## INTERIM REPORT - 9 MONTHS 1 April-31 December 2016

## Third quarter (1 October-31 December 2016)

- Revenue rose by 7 percent to MSEK $2,132(1,993)$.
- Operating profit amounted to MSEK 94 (115), corresponding to an operating margin of 4.4 percent (5.8).
- Adjusted operating profit (excluding items affecting comparability) totalled MSEK 113 (115), corresponding to an adjusted operating margin of 5.3 percent (5.8).
- Net profit amounted to MSEK 70 (85).
- Earnings per share totalled SEK 2.50 (3.05).
- Cash flow from operating activities amounted to MSEK 191 (207) and cash flow per share for the most recent 12-month period totalled SEK 17.35 (16.05).
- Two strategic acquisitions carried out during the quarter strengthened the Group's position as a supplier to the industrial and construction sectors in the Nordic region.
- Preparations are under way for the separate listing of the Momentum Group operating segment on Nasdaq Stockholm in 2017.

Reporting period - 9 months (1 April-31 December 2016)

- Revenue rose by 4 percent to MSEK $6,146(5,886)$.
- Operating profit amounted to MSEK 358 (375) and the operating margin was 5.8 percent (6.4).
- Adjusted operating profit (excluding items affecting comparability) increased by 5 percent to MSEK 378 (360), corresponding to an adjusted operating margin of 6.2 percent (6.1).
- Net profit amounted to MSEK 265 (275).
- The return on working capital for the most recent 12 -month period was 25 percent and the return on equity was 13 percent (14).
- The equity/assets ratio at the end of the period was 50 percent (52).
- The operational net loan liability declined to MSEK 175 (266).

B\&B TOOLS IN SUMMARY

|  | QUARTER |  |  | REPORTING PERIOD |  |  | FULL-YEAR |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 3 MONTHS ENDING 31 DEC |  |  | 9 MONTHS ENDING 31 DEC |  |  | 12 MONTHS ENDING 31 DEC |  |  |
|  | 2016 | 2015 | Change | 2016 | 2015 | Change | 2016 | 2015 | Change |
| Revenue, MSEK | 2,132 | 1,993 | -7\% | 6,146 | 5,886 | +4\% | 8,081 | 7,880 | +3\% |
| Operating profit, MSEK | 94 | 115 | -18\% | 358 | 375 | -5\% | 469 | 486 | -3\% |
| of which, items affecting comparability | -19 | - |  | -20 | 15 |  | -20 | 15 |  |
| Adjusted operating profit | 113 | 115 | -2\% | 378 | 360 | +5\% | 489 | 471 | +4\% |
| Profit after financial items, MSEK | 90 | 111 | -19\% | 345 | 361 | -4\% | 452 | 461 | -2\% |
| Net profit (after taxes), MSEK | 70 | 85 | -18\% | 265 | 275 | -4\% | 352 | 350 | +1\% |
| Earnings per share, SEK | 2.50 | 3.05 | -18\% | 9.40 | 9.80 | -4\% | 12.50 | 12.50 | +0\% |
| Operating margin | 4.4\% | 5.8\% |  | 5.8\% | 6.4\% |  | 5.8\% | 6.2\% |  |
| Profit margin | 4.2\% | 5.6\% |  | 5.6\% | 6.1\% |  | 5.6\% | 5.9\% |  |
| Return on equity |  |  |  |  |  |  | 13\% | 14\% |  |
| Equity per share, SEK |  |  |  | 97.25 | 91.15 | +7\% |  |  |  |
| Equity/assets ratio |  |  |  | 50\% | 52\% |  |  |  |  |
| Number of employees at the end of the period |  |  |  | 2,686 | 2,662 | +1\% |  |  |  |

## PRESIDENT'S STATEMENT

## Investing in the future with a focus on increased growth and profitability

The Group's revenue rose by 4 percent during the first nine months of the 2016/17 financial year. At the same time, operating profit increased by 5 percent (adjusted for items affecting comparability). During the financial year, we conducted a number of strategic acquisitions that have strengthened our operating segments for the future.

Within Bergman \& Beving, the share of proprietary product brands is increasing, which is improving our margin and earnings trends, and we are also continuously investing in product development and brand building. Within Momentum Group, there is variation between the various businesses when it comes to profitability. The operating margin for Momentum Industrial remains strong, while TOOLS Sweden has implemented and will continue to implement robust measures in order to improve its profitability - including an adapted store network, the establishment of its own central warehouse and a realignment of its purchasing. The costs for these measures are being charged to the business' profit on an ongoing basis.

## Preparations for a separate listing of Momentum Group

In late October 2016, the Board of Directors of B\&B TOOLS decided to commence preparations for a separate listing of Momentum Group on Nasdaq Stockholm. The aim is to implement the listing during 2017. Over the course of the financial year, this work has involved a large number of activities and measures to enable a split of the Group, which will require all joint functions, particularly for logistics and IT, to be divided up between two separate and independent companies. So far, these measures have proceeded according to plan and resulted in costs affecting comparability of approximately MSEK 20 during the reporting period.
With a sense of great confidence, I look forward to the planned split of the Group into two independent, listed companies and I am convinced that the investments we are making will generate a positive return in the future. With a healthy cash flow and strong balance sheet, we have the right conditions for the long-term profitable growth of Bergman \& Beving and Momentum Group through both organic growth and through acquisitions.

## Ulf Lilius

President \& CEO

## PROFIT AND REVENUE

## Third quarter (1 October-31 December 2016)

Revenue for the third quarter amounted to MSEK 2,132 (1,993). Exchange-rate translation effects had an impact of MSEK $+54(-41)$ on revenue. Revenue for comparable units, measured in local currency and adjusted for the number of trading days, rose by approximately 1 percent during the quarter.

Operating profit for the quarter totalled MSEK 94 (115). Adjusted for items affecting comparability, operating profit was largely unchanged compared with the preceding year and amounted to MSEK 113 (115). Items affecting comparability for the quarter amounted to approximately MSEK 19 and pertained to costs associated with the establishment of two independent operating segments ahead of a potential spin-off and separate listing of the Momentum Group segment. Exchange-rate translation effects had a net impact of MSEK $+4(+0)$ on operating profit. The operating margin was 4.4 percent (5.8). Excluding items affecting comparability, the adjusted operating margin was 5.3 percent (5.8). Profit after financial items amounted to MSEK 90 (111) and net profit to MSEK 70 (85) for the quarter, corresponding to earnings per share of SEK 2.50 (3.05).

## Reporting period - 9 months (1 April-31 December 2016)

Revenue for the full reporting period amounted to MSEK 6,146 (5,886). Exchange-rate translation effects had an impact of MSEK +7 ( -67 ) on revenue. For comparable units, measured in local currency and adjusted for the number of trading days, revenue rose by approximately 1 percent during the reporting period compared with the preceding year.
Operating profit for the reporting period amounted to MSEK 358 (375). Adjusted operating profit (excluding items affecting comparability) rose by 5 percent to MSEK 378 (360). Items affecting comparability for the period amounted to approximately MSEK 20 and pertained to costs associated with the establishment of the two independent operating segments. Operating profit was charged with depreciation and impairment losses of MSEK - $20(-19)$ on tangible non-current assets and amortisation and impairment losses of MSEK - $6(-2)$ on intangible non-current assets. Exchange-rate translation effects had a net impact of MSEK $0(+3)$ on operating profit. The operating margin was 5.8 percent (6.4). Excluding items affecting comparability, the adjusted operating margin was 6.2 percent (6.1).
Profit after financial items amounted to MSEK 345 (361) and net financial items to MSEK - 13 ( -14 ). The profit margin was 5.6 percent (6.1). Net profit totalled MSEK 265 (275), corresponding to earnings per share of SEK 9.40 ( 9.80 ). Earnings per share for the most recent 12 -month period amounted to SEK 12.50 (12.50).

## OPERATING PROFIT AND REVENUE



## OPERATIONS

As of 1 April 2016, the B\&B TOOLS Group comprises two operating segments - Bergman \& Beving and Momentum Group as well as shared administrative, logistics and IT functions.

THE B\&B TOOLS GROUP

| MSEK | QUARTER (3 MOS) OCT-DEC |  | REPORTING PERIOD (9 MOS) APR-DEC |  | FULL-YEAR (12 MOS) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | ROLLING | 2015/ |
|  | 2016 | 2015 |  |  | 2016 | 2015 | 12 MOS | 2016 |
| Revenue | 2,132 | 1,993 | 6,146 | 5,886 | 8,081 | 7,821 |
| Operating profit | 94 | 115 | 358 | 375 | 469 | 486 |
| Operating margin | 4.4\% | 5.8\% | 5.8\% | 6.4\% | 5.8\% | 6.2\% |

BERGMAN \& BEVING
Premium brands that offer innovation and quality to professional users in construction and industry.

## BERGMAN \& BEVING

| MSEK | QUARTER (3 MOS) OCT-DEC |  | REPORTING PERIOD (9 MOS) APR-DEC |  | FULL-YEAR (12 MOS) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | ROLLING | 2015/ |
|  | 2016 | 2015 |  |  | 2016 | 2015 | 12 MOS | 2016 |
| Revenue | 969 | 912 | 2,864 | 2,750 | 3,761 | 3,647 |
| Operating profit | 66 | 57 | 225 | 203 | 296 | 274 |
| Operating margin | 6.8\% | 6.3\% | 7.9\% | 7.4\% | 7.9\% | 7.5\% |

Revenue for comparable units in the Bergman \& Beving operating segment increased by 1 percent ${ }^{1}$ during the third quarter. Sales to customers in the area of construction materials continued to grow favourably and were boosted by higher market shares for several of the businesses in the segment. Price adjustments, the stronger exchange rate for the NOK and increased sales of proprietary product brands during the quarter had an overall positive impact. At the same time, the ongoing uncertain market trend for customers in Nordic industry generally had a negative impact. The businesses in Bergman \& Beving are making continuous investments in long-term product and brand development.
ESSVE's revenue increased by 8 percent ${ }^{1}$ during the quarter, with continued favourable growth in sales to chain customers in the area of construction materials in all geographic markets and stronger market positions. Operating profit rose by more than 30 percent compared to the preceding year. Revenue for $S k y d d a$ decreased by a total of 2 percent ${ }^{1}$ during the quarter, with a continued increase in demand from customers in the area of construction materials, while sales were impacted negatively by TOOLS's direct purchases from other suppliers. Proprietary product brands accounted for a larger portion of the unit's sales, contributing to an increase of just over 15 percent in operating profit. The acquisition of IQ Supplies earlier in the year had a positive impact on Teng Tools' performance during the quarter and the gross margins improved.
Luna increased its revenue by 4 percent ${ }^{1}$ during the quarter as a result of higher demand in both the industrial sector and the area of construction materials. At the same time, the company's margins improved and operating profit doubled during the quarter. Grunda's revenue decreased by approximately 3 percent ${ }^{1}$ during the quarter, mainly to TOOLS and other industrial resellers, which had a negative impact on the earnings trend. As of 1 April 2017, Luna and Grunda will be coordinated into a joint product and sales business.

## MOMENTUM GROUP

Leading market channels for industrial consumables, industrial components, service and maintenance for professional end users.

## MOMENTUM GROUP

| MSEK | QUARTER (3 MOS)OCT-DEC |  | REPORTING PERIOD (9 MOS) APR-DEC |  | FULL-YEAR (12 MOS) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | ROLLING | 2015/ |
|  | 2016 | 2015 |  |  | 2016 | 2015 | 12 MOS | 2016 |
| Revenue | 1,419 | 1,349 | 4,011 | 3,925 | 5,262 | 5,176 |
| Operating profit | 44 | 51 | 146 | 148 | 191 | 193 |
| Operating margin | 3.1\% | 3.8\% | 3.6\% | 3.8\% | 3.6\% | 3.7\% |

Revenue for comparable units in Momentum Group remained unchanged ${ }^{1}$ during the third quarter and the economic situation in the industrial sector remained uncertain in all geographic markets, despite a levelling off of the decline in the Norwegian offshore industry. Proactive purchasing efforts and the establishment of own purchasing organisations had a positive effect on the trend while costs associated with measures to boost long-term profitability, primarily within TOOLS Sweden and the implementation of a new business system in TOOLS Norway, had a negative impact on earnings.
TOOLS Sweden's revenue remained unchanged ${ }^{1}$ during the quarter, which was deemed to be on par with the market trend for industrial resellers. TOOLS Sweden's measures to improve its earnings trend and adapt its operations are proceeding according to plan. The company has the necessary prerequisites to succeed with these efforts, with a focus on profitable product areas, continued cost control and a reduction in the number of local stores. Revenue for TOOLS Norway declined by 3 percent ${ }^{1}$, which had a negative impact on operating profit. The acquisition of Astrup Industrivarer was finalised during the quarter. TOOLS Finland increased its revenue by 9 percent ${ }^{1}$ during the quarter and continued favourable sales trend with respect to large customers. The business' reduction in costs, systematic pricing and focus on the core product range had a positive impact on the earnings trend.
Momentum Industrial's revenue declined by 3 percent ${ }^{1}$ during the quarter, which was deemed to reflect the underlying demand in the industrial market, particularly in Sweden. The operating margin remained strong. Gigant's total revenue decreased by 4 percent ${ }^{1}$ during the quarter, which had a negative impact on the earnings trend, and the measures to adapt the operations to lower volumes continued - with an increased focus on direct sales to the industrial and construction sectors. With a focus on mobile trade customers, Mercus Yrkeskläder's revenue rose by 7 percent ${ }^{1}$ during the quarter, with continued favourable profitability.

[^0]
## Group-wide and eliminations

The operating loss for "Group-wide" amounted to MSEK $-16(+12)$ for the reporting period, of which, items affecting comparability accounted for MSEK $-20(+15)$. Items affecting comparability for the period pertained to costs associated with the relocation of logistics operations and separation of IT systems in connection with the establishment of two independent operating segments ahead of a potential spin-off and separate listing of the Momentum Group segment. The Parent Company's revenue amounted to MSEK 28 (31) and profit after financial items to MSEK 79 (311). These results include Group contributions, intra-Group dividends and similar items totalling MSEK 38 (254).

Eliminations for intra-Group inventory gains had a positive impact of MSEK $+3(+12)$ on earnings during the reporting period.

## EMPLOYEES

At the end of the reporting period, the number of employees in the Group was 2,686, compared with 2,623 at the beginning of the financial year.

## CORPORATE ACQUISITIONS

In mid-September, the subsidiary Teng Tools UK entered into an agreement to acquire the operations of the sales company IQ Supplies. IQ Supplies is an exclusive distributor of Teng Tools' proprietary products in the areas of hand tools and smart storage solutions for professional users. Since the 1980s, the company has achieved major success through its well-established distribution network of industrial and automotive parts resellers in the UK and Ireland. IQ Supplies generates annual revenue of just over MSEK 100 and has approximately 40 employees. The acquisition was carried out as a conveyance of assets and liabilities and closing took place in October 2016. The acquisition is expected to have a marginally positive effect on B\&B TOOLS' earnings per share during the current financial year.

In mid-October, TOOLS Norway entered into an agreement to acquire all shares in Astrup Industrivarer AS, one of Norway's leading industrial resellers, with five branches in Bergen, Mongstad, Odda, Sotra and Ulsteinvik. The company offers industrial components, industrial consumables and related services for companies operating primarily in the maritime industry and energy area (such as oil and gas, hydro and wind power, and other forms of renewable energy). The acquisition is part of the Group's efforts to strengthen TOOLS' position as a leading supplier to Norwegian industry. Astrup Industrivarer generates annual revenue of approximately MNOK 240 and has some 50 employees. Closing took place in November 2016. The acquisition is expected to have a marginally positive effect on B\&B TOOLS' earnings per share during the current financial year.
In December, the subsidiary Cresto AB entered into an agreement to acquire all of the shares in AAK Safety AS. AAK Safety is the leading fall protection specialist in Norway, with annual revenue of approximately MSEK 70 and some 30 employees. AAK Safety is a niche company specialising in fall protection, with sales of personal protective equipment, fixed fall protection systems and related services to customers in such areas as the energy, telecom, offshore and rescue equipment industries in Norway. Together, Cresto and AAK Safety form the leading fall protection specialist in the Nordic region, with combined annual revenue of just over MSEK 150 and approximately 70 employees. Closing took place in early February 2017. The acquisition is expected to have a marginally positive effect on $B \& B$ TOOLS' earnings per share during the current financial year.
B\&B TOOLS did not conduct any other corporate acquisitions during the reporting period.

## PROFITABILITY, CASH FLOW AND FINANCIAL POSITION

The Group's profitability, measured as the return on working capital (P/WC), amounted to 25 percent (26) for the most recent 12 -month period. The return on capital employed for the corresponding period was 14 percent (14) and the return on equity was 13 percent (14).

Cash flow from operating activities before changes in working capital for the reporting period totalled MSEK 313 (329). Funds tied up in working capital decreased by MSEK 104. During the period, inventories increased by MSEK 48, while operating receivables declined by MSEK 21. Operating liabilities rose by MSEK 131. Accordingly, cash flow from operating activities for the period amounted to MSEK 417 (428).
Cash flow for the period was also impacted in a net amount of MSEK -65 ( -39 ) pertaining to investments in and divestments of non-current assets, and a net amount of MSEK $-160(+18)$ pertaining to the acquisition and divestment of subsidiaries and other business units.
At the end of the reporting period, the Group's operational net loan liability amounted to MSEK 175 (266). Interest-bearing liabilities totalled MSEK 248 (314), excluding expensed pension obligations of MSEK 596 (460). Liabilities to credit institutions amounted to MSEK 175 (266), net. Cash and cash equivalents, including unutilised granted credit facilities, totalled MSEK 925 (834).

The equity/assets ratio at the end of the reporting period was 50 percent, compared with 51 percent at the beginning of the financial year.

Equity per share totalled SEK 97.25 at the end of the reporting period, compared with SEK 92.20 at the beginning of the financial year. Equity per share after dilution totalled SEK 97.25 at the end of the reporting period, compared with SEK 92.25 at the beginning of the financial year.

SHARE STRUCTURE AND REPURCHASE OF OWN SHARES
At the end of the reporting period, share capital totalled MSEK 56.9. The distribution by class of share is as follows:

## SHARE STRUCTURE

| CLASS OF SHARE | AS OF 31 DECEMBER 2016 |
| :--- | ---: |
| Class A shares | $1,063,780$ |
| Class B shares | $27,372,636$ |
| Total number of shares before | $\mathbf{2 8 , 4 3 6 , 4 1 6}$ |
| Less: Repurchased Class B shares | $-250,800$ |
| Total number of shares after repurchasing | $\mathbf{2 8 , 1 8 5 , 6 1 6}$ |

As of 31 March 2016, the number of Class B shares held in treasury totalled 340,000. During the reporting period, a total of 89,200 treasury shares were conveyed in connection with the exercise of the call options. Accordingly, the number of Class B shares held in treasury as of 31 December 2016 amounted to 250,800 , corresponding to 0.9 percent of the total number of shares and 0.7 percent of the total number of votes. Of the total number of shares held in treasury, 248,800 are reserved to cover the Company's obligations in the two call option programmes issued to senior management in the Group in September 2013 and September 2014, respectively.
The redemption price for call options issued in connection with the share-based incentive programme for 2013 is SEK 101.90 and the redemption period is from 12 September 2016 until 9 June 2017, inclusive. The redemption price for call options issued in connection with the share-based incentive programme for 2014 is SEK 176.50 and the redemption period is from 11 September 2017 until 8 June 2018, inclusive. At 31 December 2016, the share price was SEK 191.00. For more information about the dilution effect of call options issued, refer to page 11.

There have been no changes in the holding of treasury shares after the end of the reporting period.

## TRANSACTIONS WITH RELATED PARTIES

No transactions having a material impact on the Group's position or earnings occurred between B\&B TOOLS and its related parties during the reporting period.

## RISKS AND UNCERTAINTIES

During the reporting period, no significant changes occurred with respect to risks and uncertainties, for either the Group or the Parent Company. For information about the Group's risks and uncertainties, refer to page 25 of B\&B TOOLS' Annual Report for 2015/2016.

## ACCOUNTING POLICIES

The Interim Report for the Group was prepared in accordance with IFRS and by applying IAS 34 Interim Financial Reporting, the Swedish Annual Accounts Act and the Swedish Securities Market Act. The Interim Report for the Parent Company was prepared in accordance with the Swedish Annual Accounts Act and the Swedish Securities Market Act, which conforms to the provisions detailed in RFR 2 Accounting for Legal Entities.

The same accounting policies and bases of judgement as in the Annual Report for 2015/2016 have been applied.

## CALCULATION OF KEY FINANCIAL RATIOS AND DEFINITIONS

For information on the calculation of certain key financial ratios and definitions, refer to pages 13-14.

## EVENTS AFTER THE END OF THE REPORTING PERIOD

[^1]Acquisition of AAK Safety AS finalised in early February
The subsidiary Cresto AB finalised the acquisition of AAK Safety AS in early February 2017 (see "Corporate acquisitions" above).

No other significant events affecting the Group have occurred after the end of the reporting period.

## ELECTION COMMITTEE FOR THE ELECTION OF THE BOARD OF DIRECTORS

In accordance with a resolution passed at the Annual General Meeting held in August 2016, the largest shareholders in terms of votes as of 31 December 2016 have been contacted and asked to appoint four members who, together with the Chairman of the Board, will form the Election Committee for the upcoming election of the Board of Directors. The Election Committee thus comprises Board Chairman Anders Börjesson, Marianne Flink (representative of Swedbank Robur funds), Tom Hedelius, Håkan Sandberg (representative of Handelsbankens Pensionskassa) and Per Trygg (representative of SEB Funds). Contact information for the Election Committee is available on B\&B TOOLS' website.

Stockholm, 8 February 2017

## Ulf Lilius

President \& CEO

This report has not been subject to special review by the Company's auditors.

## Contact information

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Complete contact information for B\&B TOOLS is provided below and forthcoming information dates are presented on page 14.

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## REPORTING BY OPERATING SEGMENT

## REVENUE BY OPERATING SEGMENT

|  | QUARTER (3 MOS) |  | REPORTING PERIOD (9 MOS) |  | FULL-YEAR (12 MOS) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| MSEK | $\begin{aligned} & \text { OCT-I } \\ & 2016 \end{aligned}$ | 2015 | $\begin{gathered} \text { APR-[ } \\ 2016 \end{gathered}$ | 2015 | $\begin{aligned} & \text { ROLLING } \\ & 12 \text { MOS } \end{aligned}$ | $\begin{array}{r} 2015 / \\ 2016 \end{array}$ |
| Bergman \& Beving | 969 | 912 | 2,864 | 2,750 | 3,761 | 3,647 |
| Momentum Group | 1,419 | 1,349 | 4,011 | 3,925 | 5,262 | 5,176 |
| Group-wide | 148 | 139 | 431 | 413 | 562 | 544 |
| Eliminations | -404 | -407 | -1,160 | -1,202 | -1,504 | -1,546 |
| The B\&B TOOLS Group | 2,132 | 1,993 | 6,146 | 5,886 | 8,081 | 7,821 |


| REVENUE BY QUARTER | 2016/2017 |  |  |  |  | 2015/2016 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| MSEK | Q3 | Q2 | Q1 | Q4 | Q3 | Q2 | Q1 |
| Bergman \& Beving | 969 | 883 | 1,012 | 897 | 912 | 883 | 955 |
| Momentum Group | 1,419 | 1,210 | 1,382 | 1,251 | 1,349 | 1,209 | 1,367 |
| Group-wide | 148 | 137 | 146 | 131 | 139 | 135 | 139 |
| Eliminations | -404 | -351 | -405 | -344 | -407 | -388 | -407 |
| The B\&B TOOLS Group | 2,132 | 1,879 | 2,135 | 1,935 | 1,993 | 1,839 | 2,054 |

## OPERATING PROFIT BY OPERATING SEGMENT

| MSEK | QUARTER (3 MOS) |  | REPORTING PERIOD (9 MOS) |  | FULL-YEAR (12 MOS) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{aligned} & \text { OCT-I } \\ & 2016 \end{aligned}$ | 2015 | $\begin{aligned} & \text { APR-D } \\ & 2016 \end{aligned}$ | 2015 | $\begin{aligned} & \text { ROLLING } \\ & 12 \text { MOS } \end{aligned}$ | $\begin{array}{r} 2015 / \\ 2016 \end{array}$ |
| Bergman \& Beving | 66 | 57 | 225 | 203 | 296 | 274 |
| Momentum Group | 44 | 51 | 146 | 148 | 191 | 193 |
| Group-wide | -18 | 0 | -16 | 12 | -31 | -3 |
| Eliminations | 2 | 7 | 3 | 12 | 13 | 22 |
| The B\&B TOOLS Group | 94 | 115 | 358 | 375 | 469 | 486 |


| OPERATING PROFIT BY QUARTER | 2016/2017 |  |  |  |  | 2015/2016 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| MSEK | Q3 | Q2 | Q1 | Q4 | Q3 | Q2 | Q1 |
| Bergman \& Beving | 66 | 76 | 83 | 71 | 57 | 70 | 76 |
| Momentum Group | 44 | 49 | 53 | 45 | 51 | 57 | 40 |
| Group-wide | -18 | 5 | -3 | -15 | 0 | 3 | 9 |
| Eliminations | 2 | 1 | 0 | 10 | 7 | 1 | 4 |
| The B\&B TOOLS Group | 94 | 131 | 133 | 111 | 115 | 131 | 129 |

## GROUP SUMMARY

## CONSOLIDATED INCOME STATEMENT

| MSEK | QUARTER (3 MOS) OCT-DEC |  | REPORTING PERIOD (9 MOS) FULL-YEAR (12 MOS) |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | $\begin{aligned} & \text { APR-I } \\ & 2016 \end{aligned}$ | 2015 | $\begin{array}{r} \text { ROLLING } \\ 12 \text { MOS } \end{array}$ | $\begin{array}{r} 2015 / \\ 2016 \end{array}$ |
| Revenue | 2,132 | 1,993 | 6,146 | 5,886 | 8,081 | 7,821 |
| Shares of profit in associated companies | 0 | 0 | 0 | 0 | 0 | 0 |
| Other operating income | 5 | 11 | 8 | 32 | 10 | 34 |
| Total operating income | 2,137 | 2,004 | 6,154 | 5,918 | 8,091 | 7,855 |
| Cost of goods sold | -1,242 | -1,162 | -3,611 | -3,467 | -4,742 | -4,598 |
| Personnel costs | -473 | -441 | -1,305 | -1,248 | -1,739 | -1,682 |
| Depreciation, amortisation, impairment losses and reversal of impairment losses | -10 | -7 | -26 | -21 | -33 | -28 |
| Other operating expenses | -318 | -279 | -854 | -807 | -1,108 | -1,061 |
| Total operating expenses | -2,043 | -1,889 | -5,796 | -5,543 | -7,622 | -7,369 |
| Operating profit | 94 | 115 | 358 | 375 | 469 | 486 |
| Financial income and expenses | -4 | -4 | -13 | -14 | -17 | -18 |
| Profit after financial items | 90 | 111 | 345 | 361 | 452 | 468 |
| Taxes | -20 | -26 | -80 | -86 | -100 | -106 |
| Net profit | 70 | 85 | 265 | 275 | 352 | 362 |
| Of which, attributable to: <br> Parent Company shareholders | 70 | 85 | 265 | 275 | 352 | 362 |
| Earnings per share, SEK - Before dilution | 2.50 | 3.05 | 9.40 | 9.80 | 12.50 | 12.90 |
| - After dilution | 2.50 | 3.00 | 9.40 | 9.75 | 12.50 | 12.85 |

## CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

| MSEK | QUARTER (3 MOS) OCT-DEC |  | REPORTING PERIOD (9 MOs) FULL-YEAR (12 MOs) |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | APR-DEC |  | $\begin{array}{r} \text { ROLLING } \\ 12 \text { MOS } \end{array}$ | $\begin{array}{r} 2015 / \\ 2016 \end{array}$ |
|  | 2016 | 2015 | $2016$ | 2015 |  |  |
| Net profit | 70 | 85 | 265 | 275 | 352 | 362 |
| OTHER COMPREHENSIVE INCOME |  |  |  |  |  |  |
| Components that will not be reclassified to net profit |  |  |  |  |  |  |
| Remeasurement of defined-benefit pension plans | 17 | 22 | -52 | 167 | -125 | 94 |
| Tax attributable to components that will not be reclassified | -4 | -5 | 11 | -37 | 27 | -21 |
|  | 13 | 17 | -41 | 130 | -98 | 73 |
| Components that will be reclassified to net profit |  |  |  |  |  |  |
| Translation differences | -7 | -16 | 47 | -59 | 55 | -51 |
| Fair value changes for the year in cash-flow hedges | 7 | -5 | 4 | 3 | -7 | -8 |
| Tax attributable to components that will be reclassified | -2 | 1 | -1 | -2 | 2 | 1 |
|  | -2 | -20 | 50 | -58 | 50 | -58 |
| Other comprehensive income | 11 | -3 | 9 | 72 | -48 | 15 |
| Total comprehensive income | 81 | 82 | 274 | 347 | 304 | 377 |
| Of which, attributable to: |  |  |  |  |  |  |

## CONSOLIDATED BALANCE SHEET

| MSEK | 31 DEC 2016 | 31 DEC 2015 | 31 MAR 2016 |
| :---: | :---: | :---: | :---: |
| ASSETS |  |  |  |
| Intangible non-current assets | 1,952 | 1,815 | 1,821 |
| Tangible non-current assets | 120 | 97 | 100 |
| Financial non-current assets | 7 | 6 | 5 |
| Shares in associated companies | 11 | 12 | 11 |
| Deferred tax assets | 98 | 113 | 88 |
| Inventories | 1,640 | 1,504 | 1,505 |
| Accounts receivable | 1,273 | 1,121 | 1,232 |
| Other current receivables | 247 | 234 | 216 |
| Cash and cash equivalents | 73 | 48 | 62 |
| Total assets | 5,421 | 4,950 | 5,040 |
|  |  |  |  |
| EQUITY AND LIABILITIES |  |  |  |
| Equity | 2,734 | 2,561 | 2,591 |
| Non-current interest-bearing liabilities | 100 | 200 | 150 |
| Provisions for pensions | 596 | 460 | 536 |
| Other non-current liabilities and provisions | 96 | 111 | 88 |
| Current interest-bearing liabilities | 148 | 114 | 132 |
| Accounts payable | 1,021 | 833 | 896 |
| Other current liabilities | 726 | 671 | 647 |
| Total equity and liabilities | 5,421 | 4,950 | 5,040 |
|  |  |  |  |
| Operational net loan liability | 175 | 266 | 220 |

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

| MSEK | 31 DEC 2016 | 31 DEC 2015 | 31 MAR 2016 |
| :---: | :---: | :---: | :---: |
| Opening equity | 2,591 | 2,326 | 2,326 |
| Dividend, Parent Company shareholders | -140 | -112 | -112 |
| Sale of treasury shares in connection with redemption of share options | 9 | - | - |
| Total comprehensive income attributable to: Parent Company shareholders | 274 | 347 | 377 |
| Closing equity | 2,734 | 2,561 | 2,591 |

## CONSOLIDATED CASH-FLOW STATEMENT

| MSEK | QUARTER (3 MOS) OCT-DEC |  | REPORTING PERIOD (9 MOS) APR-DEC |  | FULL-YEAR (12 MOS) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | ROLLING | 2015/ |
|  | 2016 | 2015 |  |  | 2016 | 2015 | 12 MOS | 2016 |
| Operating activities before changes in working capital | 82 | 87 | 313 | 329 | 400 | 416 |
| Changes in working capital | 109 | 120 | 104 | 99 | 82 | 77 |
| Cash flow from operating activities | 191 | 207 | 417 | 428 | 482 | 493 |
| Investments in intangible and tangible non-current assets | -29 | -14 | -65 | -41 | -81 | -57 |
| Proceeds from sale of intangible \& tangible non-current assets | 0 | 0 | 0 | 2 | 0 | 2 |
| Acquisition of subsidiaries and other business units | -154 | -3 | -160 | -11 | -160 | -11 |
| Proceeds from sale of subsidiaries and other business units | - | 1 | - | 29 | 1 | 30 |
| Cash flow before financing | 8 | 191 | 192 | 407 | 242 | 457 |
| Financing activities | 17 | -173 | -184 | -409 | -220 | -445 |
| Cash flow for the period | 25 | 18 | 8 | -2 | 22 | 12 |
| Cash and cash equivalents at the beginning of the period | 47 | 30 | 62 | 57 | 48 | 57 |
| Exchange-rate differences in cash and cash equivalents | 1 | 0 | 3 | -7 | 3 | -7 |
| Cash and cash equivalents at the end of the period | 73 | 48 | 73 | 48 | 73 | 62 |

B\&B TOOLS measures financial instruments at fair value or cost in the balance sheet depending on their classification. In addition to items in the financial net debt, financial instruments also include accounts receivable and accounts payable. According to IFRS 7, financial instruments measured at fair value in the balance sheet are included in level 2 of the fair value hierarchy. The carrying amounts for financial assets and liabilities correspond to fair value in all material respects.

## OPERATING SEGMENTS

|  | EXTERNAL REVENUE APR-DEC |  | REVENUE FROM INTERNAL CUSTOMERS APR-DEC |  | TOTAL REVENUE APR-DEC |  | $\begin{aligned} & \text { OPERATING } \\ & \text { PROFIT } \\ & \text { APR-DEC } \end{aligned}$ |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| MSEK | 2016 | 2015 | 2016 | 2015 | 2016 | 2015 | 2016 | 2015 |
| Bergman \& Beving | 2,137 | 1,959 | 727 | 791 | 2,864 | 2,750 | 225 | 203 |
| Momentum Group | 4,003 | 3,920 | 8 | 5 | 4,011 | 3,925 | 146 | 148 |
| Total operating segments | 6,140 | 5,879 | 735 | 796 | 6,875 | 6,675 | 371 | 351 |
| Group-wide | 6 | 7 | 425 | 406 | 431 | 413 | -16 | 12 |
| Eliminations | - | - | -1,160 | -1,202 | -1,160 | -1,202 | 3 | 12 |
| The B\&B TOOLS Group | 6,146 | 5,886 | 0 | 0 | 6,146 | 5,886 | 358 | 375 |

The Group's operating segments are Bergman \& Beving and Momentum Group. The operating segments are consolidations of the operational organisation, as used by Group management and the Board of Directors to monitor operations.
Bergman \& Beving comprises product-owning businesses that develop premium brands that offer innovation and quality for professional users in construction and industry. Momentum Group comprises reseller businesses in TOOLS, Momentum Industrial, Gigant Arbetsplats and Mercus Yrkeskläder, which together form the Group's market channels for industrial consumables and industrial components for industry, construction and public administration in the Nordic region. Group-wide includes the Group's management, accounting, support functions, infrastructure operations and property management. The support functions include HR, internal communications, IR Group's management, accoounting, support functions, infrastructure operations
and legal affairs. The infrastructure operations comprise IT and supply chain.
Intra-Group pricing between the operating segments occurs on market terms. As a result of the current operating segments (which were introduced on 1 April 2016), no material changes occurred with respect to assets in the operating segments compared with the most recent Annual Report. The accounting policies are the same as those applied in the consolidated financial statements.

## KEY PER-SHARE DATA ${ }^{2}$

| SEK | QUARTER (3 MOS) OCT-DEC |  | REPORTING PERIOD (9 MOS) FULL-YEAR (12 MOS) |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | APR-DEC |  | $\begin{aligned} & \text { ROLLING } \\ & 12 \text { MOS } \end{aligned}$ | $\begin{array}{r} 2015 / \\ 2016 \end{array}$ |
|  | 2016 | 2015 | $2016$ | 2015 |  |  |
| Earnings before dilution | 2.50 | 3.05 | 9.40 | 9.80 | 12.50 | 12.90 |
| Earnings after dilution | 2.50 | 3.00 | 9.40 | 9.75 | 12.50 | 12.85 |
| Equity, at the end of the period |  |  | 97.25 | 91.15 |  | 92.20 |
| Equity after dilution, at the end of the period |  |  | 97.25 | 91.15 |  | 92.25 |
| NUMBER OF SHARES OUTSTANDING IN THOUSANDS |  |  |  |  |  |  |
| Number of shares outstanding before dilution | 28,186 | 28,096 | 28,186 | 28,096 | 28,186 | 28,096 |
| Weighted number of shares outstanding before dilution | 28,169 | 28,096 | 28,122 | 28,096 | 28,116 | 28,096 |
| Weighted number of shares outstanding after dilution | 28,236 | 28,120 | 28,189 | 28,127 | 28,180 | 28,127 |

2 Dilution effect based on issued and outstanding call options on repurchased Class B shares as of 31 December 2016.

| 3 months | $0.2 \%$ | 9 months | $0.2 \%$ | Rolling 12 months | $0.2 \%$ | $2015 / 2016$ |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | $0.1 \%$

PARENT COMPANY SUMMARY

## INCOME STATEMENT

|  | QUARTER (3 MOS) OCT-DEC |  | REPORTING PERIOD (9 MOS) APR-DEC |  | FULL-YEAR (12 MOS) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | ROLLING | 2015/ |
| MSEK | 2016 | 2015 |  |  | 2016 | 2015 | 12 MOS | 2016 |
| Revenue | 9 | 10 | 28 | 31 | 33 | 36 |
| Other operating income | 0 | 0 | 0 | 0 | 0 | 0 |
| Total operating income | 9 | 10 | 28 | 31 | 33 | 36 |
| Operating expenses | -15 | -10 | -37 | -21 | -50 | -34 |
| Operating profit | -6 | 0 | -9 | 10 | -17 | 2 |
| Financial income and expenses | 55 | 15 | 88 | 301 | 103 | 316 |
| Profit after financial items | 49 | 15 | 79 | 311 | 86 | 318 |
| Appropriations | - | - | - | - | 157 | 157 |
| Profit before taxes | 49 | 15 | 79 | 311 | 243 | 475 |
| Taxes | -2 | -3 | -9 | -14 | -45 | -50 |
| Net profit | 47 | 12 | 70 | 297 | 198 | 425 |

## STATEMENT OF COMPREHENSIVE INCOME

|  | QUARTER (3 MOS) OCT-DEC |  | REPORTING PERIOD (9 MOS) APR-DEC |  | FULL-YEAR (12 MOS) |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  | ROLLING | 2015/ |
| MSEK | 2016 | 2015 |  |  | 2016 | 2015 | 12 MOS | 2016 |
| Net profit | 47 | 12 | 70 | 297 | 198 | 425 |
| OTHER COMPREHENSIVE INCOME |  |  |  |  |  |  |
| Components that will not be reclassified to net profit | - | - | - | - | - | - |
| Components that will be reclassified to net profit |  |  |  |  |  |  |
| Fair value changes for the year in cash-flow hedges | 7 | -5 | 4 | 3 | -7 | -8 |
| Taxes attributable to other comprehensive income | -2 | 1 | -1 | -2 | 2 | 1 |
| Other comprehensive income | 5 | -4 | 3 | 1 | -5 | -7 |
| Total comprehensive income | 52 | 8 | 73 | 298 | 193 | 418 |

## BALANCE SHEET

| MSEK | 31 DEC 2016 | 31 DEC 2015 | 31 MAR 2016 |
| :---: | :---: | :---: | :---: |
| ASSETS |  |  |  |
| Intangible non-current assets | 0 | 0 | 0 |
| Tangible non-current assets | 0 | 1 | 0 |
| Financial non-current assets | 3,430 | 3,557 | 3,408 |
| Current receivables | 233 | 250 | 510 |
| Cash and cash equivalents | 0 | 0 | 0 |
| Total assets | 3,663 | 3,808 | 3,918 |
| EQUITY, PROVISIONS AND LIABILITIES |  |  |  |
| Equity | 2,153 | 2,092 | 2,212 |
| Untaxed reserves | 268 | 206 | 268 |
| Provisions | 45 | 47 | 45 |
| Non-current liabilities | 160 | 291 | 210 |
| Current liabilities | 1,037 | 1,172 | 1,183 |
| Total equity, provisions and liabilities | 3,663 | 3,808 | 3,918 |

## COMPILATION OF KEY FINANCIAL RATIOS

KEY FINANCIAL RATIOS

|  | 12 MONTHS ENDING |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 31 DEC 2016 | 31 MAR 2016 | 31 MAR 2015 | 31 MAR 2014 |
| Revenue, MSEK | 8,081 | 7,821 | 7,903 | 7,648 |
| Operating profit, MSEK | 469 | 486 | 450 | 340 |
| Adjusted operating profit, MSEK | 489 | 471 | 450 | 340 |
| EBITA, MSEK | 471 | 486 | 450 | 340 |
| Profit after financial items, MSEK | 452 | 468 | 408 | 286 |
| Net profit, MSEK | 352 | 362 | 306 | 214 |
| Operating margin | 5.8\% | 6.2\% | 5.7\% | 4.4\% |
| Profit margin | 5.6\% | 6.0\% | 5.2\% | 3.7\% |
| Return on working capital (P/WC) | 25\% | 26\% | 24\% | 19\% |
| Return on capital employed | 14\% | 14\% | 13\% | 10\% |
| Return on equity | 13\% | 15\% | 14\% | 10\% |
| Operational net loan liability (closing balance), MSEK | 175 | 220 | 533 | 822 |
| Equity (closing balance), MSEK | 2,734 | 2,591 | 2,326 | 2,203 |
| Equity/assets ratio | 50\% | 51\% | 45\% | 43\% |
| Number of employees at the end of the period | 2,686 | 2,623 | 2,682 | 2,655 |
| KEY PER-SHARE DATA |  |  |  |  |
| Earnings, SEK | 12.50 | 12.90 | 10.90 | 7.60 |
| Earnings after dilution, SEK | 12.50 | 12.85 | 10.85 | 7.60 |
| Cash flow from operating activities, SEK | 17.35 | 17.55 | 11.75 | 7.45 |
| Equity, SEK | 97.25 | 92.20 | 82.80 | 78.40 |
| Share price, SEK | 191.00 | 149.50 | 141.00 | 119.00 |

## CALCULATION OF KEY FINANCIAL RATIOS AND DEFINITIONS

$B \& B$ TOOLS $A B$ uses certain key financial ratios in its analysis of the operations and their performance that are not calculated in accordance with IFRS. The Company believes that these key financial ratios provide valuable information for investors, since they enable a more accurate assessment of current trends when combined with other key financial ratios calculated in accordance with IFRS. Since listed companies do not always calculate these key financial ratios in the same way, there is no guarantee that the information is comparable with other companies' key financial ratios of the same name.

## CHANGE IN REVENUE

Comparable units refer to sales in local currency from units that were part of the Group during the current period and the entire corresponding period in the preceding year. Trading days refer to sales in local currency depending on the difference the number of trading days compared with the comparative period. Other units refer to the acquisition or divestment of units during the corresponding period.

| CHANGE IN REVENUE FOR: | QUARTER (3 MOS) - OCT-DEC |  | REPORTING PERIOD (9 MOS) - APR-DEC |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2016 | 2015 | 2016 | 2015 |
| Comparable units in local currency | 1.3\% | -1.5\% | 0.9\% | -0.3\% |
| Currency effects | 2.7\% | -2.0\% | 0.2\% | -1.1\% |
| Number of trading days | 1.6\% | 1.5\% | 1.7\% | 0.9\% |
| Other units | 1.4\% | 0.3\% | 1.6\% | -0.1\% |
| TOTAL - CHANGE | 7.0\% | -1.7\% | 4.4\% | -0.4\% |

## ADJUSTED OPERATING PROFIT

Operating profit for the period adjusted for items affecting comparability. Items affecting comparability include revenue and expenses that do not arise regularly in the operating activities. Costs affecting comparability for the period include costs for establishing two independent operating segments and items affecting comparability for the comparative period include revenue from the sale of properties and conveyance of a pension obligation.

| MSEK | QUARTER (3 MOS) - OCT-DEC |  | REPORTING PERIOD (9 MOS) - APR-DEC |  |
| :---: | :---: | :---: | :---: | :---: |
|  | 2016 | 2015 | 2016 | 2015 |
| ADJUSTED OPERATING PROFIT | 113 | 115 | 378 | 360 |
| Costs for establishment of two independent operating segments | -19 | - | -20 | - |
| Other items affecting comparability | - | - | - | 15 |
| OPERATING PROFIT | 94 | 115 | 358 | 375 |

## RETURN ON WORKING CAPITAL (P/WC)

B\&B TOOLS' profitability target is for each unit in the Group to achieve profitability of at least 45 percent, measured as rolling 12-month EBITA ( P ) as a percentage of average 12-month working capital (WC), defined as inventories plus accounts receivable less accounts payable.

|  | ROLLING 12 MONTHS ENDING |  |
| :---: | :---: | :---: |
|  | 31 DEC 2016 | 31 DEC 2015 |
| EBITA (P), MSEK | 471 | 486 |
| Average working capital (WC) |  |  |
| Inventories, MSEK | 1,522 | 1,529 |
| Accounts receivable, MSEK | 1,251 | 1,187 |
| Accounts payable, MSEK | -921 | -832 |
| TOTAL - AVERAGE WC | 1,852 | 1,884 |
| P/WC | 25\% | 26\% |

## OTHER DEFINITIONS

## Adjusted operating margin

Operating profit for the period excluding items affecting comparability as a percentage of revenue.
Cash flow per share
Cash flow for the rolling 12-month period from operating activities divided by the weighted number of shares.

## Earnings per share

Net profit for the period attributable to the Parent Company shareholders divided by the weighted number of shares.

## EBITA

Operating profit for the period before impairment of goodwill and amortisation and impairment of other intangible assets arising in connection with corporate acquisitions and equivalent transactions.

## Equity/assets ratio

Equity as a percentage of the balance-sheet total.

## Equity per share

Equity attributable to Parent Company shareholders divided by the number of shares at the end of the period.

## Operational net loan liability

Interest-bearing liabilities excluding provisions for pensions less cash and cash equivalents.

## Operating margin

Operating profit for the period as a percentage of revenue.

## Profit margin

Profit after financial items as a percentage of revenue.

## Return on capital employed

Profit after financial items plus financial expenses for the rolling 12-month period divided by the average balance-sheet total less non-interest-bearing liabilities.

## Return on equity

Net profit for the rolling 12-month period divided by average equity.

## Weighted number of shares

Average number of shares outstanding before or after dilution. Shares held by B\&B TOOLS are not included in the number of shares outstanding. Dilution effects arise due to call options that can be settled using shares in share-based incentive programmes. The call options have a dilution effect when the average share price during the period is higher than the redemption price of the call options.

## Dates for forthcoming financial information

Financial Report 2016/2017-1 April 2016-31 March 2017 will be presented on 9 May 2017.
The Annual Report for the 2016/2017 financial year will be distributed to shareholders who have so requested in mid-July 2017 and will be available at the Company's office and website as of the same date.
B\&B TOOLS AB’s 2017 Annual General Meeting will be held in Stockholm on 24 August 2017.
Visit www.bbtools.com to order reports and press releases.
The information in this report is such that $B \& B T O O L S A B$ (publ) is obliged to make public pursuant to the EU Market Abuse Regulation. The information was submitted for publication, through the agency of the contact persons set out above, at 12:15 p.m. CET on 8 February 2017.
This document is in all respects a translation of the Swedish original Interim Report. In the event of any differences between this translation and the Swedish original, the latter shall prevail.


[^0]:    ${ }^{1}$ Comparable units, measured in local currency and adjusted for the number of trading days this year compared with the preceding year.

[^1]:    Board of Directors of Momentum Group
    Following a number of changes in composition, the Board of Directors of the subsidiary Momentum Group AB comprises Fredrik Börjesson, Charlotte Hansson, Stefan Hedelius, Gunilla Spongh and Chairman Jörgen Wigh. The internal subsidiary Board of Directors for the Bergman \& Beving operating segment comprises Chairman Anders Börjesson, Roger Bergqvist, Henrik Hedelius, Malin Nordesjö, Johan Sjö and Louise Undén.
    Peter Schön assumes the position of CFO
    Peter Schön will assume his position as the new CFO of the B\&B TOOLS Group on 1 March 2017. In conjunction with this, current CFO Eva Hemb will step down as Executive Vice President in the Group.

