q and Account Manager for KONE.

Cad-Q in Finland has worked with its largest customer, KONE, for a long time and has a close relationship with the company. When KONE acquires new businesses, it is Cad-Q that deploys the design tools and helps get the "the KONE Way" across to new employees.

- **Customer:** KONE Corporation
- **Addnode company:** Cad-Q
- **Assignment:** Effective and productive use of design software
- **Delivery:** Ongoing projects/cooperation



C.F. Møller

Quality-assured solution for construction project

In 2011, C.F. Møller Architects, one of the Nordic region's largest construction project companies, chose to adopt a new approach and work three dimensionally in a "BIM" model, in which all information relating to a construction project is stored in a central database and made available to everyone involved in the project. This means better quality assurance, since each individual update is immediately made available to all users.

The BIM model chosen by C.F. Møller Architects is based on Autodesk Building Suite, along with CQTools, which is Addnode company Cad-Q's proprietary product portfolio.

The chosen solution enables C.F. Møller Architects to save time, be well organized, simplify the company's working practices, and standardize and reduce the number of errors in the design process.

"Overall, we can save a lot of time and money for our customers by working in the BIM models that are part of Cad-Q's offering. This project has brought us closer to our customers in Sweden, Norway and Denmark," says Jesper Sten Christensen, Business Unit Manager at Cad-Q Denmark.

- **Customer:** C.F. Møller
- **Addnode company:** Cad-Q
- **Assignment:** Installation and local customization of Revit Architecture and CQTools.
- **Delivery:** 2011



Rambøll

Open platform provides more possibilities

For a number of years, Addnode company Cad-Q has worked with Rambøll, one of Scandinavia's leading consulting companies. When Rambøll Norge AS was looking for a solution provider for its development of a new design tool for technical systems, it chose Cad-Q.

Key to its decision was Cad-Q's ability to offer functional tools and software that improves work processes, creates good customer solutions and the fact that Rambøll was able to be involved in development.

The chosen solution consists of Cad-Q's proprietary solution for the electrical and plumbing industries, CQTools, and a design tool based on Autodesk's suite of products.

"Cad-Q has significant experience of working effectively on design and modeling together with our customers. We will continue our close cooperation with both Autodesk and our clients to further develop our proprietary products," says Paal E. Haave, Team Leader for Technical Systems at Cad-Q in Oslo.

- **Customer:** Rambøll Norge
- **Addnode company:** Cad-Q
- **Assignment:** Platform for BIM
- **Delivery:** 2011

Product Lifecycle Management

IT solutions for the creation and management of product information throughout a product's lifecycle.

Offering

This business area offers IT solutions for creating and managing product information over the lifecycle of a product from development to production, sales, delivery, after-sales support and, where relevant, disposal. – Product Lifecycle Management (PLM).

A PLM solution enables information about a product and/or facility to be gathered in one place for the information to then be used and presented throughout an organization:

- Product developers and designers can analyze, simulate and change the product's design and engineering;
- Project managers are able to oversee projects using resource management, milestones and risk management;
- Purchasers receive support for strategic purchasing and supplier development;
- Quality engineers are given the ability to track and gain tools to comply with legal requirements;
- Sales, marketing and product planning can quickly find the right information and analyze costs and profitability for the product portfolio;
- Customers can find safety and maintenance instructions via a

web-based interface;

- External partners and suppliers can participate in the development and production process.

The offering includes the entire PLM strategy implementation process — from analysis of business processes, problem analysis, and preparation and training of the organization to system implementation, startup and maintenance. The solutions offered by this business area are based on Dassault Systèmes software platforms, proprietary systems and applications, and other additional products.

Markets and customers

The operation is conducted under the Technia brand from offices in Sweden, Finland, Norway and the US. Technia is one of Europe's leading suppliers of PLM solutions and the Nordic region's leader in this area.

Customers mainly include Nordic companies, as well as a growing number of firms in Europe and the US within telecom, manufacturing, automotive, life science, consumer products, retail, construction and power production industries. Projects were conducted in around 30

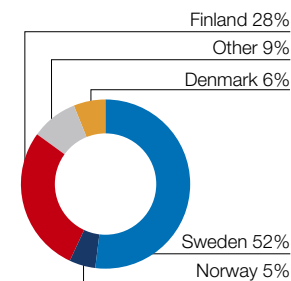
»Customers choose to work with us because we understand their business and focus on creating value through greater quality, shorter lead times and cost savings.«

countries in the 2011 financial year. Customers include Ericsson, FL Smidth, Guess, Kongsberg Defense & Aerospace, Mölnlycke Health Care, Orion Pharma, Outotec, Quicksilver, Scania, Skanska and Toyota Material Handling.

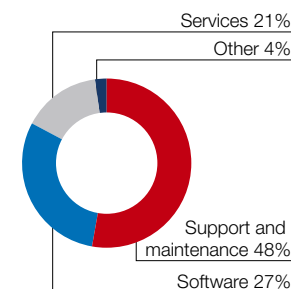
Competitive edge

This business area comprises 150 staff with in-depth PLM expertise. Thanks to our strong service offering and proprietary add-on applications, we have become a market leader within PLM. Customers choose to work with us because we understand their business and focus on creating value through greater quality, shorter lead times and cost savings.

Net sales by market, 2011

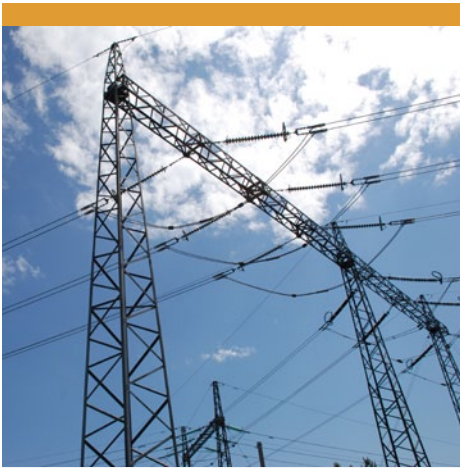


Net sales by revenue type, 2011



Key figures, 2011

Amount in SEK million	2011	2010	2009
Net sales	254.8	285.8	278.7
EBITA	25.4	24.7	14.8
EBITA margin, %	10.0	8.6	5.3
Operating result	22.3	21.8	10.5
Operating margin, %	8.8	7.6	3.8
Average number of employees	145	150	167



OKG Structure is a core issue

OKG is a company within the E.ON Group that owns and operates Oskarshamn nuclear reactor units 1, 2 and 3. Addnode company Technia has worked with OKG since 2008 and OKG is today one of Technia's largest customers. When OKG was planning to phase out a number of support systems, Technia was tasked with developing an asset data management solution to streamline OKG's change management, document management and its management of facility data. It was important that the solution complied with the stringent legal requirements for safety and documentation that govern this type of operation.

"The solution we developed provides support for the entire lifecycle of the facility, from design, through management, to decommissioning, which involves the management of large amounts of information," says Florian von Tiedemann, Director of Business Development at Technia.

A total of six systems, comprising 1,500 users, have been replaced. The roll-out has been performed in two stages; first on a smaller scale with limited functionality, followed by a full production roll-out in 2011. For OKG, this project means that a large amount of information has become easier to access and is now searchable.

- **Customer:** OKG, an E.ON Group company
- **Addnode company:** Technia
- **Assignment:** Asset Data management
- **Delivery:** 2012



Scania CV AB Fifteen years of cooperation

Scania is one of Addnode company Technia's oldest customers and these projects involve close cooperation. This has provided Technia with in-depth knowledge about Scania and its products.

One of the assignments recently carried out by Technia is a project to organize the management of the large amount of documentation that exists relating to Scania's products and to implement a standardized process for this. This solution consists of the DocArc document management system, which is based on Dassault Systèmes' ENOVIA platform. The project also included training and implementation of the system.

The partnership with Scania is now in its fifteenth year, and the good relationship between customer and supplier is one of the main success factors of this assignment.

"The success is due in large part to the good climate of cooperation with Scania, which is based on in-depth understanding of both Scania's business and a strong commitment among staff to the products and solutions that we provide," says Henrik Edholm, Director of Industrial at Technia.

- **Customer:** Scania CV AB
- **Addnode company:** Technia
- **Assignment:** Document management for R&D
- **Delivery:** 2011



Photo: Getinge AB

Maquet Critical Care PDM for demanding use

Maquet Critical Care is a medical equipment company, which has been part of the Getinge Group since 2003. The company develops and designs innovative products for improving outcomes and quality of life for hospital patients around the world.

Maquet Critical Care wanted to improve its control of the design documentation for the company's products and support for configuration management, approval and electronic signatures.

The solution developed was the product data system ENOVIA SmarTeam, which was implemented by Addnode company Technia. The system supports the entire product development process and has provided Maquet Critical Care both with a better overview of the process and faster access to the right product data.

"Designers now know exactly what design documentation should be used when a particular product is being developed. ENOVIA SmarTeam has helped cut lead times and we have created better traceability in the product development process," says Petter Sahlin, Sales Executive at Technia.

- **Customer:** Maquet Critical Care, part of the Getinge Group
- **Addnode company:** Technia
- **Assignment:** Implementation of ENOVIA SmarTeam.
- **Delivery:** Ongoing projects

Process Management

Business-critical systems for case management, municipal administration, e-archives and GIS.

Offering

This business area's offering consists of systems and software for case management, municipal administration, e-archives and GIS. The offering includes the development of working methods, systems development, implementation and support/maintenance of systems and software. The solutions provided by this business area are based on proprietary systems and applications in combination with related products and technologies.

Markets and customers

The business area's operations are conducted in Sweden and Norway through subsidiaries Arkiva, Cartesia, Decerno, Ida Infront, Kartena, Mitbygge, Prosilia and Tekis. The business area has a strong position within the public and municipal sector in Sweden and has also supplied a number of systems and solutions to the private sector. Another major customer group consists of companies in the forestry industry.

Municipal administration

Our solutions are used by administrators in 270 of Sweden's 290 municipalities in their day-to-day work in managing and administer-

ing roads, properties, buildings, snow clearing and school buses. User-friendly e-services enable municipalities' citizens to communicate with their municipality simply and interactively.

Case management

The solutions designed by this business division manage hundreds of millions of cases for Swedish municipalities and government authorities. Customers in the private sector include insurance companies, Alfa Laval, Viking Line and Fastighetsbyrån.

E-archives

This area's offering covers the entire process, from scanning of paper documentation to digital storage, development of archive databases to integration with customers' case management systems, intranet and external web portals. Customers that have chosen our e-archive solutions include the City of Borås and the City of Stockholm.

Geographical IT systems (GIS)

Several of our customers use GIS applications in existing systems to optimize resources and visualize information that has a geographic location. GIS solutions and prod-

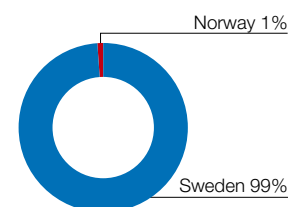
ucts are based on software from market-leading participants such as MapInfo, Autodesk and ESRI, as well as open source-based solutions.

Competitive edge

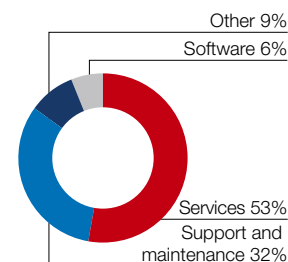
This business area comprises significant expertise in and understanding of the laws and rules governing public sector operations. A deliberate focus on proprietary products has enabled this area to develop expertise that can then be used in new projects and solutions. We have significant experience of managing, organizing, streamlining and visualizing enormous flows of information.

»»A deliberate focus on proprietary products has enabled this area to develop expertise that can then be used in new projects and solutions.««

Net sales by market, 2011



Net sales by revenue type, 2011



Key figures, 2011

Amount in SEK million	2011	2010	2009
Net sales	361.8	193.2	171.9
EBITA	64.7	30.5	34.8
EBITA margin, %	17.9	15.8	20.2
Operating result	57.3	25.4	29.8
Operating margin, %	15.8	13.1	17.3
Average number of employees	231	122	112



Foto: Huddinge kommun

Huddinge Municipality

An IT platform with room for growth

Effective IT support is an important part of Sweden's local government operations to ensure that they operate efficiently and meet citizens' expectations of service. When Huddinge Municipality wanted to reduce its number of systems and develop more efficient interaction between existing systems for case management, the assignment was awarded to Addnode company Tekis – both as an advisor and as a partner for implementation.

Following a detailed analysis, Tekis-Byggr was implemented – a case and document management system for the planning permit process. The new system can be configured and can, over time, be expanded to manage other processes in the municipality.

“For Huddinge Municipality this means significant time and cost savings. Tekis-Byggr helps with everything from administration to documentation and communication relating to urban planning processes for the approximately 130 employees that use the system. But the main benefit is the improvement in service for citizens,” says Christophe Poncin, Head of Business Development at Tekis.

- **Customer:** Huddinge Municipality
- **Addnode company:** Tekis
- **Assignment:** Implementation of Tekis-Byggr
- **Delivery:** 2011

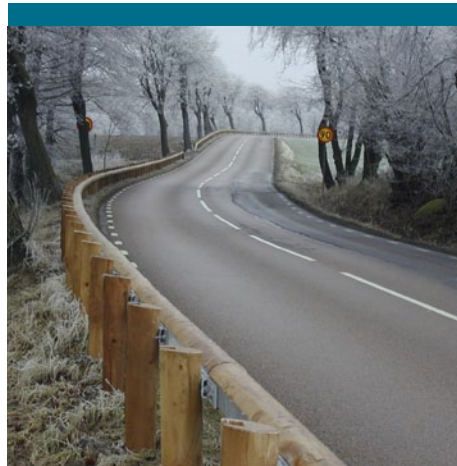


Foto: Lennart Willman

Trafikverket

One of Sweden's largest e-archives

In March 2011, Addnode company Ida Infront and Trafikverket (the Swedish Transport Administration) signed an agreement for the management of an e-archive service. The first phase of the project saw the implementation of Ida Infront's proprietary iipax e-archives service. The second phase began with the aim of archiving information from two operating systems. The new system entered operation in January 2012. “Once fully implemented, this will be one of Sweden's largest e-archives and is being developed according to demanding requirements in terms of security and functionality,” says Peter Lundberg, Operations Manager at Ida Infront. An e-archive provides many benefits. E-documents have a smaller environmental impact and they provide faster access to information for both employees and other stakeholders. The system also reduces operating costs, as old systems can be discontinued.

The project has now moved into the phase for management and support, which is open 24 hours a day. The implementation project has been completed in good cooperation with the customer and has achieved the original objectives. The agreement lasts for 4 years.

- **Customer:** Trafikverket
- **Addnode company:** Ida Infront
- **Assignment:** Implement and manage an e-archive service for Trafikverket.
- **Delivery:** January 2012



Hjem-IS Hemglass

Increased customer service online

A few years ago, Addnode company Kartena began to develop a web-based system for ice-cream retailer Hemglass. The objective was a more personal service for customers and to achieve more efficient sales routes for Hemglass ice-cream vans. The solution uses a GPS-based system founded on Kartena's map engine and containing national address registers in Sweden, Denmark, Norway and Finland. This system provides Hemglass with a visual tool that helps plan ice-cream van routes and sales.

“The system means better service for customers. Now they can go to the Hemglass website, type in their address and see where the nearest ice-cream van is and when the ice-cream van will be down their street. Customers can also choose to receive a reminder by SMS a few minutes before the ice-cream van arrives so they have time to find their wallet,” says Henrik Karlsson, Project Manager at Kartena.

The system has also made it easier for Hemglass to see the location of vans, made planning routes simpler and sellers can be more efficient on their routes. Kartena has brought Hemglass closer to customers.

- **Customer:** Hemglass
- **Addnode company:** Kartena
- **Assignment:** Web-based GPS system
- **Delivery:** 2011

Content Management

Public websites, cooperation and intranet solutions, as well as e-commerce systems and cloud services.

Offering

This business area offers turnkey project management including strategy, design, systems development and integration with backend systems, as well as operation and management of the solution provided. Solutions delivered to customers are often public websites, cooperation and intranet solutions, systems for e-commerce and cloud services. The business area supplies customized solutions based on standard product platforms, open-source framework and standardized technologies.

Markets and customers

The business is operated via subsidiary Mogul at offices in Stockholm, Uppsala, Gothenburg, Malmö and Belgrad. Mogul is one of the largest companies in Sweden offering web-based solutions, with customers found in industries such as the media, telecom, banking and finance, the public sector, manufacturing, logistics and information companies.

Digital Strategy and Concept
Digital Strategy and Concept is a standalone offering and an integral part of the overall offering, regardless of whether it is for intranets, public websites or e-commerce solutions.

Cooperation and intranet solutions

This offering comprises concept and design, choice of platform, development of the chosen solution including integration with internal and external systems, as well as social media. Customers that have chosen our solutions include SKF, Atlas Copco and Sodexo.

Public websites

This offering ranges from an evaluation of existing websites to concept, design, choice of platform, implementation and integration with internal and external systems, including social media. Customers in this area include Skandia, Direkt Media and the Swedish Migration Board.

E-commerce

The e-commerce offering includes developing channel strategies, process mapping, selection of platform, and design and development of e-commerce solutions including integration with business systems. We have, for a number of customers, supplied e-commerce services as a cloud service. Customers include SIS, Bokia and Svensk Byggtjänst.

Cloud services (Saas)

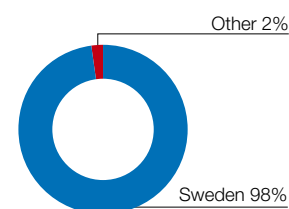
This involves customers purchasing various communication solutions as a service. Customers pay a combination of a monthly fee and a fee based on use of the service. Examples include telecom services such as Talsvar, SMS-based communication, e-commerce, logistics and infrastructure for various online services. Customers include Blocket, Unilever and Telenor.

»Content Management employees offer expertise in how to fully harness web technology's business potential.«

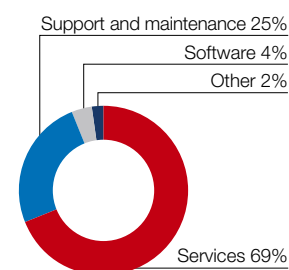
Competitive edge

Content Management employees offer expertise in how to fully harness web technology's business potential for implementing business and operational processes and strengthening online brands. We have expertise in and experience of user interfaces that attract and engage users. We are also platform-independent and are consequently able to always offer an optimal solution for customers.

Net sales by market, 2011



Net sales by revenue type, 2011



Key figures, 2011

Amount in SEK million	2011	2010	2009
Net sales	176.7	184.7	212.6
EBITA	12.2	-0.8	3.0
EBITA margin, %	6.9	-0.4	1.4
Operating result	9.8	-5.7	-3.7
Operating margin, %	5.5	-3.1	-1.7
Average number of employees	181	198	226



Euromaster

Three routes to the same store

Euromaster is part of the Michelin Group and Europe's largest chain of tire stores. When Addnode company Mogul was tasked with developing a new web structure with e-commerce for Euromaster in the Nordic region, the project was initiated with a detailed preliminary study. The result was not one but three homepages for Euromaster. One for retail customers, one for corporate customers and one for distributors. Retail customers can book an appointment for a service, find information, check what tires fit their car, as well as other functions. Distributors can also check their own contracts and find information and statistics about their range of products and sales. Customers receive help with campaigns, purchases and more.

"The layout of the store changes depending on who is visiting it. Retail customers find their products and services they need, and it's the same for corporate customers and retailers. By carefully analyzing the needs and behavior of different customer groups we've been able to build simple, clear pages for the site with exactly what each customer wants," says Gustav Enocksson at Mogul.

- **Customer:** Euromaster
- **Addnode company:** Mogul
- **Assignment:** E-commerce
- **Delivery:** Sweden 2011, Denmark and Finland 2012



Sveriges Television

At the service of the people

Sweden's public service television broadcaster, Sveriges Television, or Svt, has long been largely self-sufficient in terms of operating and developing IT solutions. In 2006, a tendering process was held for the operation and management of the svt.se website. This prestigious assignment was awarded to Addnode company Mogul. Since then, Mogul has managed assignments from Svt in the form of new websites and functions and ensured that svt.se, in line with Svt's public service mandate, is available 24 hours a day for users. During the assignment, award-winning services have been launched, including Svt Play, and work is now under way to move to a entirely new publication system for svt.se.

"At the outset this was a pure outsourcing assignment that has subsequently developed into a dynamic and creative dialogue about development, innovations and new services," says Johannes Blomé, Account Executive at Mogul. In cooperation with IP-Only and Oracle, Mogul provides all technical infrastructure and is also involved in managing and developing svt.se. The skills that Mogul contributes include organization of operation and maintenance, developers and project managers.

- **Customer:** Sveriges Television
- **Addnode company:** Mogul
- **Assignment:** Delivery of svt.se to viewers
- **Delivery:** Continually, 24-7



Varberg Municipality

Raising the quality of teaching

Varberg Municipality has been running a project with the aim to develop work in schools using the One-to-One IT model as a basis, in which every student has his or her own computer.

"In this context, the computers are only a part of the project. We view them as part of a larger schools development project," says Bo Helmersson, IT coordinator for schools in Varberg Municipality.

The schools portal, named Porten, enables everyone to access information at any time and almost anywhere. That means fewer documents being forgotten, and if a teacher or student is ill, the relevant information and homework can still be accessed. The project has resulted in Varberg Municipality saving time and money and improving the quality of teaching. Bo Helmersson says the advantages are so significant that teachers requested access to Porten even during its testing phase. "There's hardly any learning curve. All you need is an introduction to the system and the rest is intuitive," he adds.

Addnode company Mogul has managed the project from pre-specification to launch and ongoing support and management.

- **Customer:** Varberg Municipality
- **Addnode company:** Mogul
- **Assignment:** To set up a schools portal, Porten
- **Delivery:** 2011

Addnode share information

Addnode's Class B shares are listed on the NASDAQ OMX Exchange under Small Cap, where it trades as ANOD B. As of December 31, 2011 the number of shareholders amounted to 5,465 and foreign-owned shares accounted for 4.5 percent of all shares. Institutional ownership accounted for 28.6 percent, of which equity funds represented 22.3 percent.

Share price development

At year-end 2011, one Addnode share was priced at SEK 27.80. The highest price paid in 2011 was SEK 39.00 (April 5, 2011) and the lowest was SEK 22.50 (August 5, 2010). Market capitalization at year-end amounted to SEK 782 million, compared with SEK 720 million at year-end 2010. In 2011, 7,555,303 shares traded on the NASDAQ OMX — an average daily turnover per trading day of 29,863 shares.

Share data

The number of registered shares in Addnode as of December 31, 2011 was 28,819,632, of which 1,053,247 were Class A shares, 27,092,161 were Class B shares and 674,224 were Class C shares. Each Class A share carries the right to ten votes and each Class B and C share carries the right to one vote. Addnode's shares are denominated in SEK, and the nominal value per share is SEK 12. Class A and B shares entitle holders to a dividend. Class C shares do not entitle holders to a dividend.

Ownership structure

The adjoining table lists the largest shareholders in Addnode AB as of December 31, 2011, at which date there were 5,465 shareholders.

Share purchase plan

The annual general meeting of May 4, 2011 resolved to introduce a share purchase plan for all employees in the Addnode Group. The share purchase plan means, in brief, that, provided they also make their own investment in Addnode shares, employees who participate in the plan may be allocated, free of

charge, Class B shares in Addnode in August 2014. These will consist partly of "matching shares" and partly of "performance shares." In order for participants to be entitled to receive matching shares, they must have been employed within the Group and invested in Addnode shares before the shares are allocated. The allocation of performance shares is also conditional on the Group achieving certain financial targets for the 2011, 2012 and 2013 financial years. A total of 303 employees have applied to take part in the share purchase plan. Based on this participation and the share price at the start of the vesting period, it was estimated in June 2011 that the future allocation could amount to a maximum of 253,232 Class B shares.

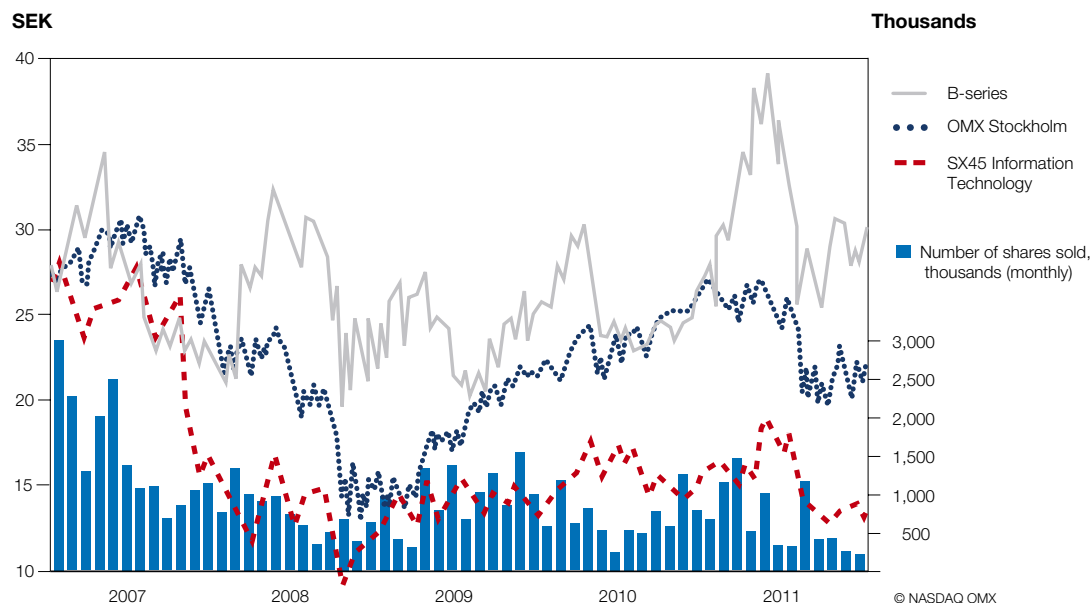
Dividend policy

Addnode's policy is to distribute at least 50 percent of Group profit after tax, provided that net cash resources are sufficient to operate and develop business activities.

Proposed dividend

The Board of Directors proposes that the AGM resolve to pay a dividend of SEK 2.25 per share. The proposed dividend totals approximately SEK 63 million. Based on the average stock-market price in 2011 of SEK 29.75, the proposed dividend represents a yield of 7.6 percent.

Share trend and share volume



Shareholders December 31, 2011

Owner	No. of Class A shares	No. of Class B shares	No. of Class C shares	% of capital	% of votes
Vidinova AB ¹⁾	361,667	7,159,783	0	26.1	28.1
Aretro Capital AB ²⁾	625,332	3,254,624	0	13.5	24.8
Robur Fonder	0	1,512,851	0	5.2	4.0
Fjärde AP-Fonden	0	900,187	0	3.1	2.4
Tangent	0	856,093	0	3.0	2.2
Länsförsäkringar Småbolagsfond	0	785,592	0	2.7	2.1
PSG Small Cap	0	776,105	0	2.7	2.0
Banque Carnegie	0	691,741	0	2.4	1.8
Addnode AB	0	0	674,224	2.3	1.8
Other shareholders	66,248	11,155,185	0	38.9	30.9
Total	1,053,247	27,092,161	674,224	100.0	100.0

¹⁾ Vidinova is controlled by Dick Hasselström who also privately holds 635,381 B shares.

²⁾ Jointly owned by Staffan Hanstorp and Jonas Gejer.

Distribution of shareholdings on December 31, 2011

Holding	No. of shareholders	% of capital	% of votes
1–500	4,253	1.6	1.2
501–1,000	510	1.5	1.1
1,001–2,000	267	1.5	1.2
2,001–5,000	210	2.5	1.9
5,001–10,000	83	2.2	1.6
10,001–20,000	57	2.9	2.2
20,001–50,000	45	4.7	3.6
50,001–100,000	13	3.1	3.9
100,001–500,000	12	9.0	6.7
500,001–1,000,000	12	26.4	19.8
1,000,001–	3	44.8	57.0
Total	5,465	100.0	100.0

Analysts and further information

Analysts who regularly monitor Addnode include Erik Kramming at Redeye and Erik Rolander at Remium.

Investor relations

Addnode pursues a long-term strategy in its communication toward the capital market. One important aspect is providing shareholders, institutional investors, analysts, media and other interested parties with open, reliable and correct information about Addnode's activities and financial performance.

Please direct any questions to our IR Manager, Johan Andersson, by phone on +46 (0)8 506 66 214 or to johan.andersson@addnode.com

Share data

	2011	2010	2009	2008	2007
Average number of outstanding shares, millions ¹⁾	28.1	24.0	23.6	22.0	22.4
Total number of outstanding shares, millions	28.1	28.1	23.6	23.6	22.4
Earnings per share from remaining operations, SEK ¹⁾	3.73	2.13	1.81	4.18	3.28
Earnings per share from discontinued operations, SEK ¹⁾	-	-	-	-	-1.25
Total earnings per share, SEK ¹⁾	3.73	2.13	1.81	4.18	2.03
Equity per share, SEK	27.42	25.21	25.40	24.98	22.50
Dividend per share, SEK	2.25 ²⁾	1.50	1.50	1.50	1.35
Share price at year-end, SEK	27.80	25.60	23.80	21.00	21.10
P/E	7	12	13	5	10
Share price/equity	1.01	1.02	0.94	0.84	0.94
Cash flow per share ¹⁾	5.11	2.85	2.77	5.26	4.75

¹⁾ After dilution.

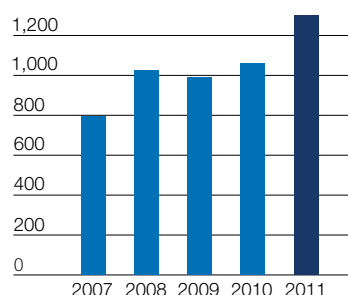
²⁾ As per Board proposal.

Share capital development in Addnode

Year	Transaction	No. of shares after transaction	Total share capital after transaction, SEK
2000	New share issue—upon redemption of employee options program	2,752,184	1,376,092
2000	Non-cash issue—for GCI Interactive Europe AB	2,823,518	1,411,759
2000	Split 5:1	14,117,590	1,411,759
2000	New and non-cash share issue—for the companies acquired in 2000	18,766,817	1,876,681
2000	New share issue—in conjunction with the broadening of ownership	21,266,817	2,126,681
2000	Withdrawal of shares/reduction of share capital	18,365,626	1,836,562
2002	Stock dividend issue—in conjunction with the change in nominal share value	18,365,626	2,203,875
2003	Non-cash share issue—acquisition of 100 % of Teknik i Media Sv AB	477,029,244	57,243,509
2003	Non-cash share issue—acquisition of 97 % of Cartesia Informationsteknik AB	757,023,700	90,842,844
2003	Reverse split of shares 1:100	7,570,237	90,842,844
2003	Non-cash share issue—acquisition of 74.85 % of Mogul Holding AB	8,493,512	101,922,144
2003	Non-cash share issue—acquisition of 15.3 % of Mogul Holding AB and 1.9 % of Cartesia Informationsteknik AB	8,728,013	104,736,156
2004	Non-cash share issue—acquisition of 100 % of Technia Holding AB	17,227,984	206,735,808
2005	Non-cash share issue—acquisition of 100 % of Cad-Quality i Sverige AB and Cad-Quality AS	21,227,984	254,735,808
2006	Non-cash share issue—acquisition of 100 % of Ida Infront AB	22,427,984	269,135,808
2008	Non-cash share issue—partial payment on acquisition of Strand Interconnect AB	23,550,698	282,608,376
2009	Non-cash share issue—partial payment on acquisition of Strand Interconnect AB	23,645,408	283,744,896
2010	Non-cash share issue—partial payment on acquisition of 100 % of Decerno AB, Tekis AB, and Mittbyggge AB	28,145,408	337,744,896
2011	New share issue in conjunction with share purchase plan	28,819,632	345,835,584

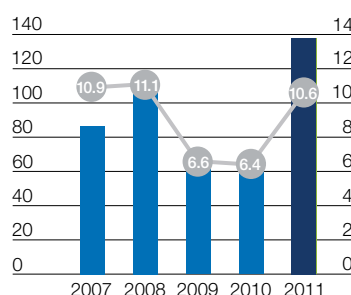
Five-year overview

Net sales
SEK million



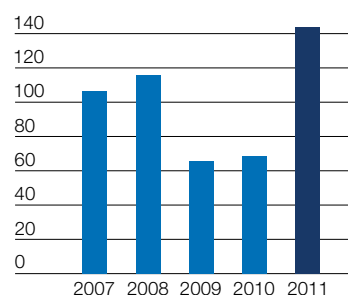
Net sales rose by 64 percent during the five-year period, from SEK 795 million in 2007 to SEK 1,300 million in 2011. This trend corresponds to average annual growth of 13 percent. The Group's financial target is to grow by at least 20 percent annually.

EBITA
SEK million %



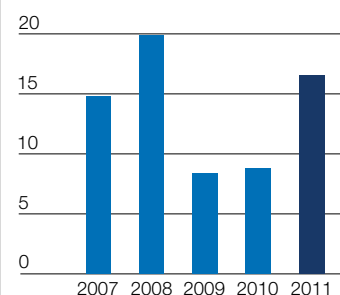
EBITA improved significantly in 2011 compared with 2010 and 2009, which were impacted by a deterioration in the economy as a result of uncertainty in the financial markets. The Group's financial target is for the EBITA margin to be at least 10 percent.

Cash flow from operating activities
SEK million



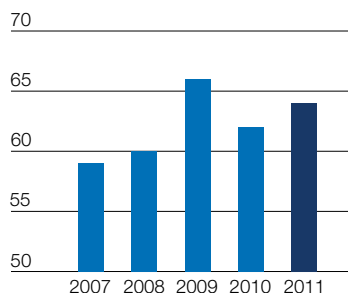
Addnode's business model, which includes a large percentage of prepaid support and maintenance contracts, means that the operating activities tie up relatively little capital. Historically, cash flow from operating activities has been on a par with EBITA.

Return on capital employed
%



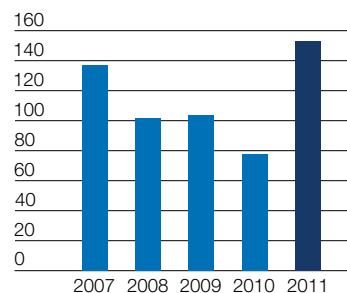
Return on capital employed in 2011 amounted to 16.5 percent. Return was affected in 2009 and 2010 by lower profitability

Equity/assets ratio
%



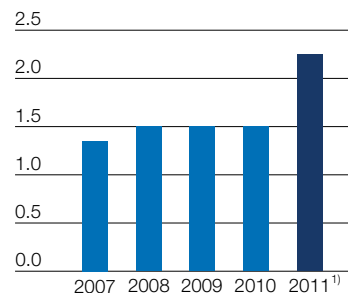
The equity/assets ratio is good and has not been below 55 percent during any year

Net cash
SEK million



Addnode has no significant interest-bearing liabilities. The substantial increase in the net cash position in 2011 was due to a significant improvement in profitability, the sale of eviware and a larger percentage of pre-paid support and maintenance contracts

Dividend per share
SEK



At least 50 percent of consolidated earnings after tax will be distributed to shareholders, provided that net cash is sufficient for running and developing operations.

¹⁾ In accordance with the Board of Directors' proposal.

Acquisitions

The Group has grown organically, as well as through the acquisition of new companies, adding competence and skilled employees. Since 2003 we have acquired around 30 companies. The largest acquisitions during this period include Ida Infront (2006), Strand Interconnect (2008), CADi OY (2010), Tekis (2010) and Decerno (2010).

Discontinued operations

Addnode disposed of and phased out operations in the former Media business area in 2007, which largely comprised operation, support and training. Net profit/loss from the discontinued operations' operating profit/loss and capital gains or losses on their disposal are recognized as "Profit/loss from discontinued operations".

Group, continuing operations	2011	2010	2009	2008	2007
Income statement (SEK million)					
Net sales	1,300.4	1,059.9	989.4	1,025.1	795.0
of which outside Sweden	427.0	324.9	278.5	268.9	191.0
Operating profit before depreciation/amortization	148.5	78.4	78.7	126.6	96.1
EBITA	137.3	67.5	65.7	113.4	86.5
Operating profit	119.6	52.1	48.7	98.2	73.6
Net financial items	1.4	1.0	-3.9	5.8	1.8
Profit before tax	121.0	53.1	44.8	104.0	75.4
Tax	-15.1	-1.9	-2.0	-11.9	-1.9
Profit/loss from discontinued operations	-	-	-	-	-28.0
Profit for the year	105.9	51.2	42.8	92.0	45.5
Balance sheet (SEK million)					
Intangible non-current assets	625.0	615.0	452.1	461.5	388.3
Property, plant, and equipment	26.2	22.9	19.8	28.5	27.2
Non-current financial assets	75.8	75.6	74.6	63.3	80.3
Inventories	2.0	2.0	0.8	1.2	1.8
Other receivables	324.7	355.6	259.7	316.9	252.0
Cash and bank balances	153.3	77.5	103.8	101.5	110.6
Total assets	1,207.0	1,148.6	910.8	972.8	860.0
Equity	772.8	714.8	600.6	588.4	504.7
Provisions	19.8	11.1	7.9	26.4	73.3
Borrowings, interest-bearing	0.7	3.1	1.0	3.2	7.3
Other liabilities, non-interest-bearing	413.7	419.6	301.4	354.8	274.7
Total equity and liabilities	1,207.0	1,148.6	910.8	972.8	860.0
Cash flow					
Cash flow per share, SEK	5.11	2.85	2.77	5.26	4.75
Cash flow from operating activities	143.9	68.4	65.5	115.9	106.5
Cash flow from investing activities	-22.7	-50.2	-26.7	-58.7	-22.6
Cash flow from financing activities	-45.0	-41.8	-37.8	-67.2	-77.2
Yield indicators					
Change in net sales, %	23.0	7.0	-3.0	29.0	26.0
Return on capital employed, %	16.5	8.8	8.4	19.9	14.8
Return on equity, %	14.4	8.6	7.3	17.8	9.1
EBITA margin, %	10.6	6.4	6.6	11.1	10.9
Operating margin, %	9.2	4.9	4.9	9.6	9.3
Profit margin, %	9.3	5.0	4.5	10.1	9.5
Financial indicators					
Interest coverage ratio, times	440	195	139	103	162
Equity/assets ratio, %	64	62	66	60	59
Debt/equity ratio, times	0.04	0.05	0.05	0.05	0.06
Net debt (SEK million)	-155.6	-78.0	-103.8	-101.1	-136.7
Acid test ratio, %	122	110	132	119	118
Equity, SEK million	772.8	714.8	600.6	588.4	504.7
Equity per share, SEK	27.42	25.20	25.40	24.98	22.50
Proportion of risk-bearing capital, %	65	63	68	62	60
Personnel					
Number of employees at 31 December	809	775	646	733	532
Average no. of employees	758	629	643	565	463
Net sales per employee, SEK thousand	1,716	1,685	1,539	1,814	1,717

From left:
Per Hallerby
Lars Save
Jonas Fredriksson
Thord Wilkne
Dick Hasselström
Sigrun Hjelmquist
Jan-Erik Karlsson
Eva Listi



Board of Directors

Per Hallerby

(Chairman of the Board)
Stockholm, Sweden. Born in 1946. Board member and Chairman of the Board since 2003. Holds a Degree in Business and Economics. Engaged in strategy and growth issues with both small companies and with groups, all at management level. Per Hallerby currently holds the following assignments: Chairman of the Board of Addnode AB, Holländska Ostar AB, Neuvecksinstitutet AB, and Nordreklam AB. Board member of ComAround AB, MicasaFastigheter AB and Middagsfrid AB. Per Hallerby also serves as Board member of a number of smaller companies and as a Board member of the Stockholm Police District Supervisory Board, and as a lay assessor at Stockholm District Court. Holdings: 20,000 Class B shares.

Lars Save

Stockholm, Sweden. Born in 1954. Board member since 2003. Founded Addnode and served as President and CEO 2003–2005. Holds an MSc Degree in Engineering and has more than 25 years of practical experience in IT, online databases and digital business information. Founder, President and CEO of Bisnode AB 1991–2007. Former main shareholder of Addnode 1991–2007. Now an independent investor and IT/digital media consultant.

CEO of Albin Metals AB. Partner and Board member of several companies in these and other sectors, including Samnode AB, Alfanode AB, King in West AB, Stacke Metall AB, Empir AB, Technode AB, Altitude Ventures AB, Saveit Management AB, Trigent AB, Advoco Software AB and Albin Metals AB, along with various small businesses. Holdings: 28,000 Class B shares.

Jonas Fredriksson

Stockholm, Sweden. Born in 1965. Board member since 2008. Holds a Degree in Computer Science. Asset manager at Öhman Fonder AB, responsible for Öhman's IT fund (which owns 620,000 Class B Addnode shares). Has previous board experience in rapidly growing IT companies such as WM-data and Protect Data. Currently a member of several boards, including Cybernetics AB, System Verification AB, Carmenta AB, XLENT AB, DigitalRoute AB, Vision-sutveckling AB and Neqst Partner AB. Holdings: 0.

Thord Wilkne

Stockholm, Sweden. Born in 1943. Board member since 2008. Diploma in Business and Economics. One of WM-data's founders, and its CEO 1970–1997 and Chairman of the Board 1998–2004. Thord Wilkne is a member of several boards, including Intellecta AB, Rejlerkoncernen AB, Grant Thornton

Sweden AB, DIBS Payment Services AB, Trygga Hem Skandinavien AB and Temagruppen Sverige AB. Holdings: 400,000 Class B shares. Spouse owns 35,000 Class B shares.

Sigrun Hjelmquist

Djursholm, Sweden. Born in 1956. Board member since 2009. Holds an MSc Degree in Engineering and Technical Physics from the Royal Institute of Technology in Stockholm. Worked in the Ericsson Group 1979–2000, most recently as CEO of Ericsson Components AB. Investment Manager at Brain-Heart Capital 2000–2005. Currently Partner at Facesso AB. Other Board assignments are C2SAT AB (Chairperson), Almi Invest Östra Mellansverige and Stockholm (Chairperson) and Board member of Silix Microsystems AB, Bluetest AB, Fingerprint Cards AB, Eolus Vind AB, IFL & HHS Holding AB, One Media Holding AB and Atea ASA. Holdings: 1,000 Class B shares. Spouse owns 1,000 Class B shares.

Dick Hasselström

Täby, Sweden. Born in 1949. Board member since 2010. Holds an MSc Degree in Engineering and a PhD in Economics. CEO of the Decernogruppen AB 2003–2010, CEO of Decerno AB 1984–2002. Board member and CEO of Vidinova AB, and Chairman of the Board of Z-City AB. Board member of Verg AB, Trafikanalys Sverige AB, and TDP Trafik-

data Produkter AB. Holdings: Through Vidinova AB: 361,667 Class A shares and 7,159,783 Class B shares. Privately: 635,381 Class B shares.

Eva Listi

Stockholm, Sweden. Born in 1962. Studied Business & Economics, Chemistry, Biology and Law at Stockholm University. Has over 25 years of experience in managing, purchasing and supplying IT within major global corporations. Worked in the pharmaceutical industry 1985–2006, and subsequently with the Ericsson Group, most recently as Ericsson's CIO. VP & Head of Business Information Services at Posten since April 2012. Holdings: 0.

Jan-Erik Karlsson

Enköping, Sweden. Born in 1949. Holds a Degree in ADB and Business Economics. Held various senior positions within Cap Gemini, and was CEO of Cap Gemini Sverige AB 2005–2010. Chairman of the Board of IC Quality and IT-Hjälp Kungsholmen and Board member of Frontit and Sweden Carnica Group. Holdings: 0.

Auditors

At the 2011 annual general meeting, registered auditing firm PriceWaterhouseCoopers AB (PwC), with authorized accountant Magnus Brändström as primary auditor, was re-elected.

From left:
Staffan Hanstorp
Johan Andersson
Mats Läckgren
Jonas Gejer
Rolf Kjaernsli
Urban Näsman



Group management

Staffan Hanstorp

Born in 1957. CEO and President of Addnode AB and Business Area Manager, Process Management.

Education and experience: MSc Degree in Engineering from the Royal Institute of Technology in Stockholm. Has worked in the Group since 2004 and has more than 25 years of experience as Head of Sales and Marketing and as a CEO in the IT industry. Founded Technia in 1994, which Addnode acquired in 2004, and was its CEO through 2007.

Current appointments outside the Group: Chairman of the Board of construction company Viktor Hansson AB, Board member of the Confederation of Swedish Enterprise and Almega AB, as well as TurnPoint Asset Management AB.

Holdings: Owns 50 percent of Aretro Capital AB, which holds 625,332 Class A shares and 3,254,624 Class B shares. Privately: 1,038 Class B shares.

Johan Andersson

Born in 1974. Head of Business Development and Corporate Communications.

Education and experience: MSc Degree in Business and Economics from Uppsala University. Executive Management Program, IFL/Stockholm School of Economics. Has worked in the Group since 2006 and has 10 years of experience from the IT industry, business transactions, strategic development, capital market, and communication.

Current appointments outside the Group: Chairman of the Board of Teknik i Media Datacenter Stockholm AB.

Holdings: 3,038 Class B shares.

Mats Läckgren

Born in 1963. CFO.

Education and experience: Degree in Economics and Business from Uppsala University. Has worked in the Group since 2011 and has more than 20 years of experience with international IT companies.

Current appointments outside the Group: Board member of SLTK.

Holdings: 1,038 Class B shares.

Jonas Gejer

Born in 1963. Business Area Manager, Product Lifecycle Management.

Education and experience: Degree in Market Economics from IHM Business School. Has worked in the Group since 2004 and has over 25 years of experience in senior positions within the IT industry, with a focus on IT support for product development. Founded Technia in 1994.

Current appointments outside the Group: none.

Holdings: Owns 50 percent of Aretro Capital AB, which holds 625,332 Class A shares and 3,254,624 Class B shares. Private holding: 1,038 Class B shares.

Rolf Kjaernsli

Born in 1958. Business Area Manager, Design Management.

Education and experience: MSc Degree of Engineering from Norwegian University of Science and Technology. Has worked in the Group since 2005 and has more than 15 years of experience in the IT industry. Has been employed by CAD-Q since 2000 and is now CEO of CAD-Q companies in Sweden and Norway.

Current appointments outside the Group: Chairman of the Board of Wegger & Kvalsvik AS.

Holdings: 39,498 Class B shares via companies. Privately: 702 Class B shares.

Urban Näsman

Born in 1959. Business Area Manager, Content Management.

Education and experience: Degree in Marketing from RMI Berghs (Berghs School of Communication). Advanced Management Program, Stockholm School of Economics. Has worked in the Group since 2003 and has 20 years of experience in the IT industry. Has been employed by the Mogul Group since 1999 and is now CEO of Mogul AB.

Current appointments outside the Group: none.

Holdings: 14,721 Class B shares.