January - December 04

framfab

Year-end report
January-December 2004

Framfab AB (publ)

- **Net revenue** for the year was SEK 325.8 million (255.9), an increase of 27%. Net revenue for the fourth quarter was SEK 80.9 million (69.8), an increase of 16%. The year's net revenue per employee rose to an annual rate of SEK 943 thousand (648), up 46% compared to last year.

- **Earnings after tax** for the year totaled SEK 17.0 million (–119.7), an improvement of SEK 136.7 million. Earnings after tax for the fourth quarter came to SEK 14.2 million (–35.7) including the assessment of tax deficits in the amount of SEK 7.9 million. Every quarter through the year was profitable.

- **Earnings per share** amounted to SEK 0.02 (–0.22) for the year and SEK 0.01 (–0.05) in the fourth quarter.

- Cash flow totaled SEK 104.6 million (6.3) including the SEK 148 million issue of new shares in the second quarter. Fourth quarter cash flow came to SEK 1.1 million (9.3). Liquid funds were SEK 159.5 million (55.0) as of December 31.

- During the second quarter, Framfab carried out an issue of new shares with priority rights for existing shareholders. The issue, which was fully subscribed, raised approximately SEK 148 million after underwriting costs.

- The Internet Design Excellence Association (IDEA) ranked Framfab Denmark first in Europe and fourth in the world.

Framfab is a leading European Interactive Marketing and Web Consulting Business. Most of Framfab's customers are large international companies, including 3M, American Express, AXA, Barclays Capital, Cadbury Schweppes, Carlsberg Breweries, The Coca-Cola Company, Danske Bank, DuPont, Ericsson, Hydro Texaco, Kellogg's, Kraft Food International, Nike, Nobel Biocare, Philip Morris International, Philips, Postbank, Rezidor SAS, SAAB, Sara Lee Douwe Egberts, Swedish Match, Vodafone, Volvo Car Corporation, Volvo Group and UBS. Framfab operates in Denmark, Germany, the Netherlands, Switzerland, Sweden and the United Kingdom. The company is quoted on the O-list of Stockholmsbörsen (ticker symbol FRAM). For additional information, see www.framfab.com.

A word from the CEO

We continue to demonstrate that Framfab is a leading player in the Interactive Marketing and Web Consulting sector. Framfab is an established business and a platform upon which to build further success.

In 2004 Framfab made a profit in every quarter and cash flow was positive during the fourth quarter. In the fourth quarter, excluding non-recurring items, our operating earnings exceeded 5% (-24) of revenue reflecting significant and continuous improvements in the underlying business. We have a strong balance sheet, and substantial cash with which we will execute our strategic agenda. We have the ability, appetite and ambition to become a more significant force in the sector. Through a combination of our financial and operational strengths we are positioned to execute a market consolidation, and we continue to aggressively seek out, evaluate and progress our corporate development agenda.

Our operational strategy was fully implemented during early 2004 and has contributed significantly to our results. It is based on:

- major account sales,
- improved utilization,
- cooperative marketing activity with our US partners,
- and, selective corporate deal-making

In every business we tightened the focus on major account sales and we continue to improve utilization. Net revenue for our top 20 clients grew by 40% in 2004. Through the year we continued to collaborate with our US partners to the benefit of each other and our clients. Specific client references include our supporting Avenue A-Razorfish in sales activity with Kraft Foods, Philip Morris USA and Philips, and our activities being supported at Dell, Eastman Kodak, Ford Motor Company.

We continue to evaluate and progress a number of potential transactions. During the year we completed the acquisition of Paregos with offices in Stockholm and Skellefteå, and executed a group hire from Blue Pier GmbH in Hamburg. Through the Paregos transaction we strengthened the position in the Swedish market, particularly within digital brand communication. The transaction also added clients such as Samsung and Folksam. The German deal brought with it deep transactional e-commerce and content management capabilities, and new clients including Audi, the International Olympic Committee and Lufthansa.

Our operational strategy will continue through 2005 with some refinements. We have further invested in our online media capability to capitalize on improving online advertising budgets, and we will capitalize on increasing demand for second generation transactional systems. Accordingly we will increase the breadth of service offerings being sold to each of our major clients. We differentiate ourselves from competitors; advertising agencies, systems integrators and offshore suppliers, by uniquely combining our key competences of Business Consulting & Delivery Management, Concept & Design, User Experience and Technology in such a way as to deliver work of outstanding quality. Our clients come from the Marketing, Corporate Communications, and Sales disciplines of world-leading businesses. They work with us project after project year after year, because of our people, our work, our level of commitment, because we are fun to work with and are reliably good at what we do.

Our priorities for 2005 are to strengthen and grow the business in terms of higher profitability, number of colleagues, and revenues. We will also focus additional management time on the Netherlands which despite a quarter on quarter improvement in 2004, continues to impact performance at group level.

Steve Callaghan
CEO & President

Market

The market for Framfab's services is starting to show some interesting development. The market is consolidating as small players either go out of business or are acquired by the larger multinational operators. During 2004 there were developments in our market in addition to our own corporate activity, notably the acquisition of Aspect Group and Wheel Communications in London by Icon LB, and the acquisition of Razorfish by aQuantive in the US.

According to Forrester Research (January 2005) although the market for IT services companies in Europe, especially in France, Switzerland, the Netherlands, and Germany, was tough in 2002 and 2003, the market recovered somewhat in 2004. Forrester forecasts moderate but durable growth from 2004 to 2008 in the European IT services market. However, the report goes on to say that clients are reducing the number of providers they work with and that in the past, service providers have missed opportunities due to relatively weak coordination between countries or regions.

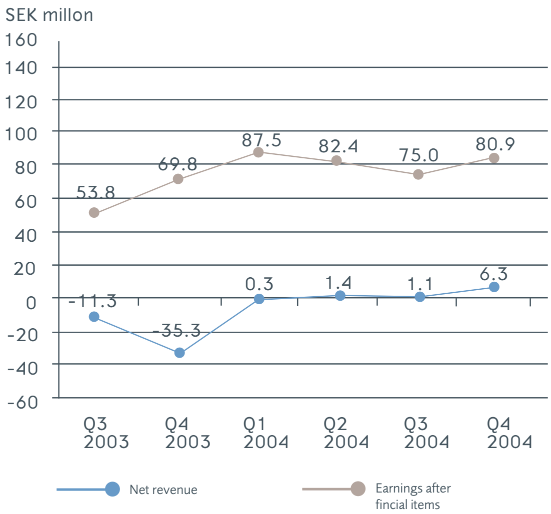
Online retailing will quadruple to Euro 167 billion between 2004 and 2009, 8% of total retail sales (Forrester's report on European eCommerce dated March 2004). Market leaders are paving the way and reaping the value of eCommerce by providing consumers with the right user experience, the right customer service, and the right product choice. According to the same Forrester report, around 96 million European adults will have shopped online by the end of 2004, an increase of 22% on 2003.

The growth of interactive marketing, specifically advertising, has been notable and looks set to continue. Whereas TV, Magazine and Newspaper advertising grew at an average rate of 2.4% from 2003 to 2004, internet advertising over the same period grew by 41% (ZenithOptmedia Advertising Expenditure report dated December 2004) and is set to continue to grow in Europe to a market estimated in value of $3.071 billion by 2007. The same report issued only 6 months previously (July 2004) estimated the 2004 internet advertising growth at only 15.1%. In the same 6 month period the overall market size projections for 2006 also increased by 30% increase indicating acceleration in the rate of market development.

Operations

The Group

Full-year net revenue totaled SEK 325.8 million (255.9). Net revenue per employee rose by 46% on a full-year basis to an annualized figure of SEK 943 thousand (648). Net revenue for the fourth quarter was SEK 80.9 million (69.8), up by 15.8% from the same time last year. Net revenue per employee grew by 36% from the fourth quarter of 2003 to SEK 979 thousand (720).



In July 2004 SBIRazorfish, Framfab's partner in the United States, was acquired by Seattle based Avenue A, to create Avenue A-Razorfish (AARF), the world's largest interactive marketing consultant. Framfab and AARF continue to develop and take advantage of each other's resources and contact networks. A joint team provided Senseo, Sara Lee's U.S. subsidiary, with an interactive marketing solution. Cooperative sales efforts in each market were also undertaken. AARF supported Framfab initiatives in Europe with businesses such as Dell, Eastman Kodak and Ford Motor Company. Similarly, Framfab helped AARF develop opportunities regarding Kraft Foods, Philip Morris USA, and Philips in the US

Framfab Denmark, Germany (including Switzerland), Sweden and UK all posted a profit for both full-year 2004 and the fourth quarter. The Group as a whole operated profitably in each quarter. The profit was primarily due to strategy implementation and measures taken in late 2003 and early 2004. In certain cases, some restructuring activity was required later in the year as well. Among the steps taken were sales promotion, training, and greater focus on key clients, along with personnel and administrative cutbacks. The measures adopted in the Netherlands improved operating earnings but did not generate a profit.

Operating earnings before goodwill amortization rose by SEK 95.9 million to SEK 27.4 million. Including the parent company and Group adjustments, operating earnings before goodwill amortization were SEK 14.0 million (-91.7).

Amortization of goodwill was SEK 8.5 million (1.2) and operating earnings were SEK 5.5 million (-92.9). A total of SEK 1.2 million was charged to Group earnings in the fourth quarter for costs associated with investigating and analyzing prospective acquisitions. Earnings after financial items totaled SEK 9.1 million (-119.3), while earnings after tax came to SEK 17.0 million (-119.7).

Employee-related costs accounted for 73% (72) of the total. Subcontractors represented 9% (4) of total employee-related costs. While costs for subcontractors can generally change with less than one month's notice, costs for employees are usually only adjustable after four months.

The acquisition of Paregos Mediadesign AB in January strengthened Framfab's position in the Swedish market, particularly with digital brand communication, and boosted the number of Group employees by 20. Framfab took over 14 employees and a number of client relationships, including Audi, the International Olympic Committee, and Lufthansa from Blue Pier GmbH (Hamburg) in July. Excluding Paregos and Blue Pier, the Framfab staff decreased in size by 94 during the year. There were 327 employees (387) on December 31.

The Group adopted a new logo and graphical identity involving a fresh color scheme, new font and logo, in late 2004. The company's in-house art directors and brand specialists were wholly responsible for the design which enabled a low-cost transition.

Denmark

As in 2002 and 2003, Framfab Denmark posted solid operating earnings for the year. Operating earnings amounted to SEK 14.0 million (8.2) for the full year and SEK 5.1 million (2.4) for the fourth quarter. The operating margin was 16% for the full year and 21% for the fourth quarter. Integration of the company's sales effort continued, particularly through the increased involvement of Framfab Denmark specialists in Swedish activities. The company won 22 new clients during the year, of which 5 were won in the fourth quarter. Net revenue rose by 34% to SEK 85.5 million for the full year and by 46% to SEK 24.5 million (16.8) for the fourth quarter.

A series of awards reconfirmed the Danish company's global leadership in brand communication. The Internet Design Excellence Association (IDEA) ranked Framfab Denmark first in Europe and fourth in the world.

Germany

Framfab Germany, including Switzerland, posted operating earnings of SEK 3.0 million (–20.8) and an operating margin of 7% for the year. The company reported operating earnings of SEK 1.6 million (–16.4) and an operating margin of 17% in the fourth quarter. The company took over 14 employees and a number of client relationships, including Audi, the International Olympic Committee and Lufthansa from Blue Pier GmbH in Hamburg, during the third quarter. While generating greater economies of scale in Germany, the group hire initiative strengthened Framfab's systems design and content management operations. The company won 14 new clients during the year, of which 5 were won in the fourth quarter. Among them were Hauni, Kaufhof and the Metro Group. Net revenue totaled SEK 45.5 million (55.8) for the full year and SEK 9.4 million (10.5) for the fourth quarter.

Netherlands

Cost effectiveness programs in 2003 continued with management changes in 2004. Framfab Netherlands worked more closely with Framfab UK during 2004. The number of employees decreased further by 14 during the year. Operating earnings of SEK -8.8 million (-20.6) represented an improvement over 2003 but remains weak. Operating earnings totaled SEK -2.1 million (-9.1) in the fourth quarter. Orders rose and eight new clients were won, including one during the fourth quarter. Net revenue came to SEK 12.2 million (19.7) for the full year and SEK 2.3 million (1.6) for the fourth quarter. Remedying the situation in the Netherlands will be given high priority during early 2005.

Sweden

After posting an operating loss of SEK -36.9 million in 2003, the Swedish company reported an operating profit of SEK 9.1 million and an operating margin of 9% in 2004. Framfab Sweden showed operating earnings of SEK 2.1 million (-7.4) and an operating margin of 8% in the fourth quarter. The company focused on profitability and client-oriented skills development with improved integration across the Swedish locations, and involved teams from Denmark and the UK. Net revenue decreased by SEK 1.9 million to SEK 99.0 million for the full year and rose by 1% to SEK 25.6 million (25.3) for the fourth quarter.

UK

Acquired in November 2003, Framfab UK, which traded as SBIFramfab during the transition, reported operating earnings of SEK 10.1 million and an operating margin of 12% for the year. Operating earnings totaled SEK 3.4 million in the fourth quarter. The company won 13 new clients, of which 5 were won during the fourth quarter. Among them were Boots, the Diamond Trading Company, Morley Funds Management, Sony and Walt Disney. Joint marketing efforts by Framfab and AARF (previously SBIRazorfish) in the United States won a mutual account in Senseo. Net revenue for the company was SEK 83.6 million for the full year and SEK 19.1 million in the fourth quarter. The company hired a number of key e-commerce and transactional subject matter experts oriented employees during the quarter with the aim of establishing a leading position in the field.

Operating activities, excluding Parent Company, goodwill and Group adjustments

January-December 2004

SEK million	Denmark	Germany	Netherlands	Sweden	UK	Total
External net revenue	85.5	45.5	12.2	99.0	83.6	325.8
Operating earnings	14.0	3.0	-8.8	9.1	10.1	27.4
Operating margin	16%	7%	-72%	9%	12%	8%
Investments	0.0	0.5	0.1	1.4	1.7	3.7
No. of employees*	77	58	17	103	63	318

* at close of the period, not including Group staff (9)

January-December 2003

SEK million	Denmark	Germany	Netherlands	Sweden	UK	Total
External net revenue	63.9	55.8	19.7	100.9	15.6	255.9
Operating earnings before restructuring	8.2	-9.0	-17.6	-20.1	1.6	-36.9
Restructuring charges	0.0	-11.8	-3.0	-16.8	0.0	-31.6
Operating earnings	8.2	-20.8	-20.6	-36.9	1.6	-68.5
Operating margin	13%	-37%	-105%	-37%	10%	-27%
Investments	0.2	0.3	0.2	-1.0	0.0	-0.3
No. of employees*	70	82	31	130	64	377

* at close of the period, not including Group staff (10)

Financial Position

Cash flow for the year was SEK 104.6 million (6.3). Issues of new shares totaled SEK 147.3 million, and SEK -2.6 million in acquisitions and divestments, affected the cash flow figure. Fourth quarter cash flow came to SEK 1.1 million (9.3). The balance sheet contained SEK 1.7 million in restructuring reserves as of December 31. Cash flow from operating activities was SEK -36.5 million (-55.7) for the year and SEK -0.3 million (-7.6) for the fourth quarter. Restructuring charges, primarily for employees in receipt of termination notices , set aside in late 2003 impacted cash flow by SEK 24.3 million for the year and SEK 4.6 million for the fourth quarter. Liquid funds, including short-term investments, amounted to SEK 159.5 million as of December 31.

Trade accounts receivable were up by SEK 9.2 million to SEK 74.1 million compared to the end of 2003. Trade accounts receivable decreased from 93% of fourth quarter revenue as at December 31, 2003 to 92% on December 31, 2004. Including work-in-progress and net advance payments from clients, the corresponding relation were 91% and 90%. Excluding short-term investments and liquid funds, working capital totaled SEK 17.5 million on December 31, 2004, as opposed to SEK -54.6 million on December 31, 2003, including the additional purchase sum of SEK 19.0 million for Framfab UK (formerly SBIFramfab) and restructuring reserves of SEK 26.0 million. The equity/assets ratio was 77% as of December 31. The Group retains unutilized tax losses deductions of SEK 1.3 billion in the Swedish part of the company that are not assigned any value in the balance sheet.

On January 15, 2004, Framfab signed an agreement to acquire Paregos Mediadesign AB. Newly issued shares and liquid funds permitted payment of SEK 12.0 million in acquisition costs. Depending primarily on Paregos' financial performance in 2004, an additional purchase sum of between SEK 0.8 million and SEK 5.5 million will be determined and paid in the first quarter of 2005.

The rights issue carried out in the second quarter was fully subscribed and raised SEK 164.2 million before underwriting costs. The purpose of the issue was to facilitate Framfab's participation in the ongoing consolidation of the sector, thereby permitting payment in cash and shares, when acquiring takeover targets.

Share Data

Earnings after tax were SEK 17.0 million (-119.7) for the year and SEK 14.2 million (-35.7) for the fourth quarter. Earnings per share came to SEK 0.02 (-0.22) for the year and SEK 0.01 (-0.05) for the fourth quarter. Shareholders' equity per share was SEK 0.24 (0.12) as of December 31. The parent company had 1,149,532,904 registered shares at the end of the year.

A special meeting of shareholders on January 27, 2004 approved the acquisition of Paregos Mediadesign AB, as well as principal financing through an issue of 19,348,514 new Framfab AB shares. The share issue was registered with the Patent and Registration Office (PRV) on February 7, 2004.

The March 25, 2004 annual general meeting resolved to reduce capital stock by SEK 39,304,746.60 to SEK 39,304,746.60 through lowering the share's par value from SEK 0.10 to SEK 0.05. The reduction was registered with the PRV on April 15, 2004.

In accordance with a resolution of the board as authorized by the annual general meeting, Framfab AB floated a debenture loan in April of no more than SEK 1 consisting of 1,750,000 detachable warrants, for which Framfab Sverige AB is entitled to subscribe, in order to ensure fulfilment of an employee stock option commitment. The board of Framfab AB resolved to award the CEO 1,750,000 employee stock options, the exercise of 1,000,000 of which is conditional on the company's reaching certain pre-established earnings targets. The targets have not been met. Adjusted for the issue of new shares carried out in June, each option entitles the holder to subscribe for 1.0825 Framfab AB shares at SEK 0.69 each.

In settlement of the final stage payment relating to the acquisition of Framfab UK (formerly SBIFramfab), Framfab AB issued 35,000,000 new shares in May 2004. The issue of new shares was registered with the PRV on May 3, 2004.

A special meeting of shareholders on May 10 approved the board's resolution to increase capital stock by no more than SEK 16,421,898 through issuing up to 328,437,972 new shares. The issue of new shares was fully subscribed for by shareholders with right of priority, as well as by a consortium that had underwritten part of it. The issue of new shares, which raised SEK 148.2 million after underwriting costs, was registered with the PRV on July 7, 2004.

In accordance with a resolution of the board as authorized by the annual general meeting, Framfab AB floated a debenture loan in November of no more than SEK 1 consisting of 200,000 detachable warrants, for which Framfab Sverige AB is entitled to subscribe, in order to ensure fulfillment of an employee stock option commitment.The Framfab AB board resolved to award a key employee 200,000 employee stock options entitling to subscribe for 200,000 Framfab AB shares at SEK 0.50 each.

Parent Company

Net revenue for the year totaled SEK 9.4 million (9.5), of which SEK 9.4 million (9.4) was for internal invoicing. The loss after financial items was SEK -27.9 million (-131.9). Total investments in financial fixed assets amounted to SEK 14.4 million (127.8). Write-downs of shares in subsidiaries, along with distributions from subsidiaries, came to SEK 10.8 million (83.5). As of December 31, liquid funds were SEK 126.7 million and shareholders' equity in the parent company was SEK 226.5 million, of which SEK 57.5 million was capital stock.

Steve Callaghan took over as Framfab´s CEO on January 1, 2004. Jan Norman took over as CFO on November 1.

Accounting Policies

This interim report has been prepared in compliance with Recommendation 20 on Interim Reporting issued by the Swedish Financial Accounting Standards Council. Adherence to the recommendations that went into effect as of 2004 has not affected the results or financial position reported for previous periods. The company's accounting policies are otherwise unchanged from the 2003 annual report.

IFRS

Framfab will comply with International Financial Reporting Standards (IFRS) as of 2005. The company currently adheres to the Swedish Financial Accounting Standards Council's recommendations, which have been gradually adapted to IFRS. Framfab has reviewed the changes that the adoption of IFRS will lead to. The most significant change stems from the adoption of IFRS 3, which deals with acquisitions and mergers. Framfab will treat the acquisition of Paregos Mediadesign AB pursuant to the new rules. The review indicates that the impact on earnings of amortization of intangible assets will be approximately SEK 0.4 million in 2005, and the same amount in 2004. Goodwill arising in connection with the acquisition of Framfab UK (formerly SBIFramfab) will not be amortized in 2005. Amortization of goodwill during 2004 for Framfab UK was SEK 7.4 million.

Goodwill amortization will be replaced by an annual write-down review for all cash-generating units. Shareholders' equity at the end of 2004 will be affected positively by in total SEK 8.1 million in reversed amortization of goodwill. The adoption of other IFRS rules will have a minimal impact on Framfab's reporting for 2005 and the 2004 comparative year.

Upcoming Financial Reports

Invitation to presentation of the Year-end report
Framfab invites the media, analysts and shareholders to a presentation of its Year-end report, a review of its operations and an assessment of current market trends.

When: Noon CET, February 3, 2005
Where: Operaterrassen, Stockholm
Pre-notification of attendance: Please call Financial Hearings at +46 8 411 43 80 or e-mail to hearings@financialhearings.com if you plan to attend.

CEO Steve Callaghan and CFO Jan Norman will conduct the event in English.

The event will also be available on demand at www.financialhearings.com as of 6:00 PM CET the same day.

2005 Schedule
- Annual General Meeting will take place on April 7
- The interim report for January-March will be released on April 26.
- The interim report for January-June will be released on July 21.
- The interim report for January-September will be released on October 21.

Stockholm, February 3, 2005

Board of Directors

The company's auditors have not reviewed this report.

For additional information, go to www.framfab.com or contact

Steve Callaghan, CEO, phone +44 77 71 92 12 10, steve.callaghan@framfab.com
Jan Norman, CFO, phone +46 709 41 22 06, jan.norman@framfab.com
Tobias Bülow, Communications Manager, phone: +46 709 41 22 58, tobias.bulow@framfab.com

Framfab's main office:
Framfab AB (publ)
Corporate identification no. 556528-6886
Krukmakargatan 37A, Box 38078
SE-100 64 Stockholm
Sweden
Phone: +46 8 41 00 10 00
Fax: +46 8 411 65 95

Summary of Income Statements

SEK million	Jan-Dec 2004	Jan-Dec 2003	Okt-Dec 2004	Okt-Dec 2003
Services Revenue	324.7	253.0	80.9	69.4
Other operating revenue	1.1	2.9	0.0	0.4
Net revenue	**325.8**	**255.9**	**80.9**	**69.8**
Costs of operation	-307.9	-339.5	-74.7	-109.0
Operations earnings before depreciation and amortization	**17.9**	**-83.6**	**6.2**	**-39.2**
Depreciation and write-downs of tangible assets	-3.9	-8.1	-0.8	-1.6
Amortization and write-down of goodwill	-8.5	-1.2	-2.1	-1.2
Operating earnings	**5.5**	**-92.9**	**3.3**	**-42.0**
Result from shares in Group companies	2.0	-	2.0	-
Net financial items	1.6	-26.4	1.0	6.7
Earnings after financial items	**9.1**	**-119.3**	**6.3**	**-35.3**
Tax	7.9	-0.4	7.9	-0.4
Earnings for the period	**17.0**	**-119.7**	**14.2**	**-35.7**
Earnings per share, SEK	**0.02**	**-0.22**	**0.01**	**-0.05**
Earnings per share after dilution, SEK	**0.02**	**-0.22**	**0.01**	**-0.05**

Summary of Balance Sheets

SEK million	Dec 31 2004	Dec 31 2003
Assets		
Goodwill	72.3	69.9
Tangible assets	6.3	6.1
Financial fixed assets	18.2	10.2
Total fixed assets	**96.8**	**86.2**
Trade accounts	74.1	64.9
Other current assets	23.0	21.6
Liquid funds	159.5	55.0
Total current assets	**256.6**	**141.5**
Total assets	**353.4**	**227.7**
Shareholders' equity and liabilities		
Shareholders equity [1]	**271.2**	**83.9**
Long-term interest-bearing liabilities	0.9	-
Long-term non-interest-bearing liabilities	1.3	2.6
Short-term interest-bearing liabilities	0.4	-
Short-term non-interest-bearing liabilities	79.6	141.2
Total liabilities	**82.2**	**143.8**
Total shareholders' equity and liabilities	**353.4**	**227.7**
[1] Shareholders' Equity		
At beginning of the year	83.9	110.7
Issue of new shares	172.4	104.1
Translation differences	-2.1	-11.2
Earnings for the period	17.0	-119.7
At end of the period	**271.2**	**83.9**

Contingent liabilities by sureties given in the Group has decreased by SEK 2.7 million compared to December 31, 2003 and was SEK 8.3 million on December 31, 2004. In the parent company the contingent liabilities decreased by SEK 4.0 million compared to December 31, 2003 and was SEK 3.0 million on December 31, 2004.

The parent company had no warranties given to Group companies on December 31, 2004 compared to SEK 8.2 million on December 31, 2003.

Summary of Cash Flow Statement

SEK million	Jan-Dec 2004	Jan-Dec 2003	Oct-Dec 2004	Oct-Dec 2003
Cash flow from operations	20.1	-80.8	7.7	-39.1
Changes in working capital	-56.6	25.1	-8.0	31.5
Cash flow from operating activities	**-36.5**	**-55.7**	**-0.3**	**-7.6**
Acquisition/divestment of subsidiaries	-2.6	-7.2	2.0	3.8
Cash flow from other investing activities	-2.3	16.1	-0.6	2.4
Cash flow before financing	**-41.4**	**-46.8**	**1.1**	**-1.4**
Cash flow from financing activities	146.0	53.1	0.0	10.7
Cash flow for the period	**104.6**	**6.3**	**1.1**	**9.3**
Liquid funds at beginning of the period	55.0	49.5	158.6	45.8
Translation differences in liquid funds	-0.1	-0.8	-0.2	-0.1
Liquid funds at end of the period	**159.5**	**55.0**	**159.5**	**55.0**

Summary by Quarter

SEK million	Q4 2004	Q3 2004	Q2 2004	Q1 2004	Q4 2003	Q3 2003
Net revenue	80.9	75.0	82.4	87.5	69.8	53.8
Operating earnings before depreciation	6.2	3.4	3.8	4.5	-39.2	-11.3
Operating earnings	3.3	0.4	0.6	1.2	-42.0	-12.4
Earnings after financial items	6.3	1.1	1.4	0.3	-35.3	-11.3
Total growth, Q/Q	8%	-9%	-6%	25%	30%	-10%
No. of employees at end of period	327	334	319	362	387	360

Key Ratios

SEK million	Jan-Dec 2004	Jan-Dec 2003	Oct-Dec 2004	Oct-Dec 2003
Change in net revenue	27.3%	-25.3%	15.8%	-10.9%
Operating margin before depreciation of tangible assets	5.5%	-32.7%	7.6%	-56.2%
Operating margin	1.7%	-36.3%	4.1%	-60.1%
Profit margin	2.8%	-46.6%	7.7%	-50.5%
Equity/assets ratio	76.7%	36.9%	76.7%	36.9%
Return of capital employed [1]	5.4%	-95.8%	5.4%	-95.8%
Return of shareholders' equity [1]	8.7%	-143.6%	8.7%	-143.6%
Average No. of employees	346	395	331	388
No. of employees at end of the period	327	387	327	387
of which, outside Sweden	215	247	215	247
Revenue per employee, SEK thousand [2]	943	648	979	720
Earnings per employee, SEK thousand [2]	40	-232	64	-420
No. of shares at end of the period	1 149,532,904	711,746,418	1 149,532,904	711,746,418
Average No. of shares	978,770,330	534,205,224	1 149,532,904	651,468,640
Average No. of shares after dilution	978,770,330	534,400,957	1 149,532,904	651,468,640
Shareholders' equity per share, SEK	0.24	0.12	0.24	0.12
Cash flow per average No. of shares, SEK	0.11	0.01	0.00	0.01

[1] Rolling 12-months
[2] Annual rate