

Investor in brief

Investor is a Nordic-based industrial holding company founded almost one hundred years ago by the Wallenberg family. Today we have investment activities in Europe, the United States and Asia. The business concept is to generate attractive long term returns for our shareholders by owning and developing companies with solid potential for value creation. We are an engaged owner and apply experience, knowledge and a unique network to develop listed and unlisted companies to make them best-in-class.

Investor was founded in 1916 when SEB (Stockholms Enskilda Bank) spun out its equity holdings. Andre Oscar Wallenberg started SEB in 1856 and the non-profit Wallenberg foundations have been the main shareholders in Investor ever since, supporting the company's long-term vision of building best-in-class companies through active involvement. Over the past five-year and 20-year periods, the average annualized total return on the Investor shares has been 4 percent and 14 percent, respectively.

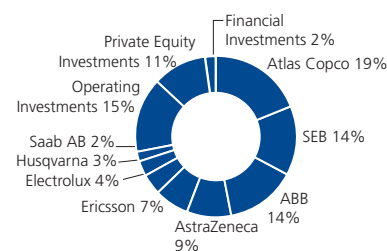
Overview of net asset value

SEK m.	12/31 2010	12/31 2009
Core Investments	130,828	106,231
Operating Investments	28,194	15,931
Private Equity Investments	19,297	18,333
Financial Investments	3,706	3,283
Other assets and liabilities	-606	-517
Total assets	181,419	143,261
Net debt	-11,472	-588
Net asset value	169,947	142,673

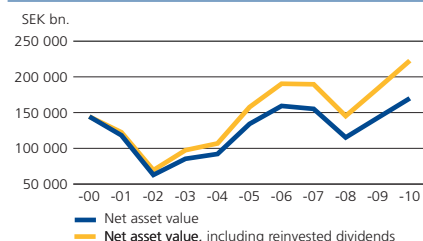
Change in net asset value, Investor Group

SEK m.	10/1-12/31 2010	1/1-12/31 2010	1/1-12/31 2009
Change in value	17,566	28,492	31,293
Dividends	15	3,622	2,900
Other operating income	213	994	1 113
Cost of investing activities	-140	-622	-634
Other items	-142	-1,793	-3,304
Profit (+) Loss (-)	17,512	30,693	31,368
Non-controlling interest	14	20	-
Dividend	-	-3,050	-3,059
Other effects on equity	18	-389	-869
Change in net asset value	17,544	27,274	27,440

Split of total assets



Development of net asset value

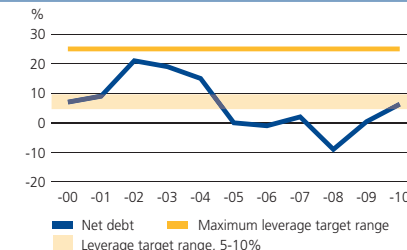


Largest shareholders¹⁾

	12/31 2010 % of votes	12/31 2010 % of capital
Wallenberg Foundations and family	48.7	22.8
Alecta	2.5	4.0
The Northern Cross Investment	0.6	2.7
SEB Foundation	4.9	2.3
Skandia Life	4.1	2.1
Third Avenue Management LLC	4.3	2.0
Swedbank Robur funds	2.3	1.5
Oppenheimer Funds	0.3	1.2
Second AP-fund	0.3	1.2
SEB Investment Management	0.6	1.1

1) Directly registered, or registered in the name of nominees, with Euroclear Sweden AB. Custodian banks are excluded.

Leverage



Business areas and business focus

Core Investments, 72% of assets

INVESTMENT FOCUS

- Well-established global companies.
- Significant minority ownership for strategic influence.
- Listed companies.
- Long ownership horizon.

GOAL

To generate a return exceeding the market cost of capital defined as the risk-free interest rate plus a risk premium over a business cycle. Currently this corresponds to approximately 8 percent per year.



Operating Investments, 15% of assets

INVESTMENT FOCUS

- Medium-size to large companies with international operations.
- Preferably companies with potential for secular growth and established high profitability.
- Majority ownership or significant minority position for strategic influence.
- Listed and unlisted companies.
- Long ownership horizon.

GOAL

To generate a return significantly exceeding market cost of capital defined as the risk-free interest rate plus a risk premium over a business cycle, appropriately reflecting the holding's liquidity as well as its financial and operating risk profile. Currently, the return objective exceeds 15 percent per year.



Private Equity Investments, 11% of assets

INVESTMENT FOCUS

Investor Growth Capital

- Small and medium-size growth companies in the U.S., Northern Europe and Asia.
- Minority ownership, for strategic influence.
- Mainly unlisted companies within healthcare and IT.
- Ownership horizon 3-7 years.

EQT's funds (partly owned)

- Leveraged buyout investments in Northern Europe, China and the U.S.
- Majority ownership.
- Ownership horizon 3-7 years.

GOAL

Average annualized return (IRR) of 20 percent or more on realized investments before administrative expenses, over a business cycle.

Investor Growth Capital



Business Concept, Strategy and Goal

Business concept

To create long-term shareholder value by owning companies with solid potential for value creation and applying our financial strength, experience, knowledge and network to make them best-in-class.

Goal

To generate a total shareholder return (sum of share price change and dividend) in excess of market cost of capital over a business cycle. Market cost of capital is defined as the risk-free interest rate (average interest for ten-year government bonds) plus a risk premium.

Strategies

INVEST IN ATTRACTIVE COMPANIES

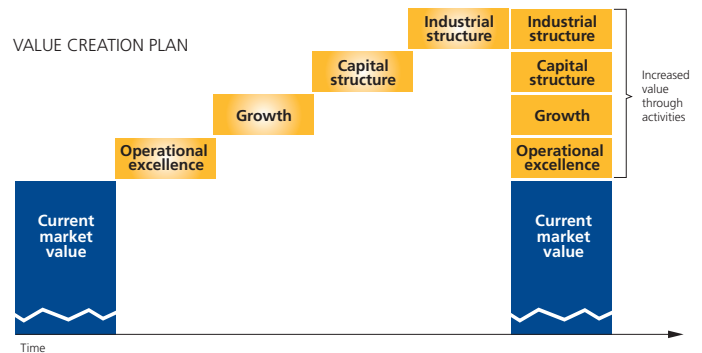
We continuously review our portfolio in order to ensure that we own companies that can sustainably generate returns exceeding the market cost of capital. We invest in sectors and geographies where our experience and skills are adding value. Listed companies are a central part of our business, but we intend to grow our unlisted investments in order to capture the potential for proprietary returns. Our flexible investment horizon and our long track record in developing international companies make us unique.

EXIT HOLDINGS

We evaluate the long-term return potential of all investments. If our assessment shows that the potential of a holding does not meet our requirements, or is higher in another ownership structure, we look to exit the holding. We seek to maximize the value for our shareholders and find the best industrial solution for the company.

FINANCIAL STRENGTH

As an owner, we should be financially strong in order to support our holdings as they pursue strategic initiatives. We are always willing to consider injecting additional capital if it creates value for the shareholders. For this reason, it is our ambition to have significant long-term cash resources available and leverage of 5-10 percent of our total assets over a business cycle. We have the ability to increase our leverage to a maximum of 25 percent given there is a plan that will return the leverage to our target range.



DRIVE VALUE IN COMPANIES

We work with our companies to create value for all shareholders by making them best-in-class. The cornerstone of our model is the Board of Directors. Through our significant ownership we can actively help recruit the right Board for each company. We actively support the Board to create and drive value creation plans that focus on operational excellence, growth, capital structure and industrial structure. In addition, we also support management through our expertise and network.

RIGHT PERSON IN THE RIGHT PLACE

Our experience confirms, time after time, that people build successful companies. Therefore, it is vital to have the right people in the right place at the right time. A central component in our governance model is having the right Board overseeing each company. The Board's most important responsibilities include ensuring that the company has the right management team, a sustainable value-creating strategy and flexible business model as well as closely monitoring performance in order to be able to proactively initiate corrective actions.

It is important that the interests of the owners, Board and management are all fully aligned and, therefore, we believe that the Board and management should hold large ownership stakes and that their remuneration be linked to the value created for shareholders.

Management team



Börje Ekholm, President and CEO

Börje was employed in 1992 and has been a member of the Management Group since 1997. Before he was appointed President and CEO, he headed Investor's private equity business, based in New York. Born 1963.



Stephen Campe, Investor Growth Capital

Stephen joined Investor in 1998 and the Management Group in December 2008. Prior to joining Investor, Stephen was a consultant at McKinsey & Co. Born 1965.



Johan Bygge, CFO

Johan joined Investor in 2007 as CFO and a member of the Management Group. Johan has held various managerial positions at Electrolux, including CFO and head of professional outdoor products and various regions within white goods. Born 1956.



Petra Hedengran, General Counsel, Corporate Governance and Compliance

Petra joined Investor in 2007 as Head of Corporate Governance and Compliance and a member of the Management Group. She was previously a partner of the Lindahl law firm in Stockholm. Born 1964.



Johan Forssell, Core Investments

Johan was employed in 1995 and has been a member of the Management Group since 2006. Born 1971.



Lennart Johansson, Operating Investments

Lennart was employed in 2003 and has been a member of the Management Group since 2006. He was previously CFO of Atlas Copco. Born 1955.

Share facts

- Market Cap on December 31, 2010: EUR 12 bn (adjusted for repurchased shares).
- Listed on Stockholm (Nordic) Stock Exchange in 1917 (Large Cap/Financials)
- Ticker ss: INVEB SS (Bloomberg), INVEB.ST (Reuters), W:ISBF (Datastream)
- ISIN code A-share: SE0000107401, B-Share: SE0000107419
- Voting Rights: A-share: 1, B-Share: 1/10.

Dividend Policy

Our distribution policy is to declare dividends attributable to a high percentage of dividends received from Core Investments, as well as to make a distribution from other net assets corresponding to a yield in line with the equity market. Investor's goal is also to generate a steadily rising annual dividend.

COMPANY CONTACT

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“We are long-term in vision,
but relentlessly impatient in follow-up”