



solar

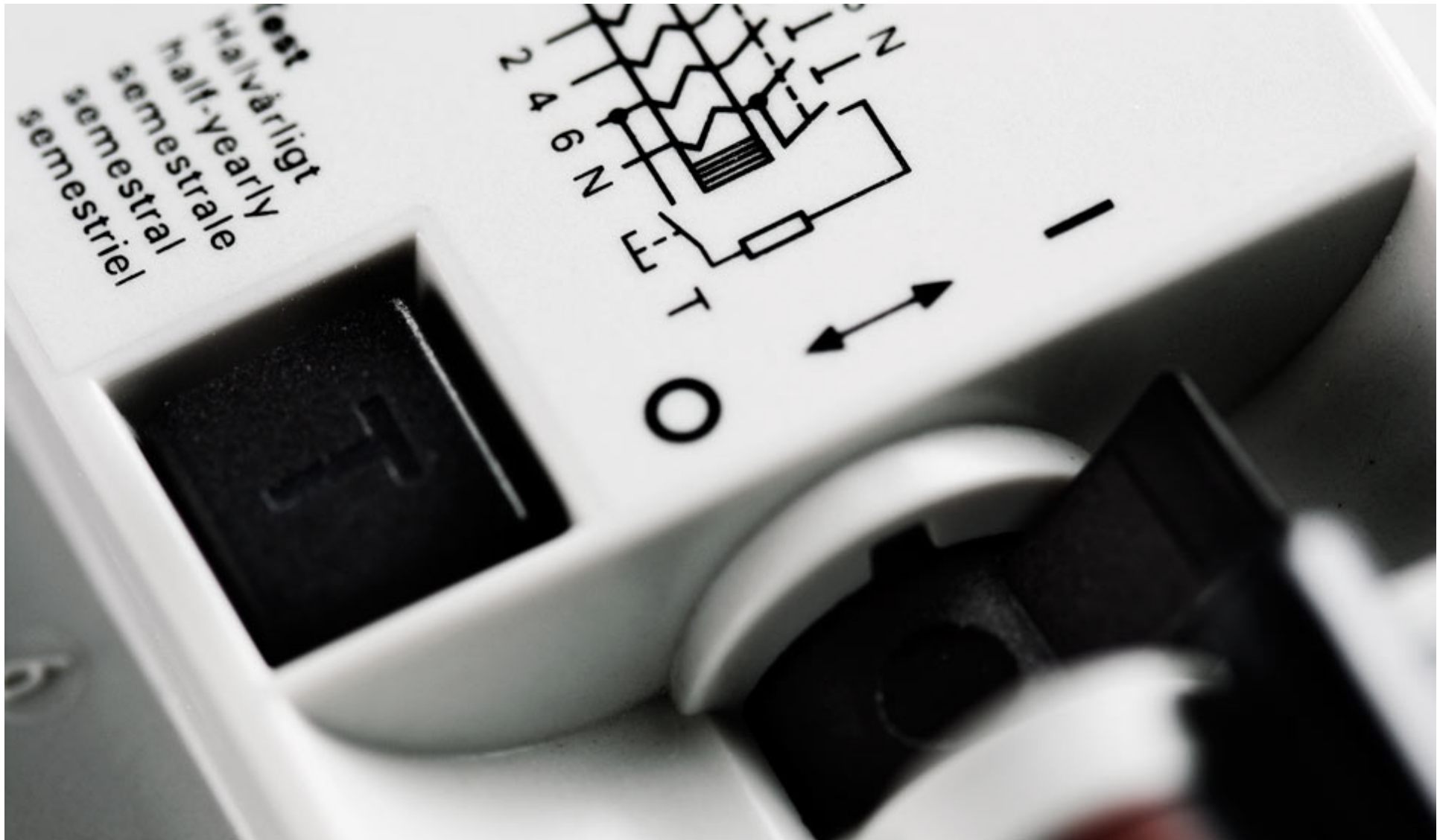
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Annual Report 2007

Agenda

- Highlights 2007
- The results we achieved in 2007
- The results we expect in 2008
- Highlights 2008

Highlights 2007



Our company programme New Solar 2010 was established to close the gap between present and future position

Growth

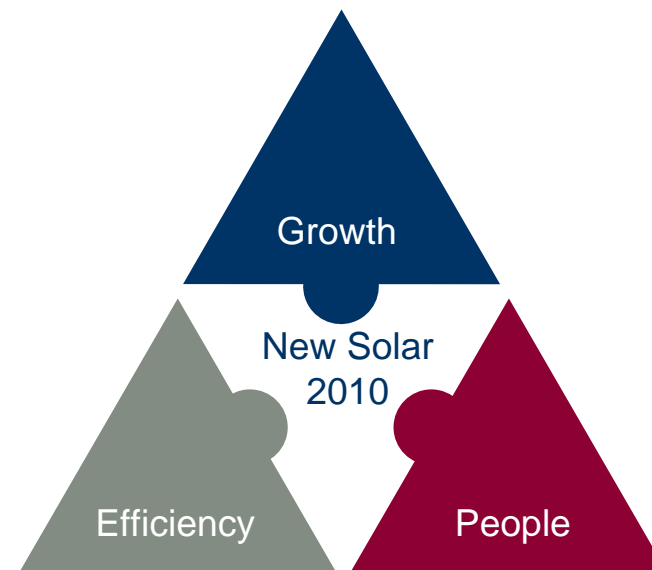
- Adding value to customers
- Stronger profile
- Increased market presence

Efficiency

- Sharing best practice
- Lean management
- Profit management

People

- Solar leaders make talent grow
- Leading edge by competences
- Unleash entrepreneurship



Highlights 2007



- Acquisition of Alvesta V.V.S. – Material AB in Sweden
- Extension of central warehouses in Norway and Denmark
- Geographical expansion SE, DE, PL
- Integration of Sanicentra Group and new customer-focused structure
- Strong growth in focus areas

Highlights 2007



- Implementation of Solar Lean Way
- Integration of Sanicentra Group completed
- Integration of the Netherlands into SGS
- Automation of central warehouses in Norway and Denmark
- IP telephony in progress

Highlights 2007



- Employee survey Solar Navigator
- Solar Values
- Solar Leadership
- Solar Lean Academy
- Internationalising

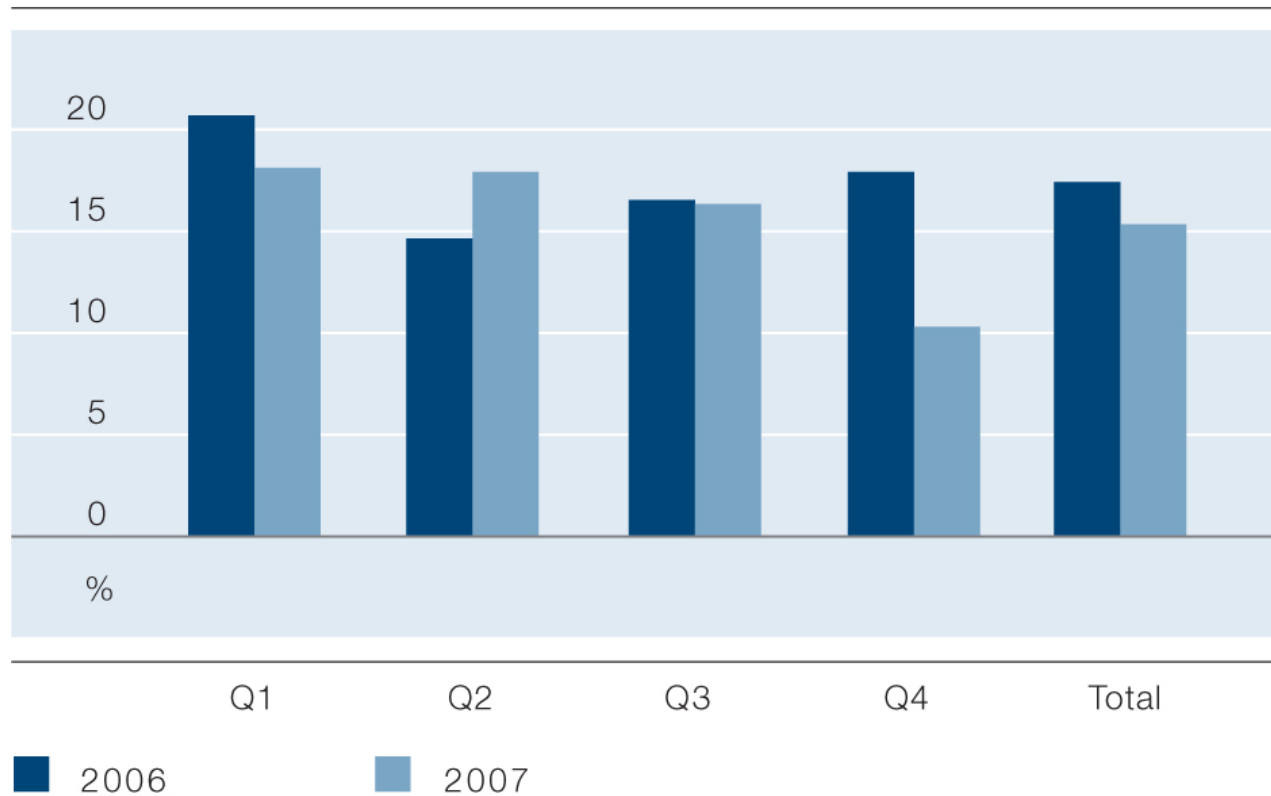
The results we achieved in 2007



Revenue increased by 27%

Solar Group							
€m	2007		2006		Difference		
Revenue	1,367.2	100.0%	1,074.5	100.0%	292.7	27.2%	

Organic growth amounted to 15%



Very strong organic growth in most companies

Solar Group 2007		
€m	Revenue	Organic growth
Solar Danmark A/S	421.3	12%
Solar Sverige AB	268.2	20%
Solar Norge AS	218.3	36%
Solar Nederland B.V.	218.4	9%
Solar Deutschland GmbH	143.0	6%
Solar Suomi Oy	21.8	-5%
Solar Polska Sp. z o.o.	21.7	28%
P/F Solar Føroyar	6.0	35%
Aurora Group	60.1	12%
Eliminations	-11.6	
Total	1.367.2	15%

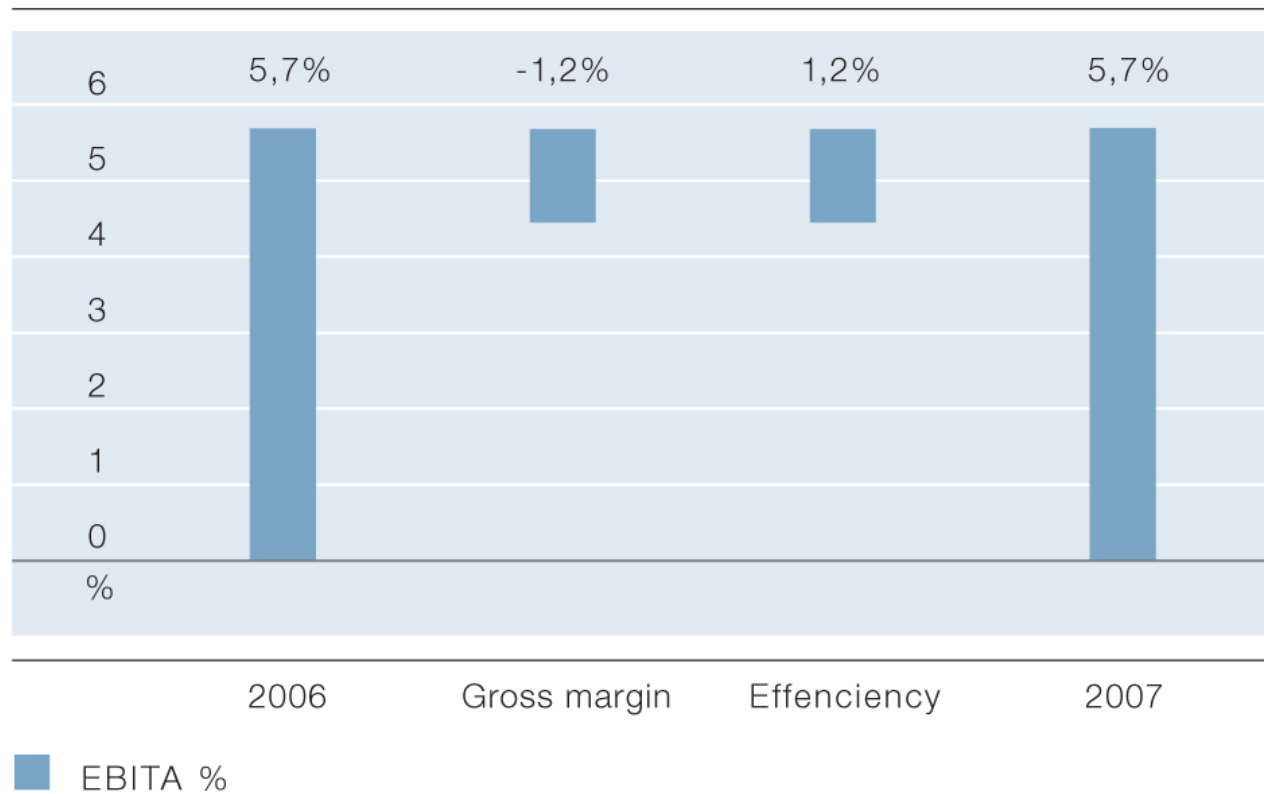
We perform strong organic growth compared to international peers

2007	Solar	Hagemeyer		Rexel	
		Total	PPS Eur.	Total	Europe
Revenue € million	1,367	6,444	4,231	10,704	5,042
Change in revenue	27.2%	3.5%	7.2%	15.1%	
Organic growth	15.3%	4.3%	5.9%	2.9%	6.0%

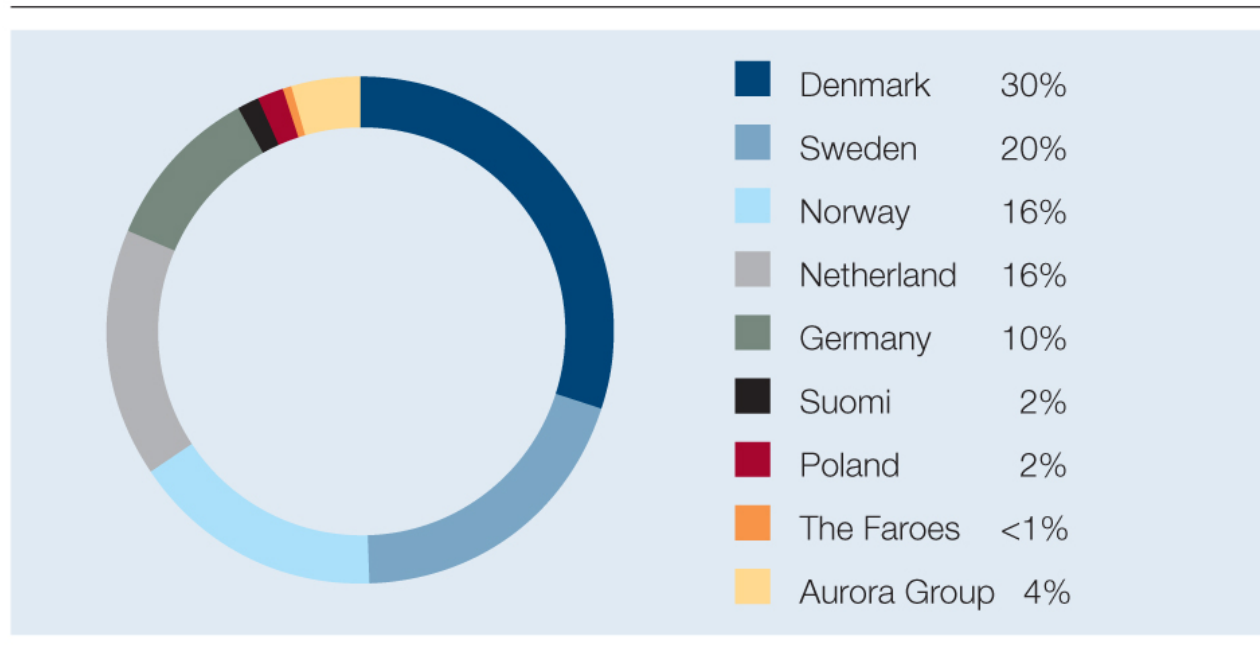
EBITA increased by 25% compared to last year

Solar Group							
€m	2007		2006		Difference		
Revenue	1,367.2	100.0%	1,074.5	100.0%	292.7	27.2%	
EBITDA	85.4	6.3%	69.7	6.5%	15.7	22.5%	
Depreciation	-8.1	-0.6%	-8.0	-0.8%	-0.1	1.3%	
EBITA	77.3	5.7%	61.7	5.7%	15.6	25.3%	

Efficiency improved during 2007



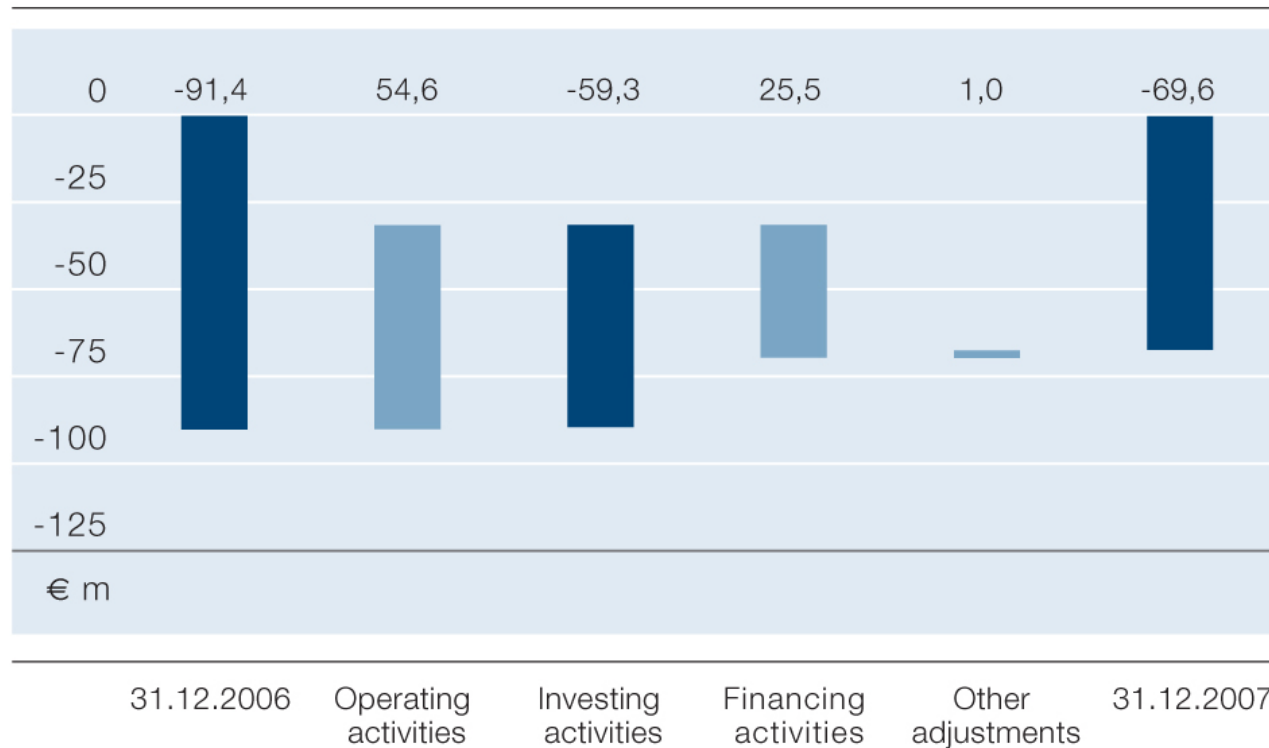
Solar collects 2/3 of the consolidated revenue abroad



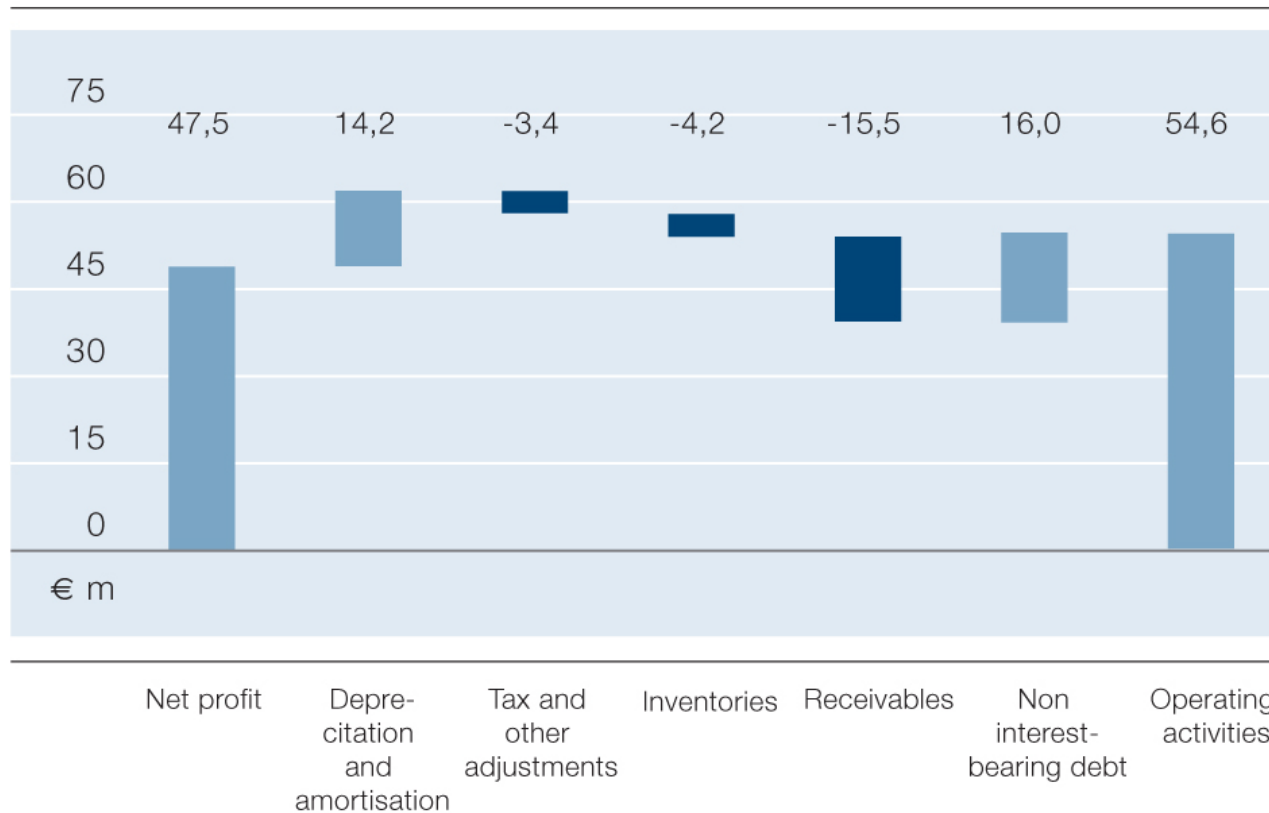
Adjusted for special items and amortisation EBT increased by 21%

Solar Group						
€m	2007		2006		Difference	
Revenue	1,367.2	100.0%	1,074.5	100.0%	292.7	27.2%
EBITDA	85.4	6.3%	69.7	6.5%	15.7	22.5%
Depreciation	-8.1	-0.6%	-8.0	-0.8%	-0.1	1.3%
EBITA	77.3	5.7%	61.7	5.7%	15.6	25.3%
Amortisation	-6.1	-0.5%	-0.3	0.0%	-5.8	
Special items	0.0	0.0%	2.8	0.2%	-2.8	
Financial items, net	-5.6	-0.4%	-2.2	-0.2%	-3.4	
EBT	65.6	4.8%	62.0	5.7%	3.6	5.8%

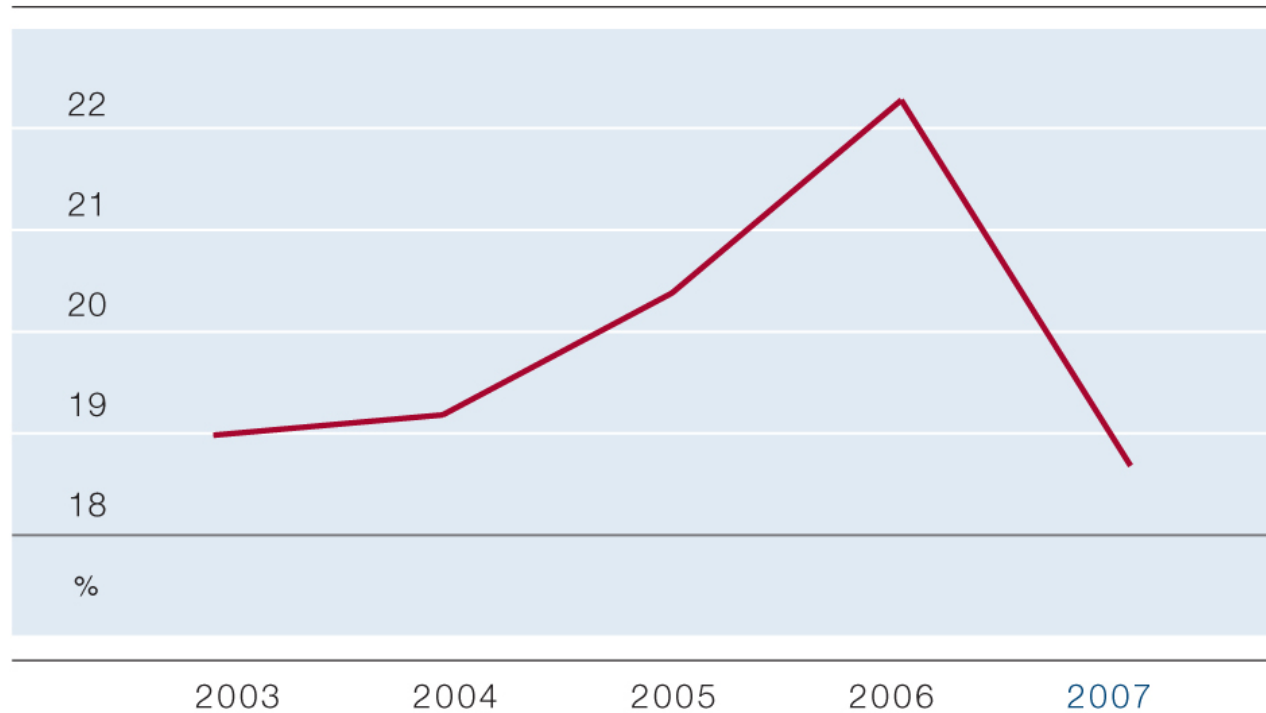
Cash flow from operating activities amounted to € 54.6m



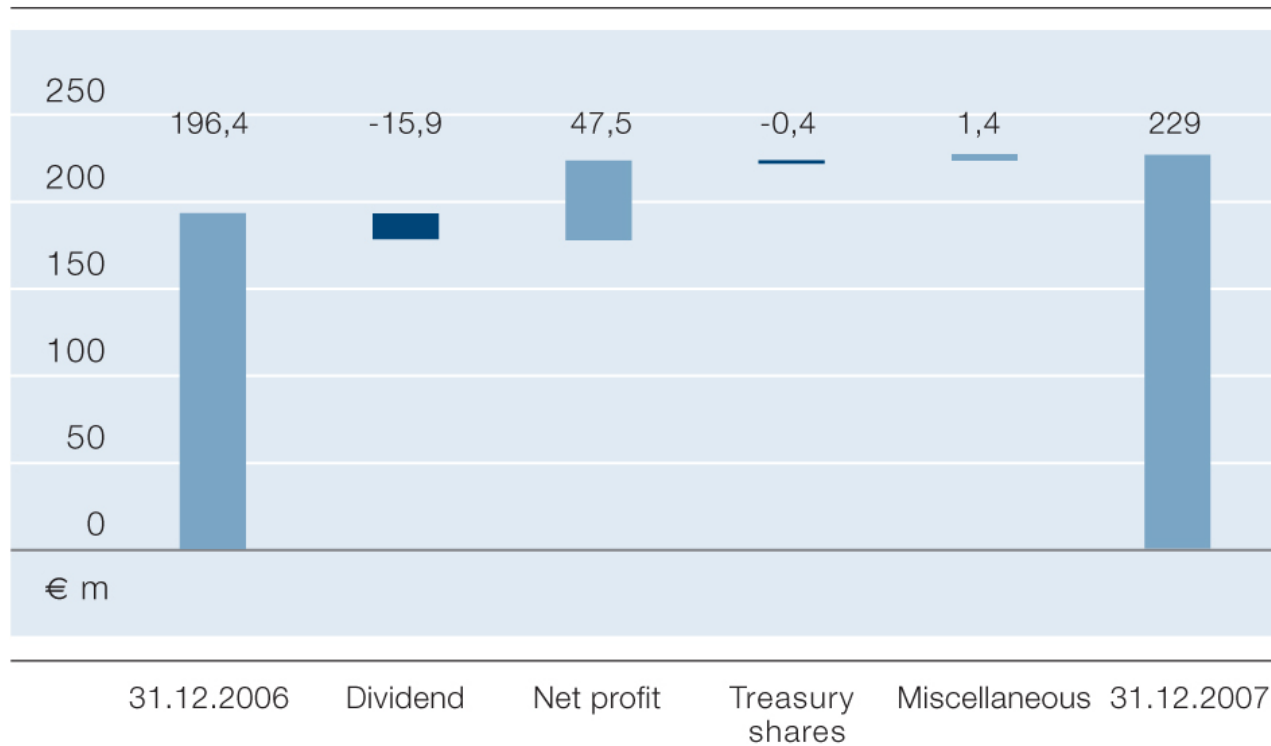
The strong growth is reflected in the receivables



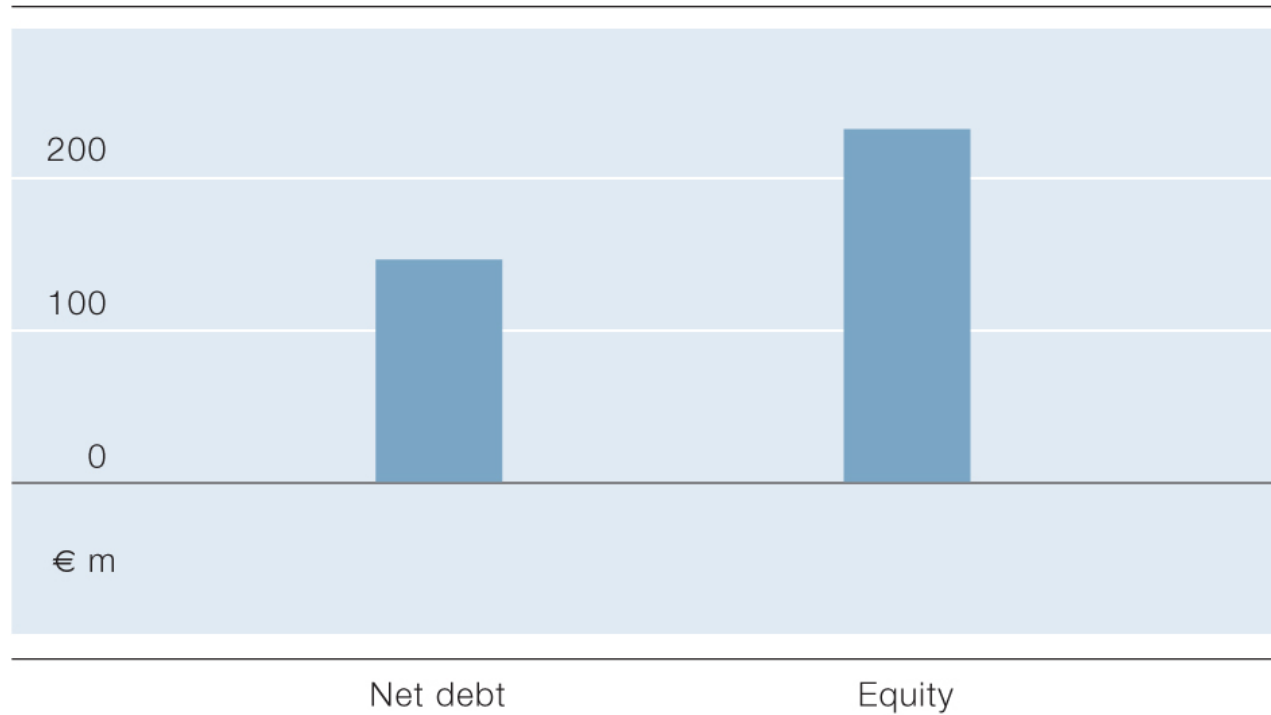
Net working capital in % of revenue decreased to 18.7% in 2007 from 22.3% in 2006



Equity increased by € 32.6m. Dividend paid out amounted to € 15.9m.



Sound financial structure is the basis for further acquisitions



Net debt / Equity 64%

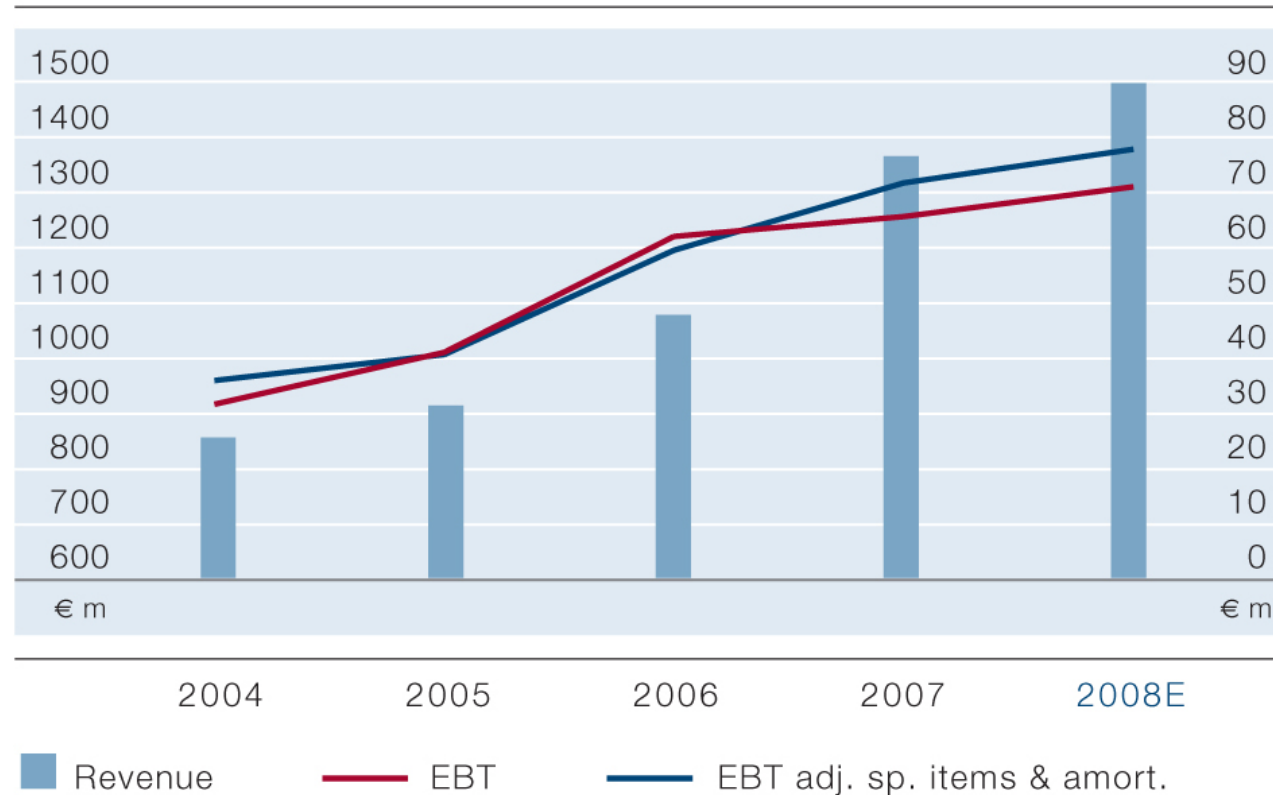
Net debt / EBITDA 1.7X

The results we expect in 2008

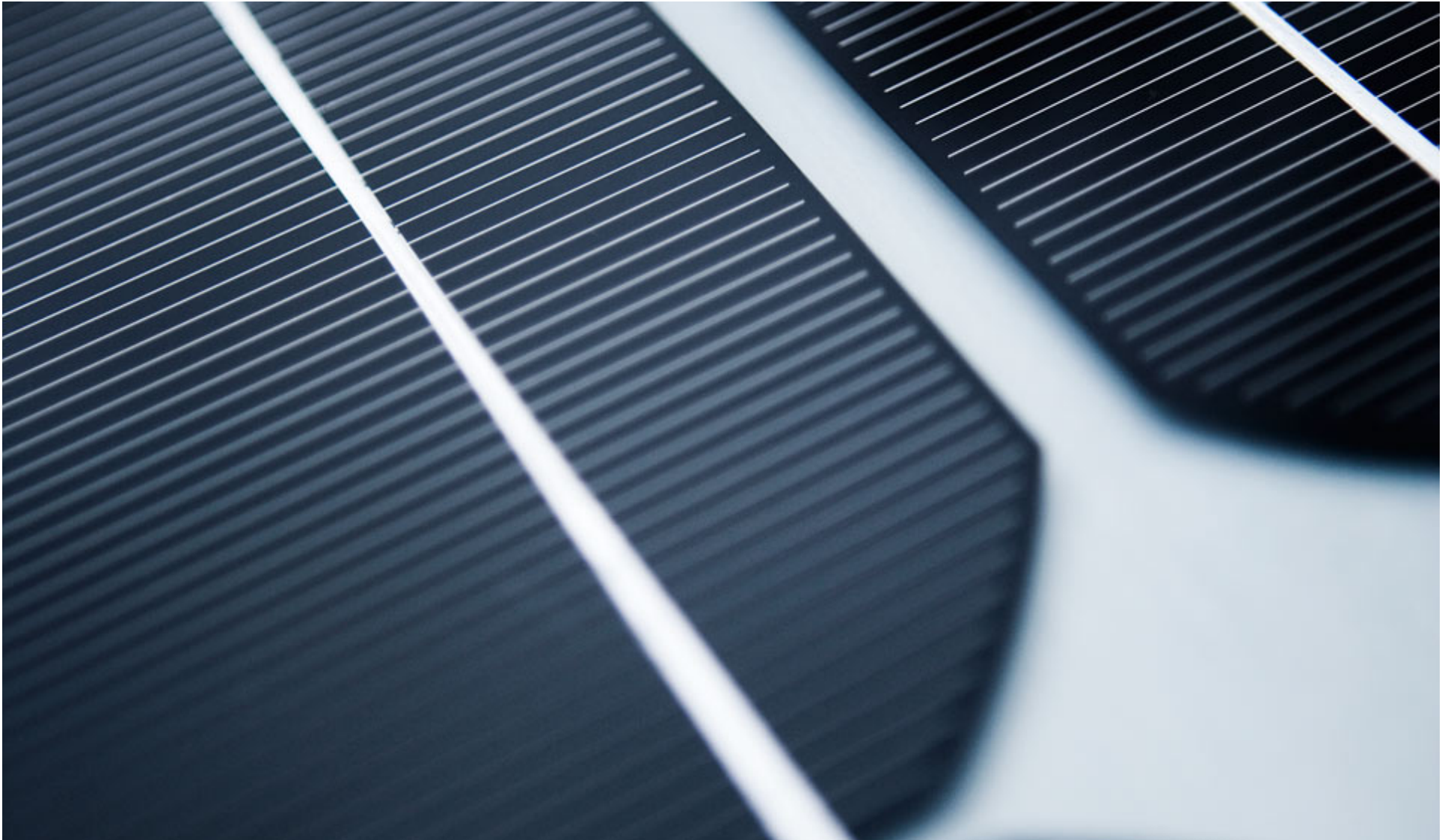


The positive development in 2007 is expected to continue in 2008

Revenue and EBT in € million



Highlights 2008



Highlights 2008 – New Solar 2010



Growth

- Organic growth
- Acquisitions
- Business development
- Marketing



Efficiency

- Investments
- Solar Lean Way
- Solar Group Systems



People

- Solar Navigator
- Solar Values
- Solar Leadership principles
- Solar Star



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Annual Report 2007