

ÅF makes its clients' businesses more profitable, safer and better adapted to environmental sustainability by presenting clients with technical solutions and assessments shaped by the demands of industry.

The hallmarks of the ÅF Group are:

- High levels of skills and expertise
 - Innovation by experience
- An unbeatable working environment

MISSION

The ÅF mission statement is predicated on the ambition and the ability to contribute to the development of trade, industry and society in general.

ÅF makes its clients' businesses more profitable, safer and better adapted to environmental sustainability. In fact, ÅF does much more – but this is our main task. Every day.

Experience, a passion for innovation and a thorough understanding of each client's business enables ÅF to determine the best solution in each individual instance. ÅF has expanded and diversified together with industry, which is one reason why it shares its clients' values.

The solution ÅF delivers is not always the most technically sophisticated – but it's the best! ÅF never experiments with its clients or their businesses, especially when their interests are best served by tried and tested technology.

Development:

ÅF will spearhead the process of change in the technical consulting industry by introducing methods of cooperation that give a new dimension to the concept “value added” for clients.

Growth:

ÅF sales will rise to SEK 5 billion by 2010

Focus:

ÅF will be number one or two in the fields within which the company is active.

VISION

Development:

In concrete terms the ÅF vision means building customer relations founded on value added.

The time ÅF devotes to an assignment is important; but more important still is the value this represents to the client. By always focusing on the value it adds, ÅF works more effectively and with greater commercial appeal.

This is what makes ÅF stand out from the crowd. ÅF is a partner that is driven to exceed expectations. Clients and ÅF alike share a common interest in staying within or below the agreed cost of an assignment, as value added is of importance to both parties.

It is ÅF's conviction that productivity – and, by extension, profitability for its clients – can be significantly improved by doing more business on a fixed-price basis. The aim is to do the job at the lowest possible price in the shortest possible time. By calculating costs correctly and working within the parameters established, ÅF can create confidence and the right expectations among clients.

Growth:

ÅF is proud to be one of the leading technical consulting companies in the Nortic countries with an unparalleled track record of experience. It is important for us to maintain this initiative. And expansion is one way to do this.

ÅF is committed to growth, both organically and through take-overs. We acquire a majority share in the companies we take over and are careful to ensure that every acquisition can make a positive contribution to the profitability and culture of ÅF.

By 2010 the target is for the ÅF Group to have sales of SEK 5 billion. Or more! To do this, we must increase our rate of growth.

Focus:

ÅF is committed to becoming number one or two in size in each market where it chooses to establish operations. This will give improved access to assignments by ensuring that ÅF is perceived as a consulting company in the foremost rank of the industry.

Mission, Vision, Objectives and Strategies

Strategies:

Operations will be decentralised

- under one and the same brand,
- with common processes and systems,
- with shared values and a common corporate culture in order to concert efforts and fully exploit the potential of all the experience that is represented within the ÅF Group.

One ÅF

One ÅF is a huge, shared bank of knowledge available to all ÅF co-workers. One ÅF extends to both technical and cultural aspects of ÅF operations, enabling us to solve clients' problems more quickly by referring whenever possible to similar assignments previously carried out within the Group. One ÅF is a common workplace where co-workers are encouraged to change jobs within the Group. One ÅF is a joint sale organisation where the

entire portfolio of ÅF's services is made available to every client. And, last but not least, One ÅF is the firm base for the corporate culture and shared values of ÅF.

Acquisitions strategy

ÅF's acquisitions policy is based on the above, and every effort will be made to develop the business when the right opportunities arise. However, expansion will not take place at the expense of profitability.

Business support and shared processes

Business support system

ÅF is constantly developing its consulting business and its capacity to carry out assignments in the best possible way. The ambition is to assure successful, sustainable, long-term development for both clients and ÅF.

Long-term objectives

Financial objectives

ÅF shall be the most profitable company among its closest comparable competitors in the industry and achieve an operating margin (EBIT) of at least 10 percent over a business cycle.

ÅF shall have net debt. Net indebtedness shall not exceed 40 percent of equity.

Growth objective

Sales of SEK 5 billion by 2010.

Market objective

Customer surveys to show that at least 90 percent of clients are satisfied with the service ÅF provides.

Human resources objectives

Better balance in the gender ratio. An initial target is for at least 20 percent of consultants to be women.

Staff turnover to be 7–13 percent.

All employees (with at least one year's service) to take part in a personal development interview each year.

Environmental objectives

Since autumn 2005 ÅF has two environmental targets, one for resource management in client assignments and one for travel. See pages 21–23 for details.

One example of this is the introduction of the ÅF Business Support System, a central operational control system that makes ÅF's business operations considerably more cost-effective at the same time as it assures the quality and consistency of the company's approach. Work started in 2007 to change the IT platform for the business system. The new platform will be accessible for all ÅF co-workers regardless of the country in which they are working and whether they are connected to the ÅF intranet or the Internet.

The system enables ÅF management to control and support operations and meet the criteria for certification for environmental and quality management in accordance with ISO 14001:2004 and ISO 9001: 2000.

Pooling knowledge, methods and skills in this way and making information more easily accessible improves opportunities for securing and succeeding in more advanced assignments and conventional projects alike. It helps ÅF to make full use of its size and breadth of experience. The system also supports a methodical approach by gathering tools and assignments in one place in a common structure supported by document management functions. The system's search functions enable the best ideas to be "recycled" and provide easy access to ÅF's structural capital and references.

The system also serves as a guide for ÅF employees, regardless of their assignment, position or geographical location. Here best practice routines at ÅF are described from start to finish, complemented by tools such as checklists, templates, guidelines and forms. The system, which also contains descriptions of Group policy on a variety of issues, is adapted to assignments and available via Internet.

Personnel administration system

The administrative heart of the Group's activities is a personnel administration system run by the Group HR department together with local representatives responsible for updating data for each division. The system administers everything from monitoring IT access codes to salary details, indexing details of skills in CVs and managing the rental of the staff trust's holiday homes for employees.

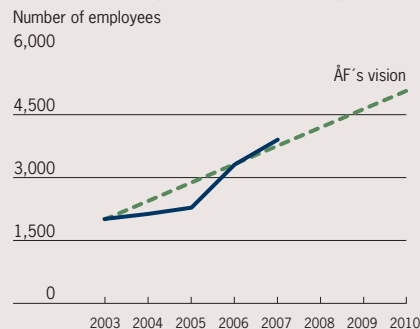
IT support

Since February 2007 ÅF's central IT operations have been outsourced to an external supplier. This not only reduces ÅF's costs, but also provides access to all the experience and expertise of a big-name IT partner with stringent criteria in matters of IT security.



ÅF emerged as one of the 500 fastest growing companies in Europe in 2007. The winners are chosen each year by the trade journal Business Week in collaboration with the organisation, Europe's Entrepreneurs for Growth. ÅF was ranked 171 overall, and 13 in Sweden.

Growth target (in millions of SEK)



At the end of 2007 ÅF had approximately 4,000 employees. The aim is to increase this number to 5,000 by 2010.