

Note 8

Employees and Personnel Expenses

Average number of employees

	2009		2008	
		Of which Men, %		Of which Men, %
Parent company				
Sweden	26	60	24	50
Total in parent company	26		24	
Subsidiaries				
Denmark	17	71	22	84
Estonia	4	100	4	100
UK	16	86	16	87
Finland	23	83	23	83
France	10	68	9	67
China	10	60	5	60
Latvia	3	67	5	75
Lithuania	3	67	3	67
Norway	32	84	34	85
Singapore	2	50	2	50
Sweden	219	85	253	81
Taiwan	95	41	112	41
Germany	69	73	74	66
USA	5	80	8	88
Total in subsidiaries	508	74	570	70
Group total	534	73	594	69

Division between sexes, group management

	Dec 31, 2009		Dec 31, 2008	
		Prop. Women		Prop. Women
Parent company				
Board		14%		14%
Other senior executives		17%		17%
Group total				
Board		7%		12%
Other senior executives		10%		7%

Salary, other remuneration and social security expenses

SEK 000	2009		2008	
	Salary and Remuneration	Social Security Expenses	Salary and Remuneration	Social Security Expenses
Parent company	15,534	8,746	15,600	9,880
(of which pension expenses)		(2,717) ^a		(3,279) ^a
Subsidiaries	223,775	61,658	238,141	66,805
(of which pension expenses)		(18,951)		(17,416)
Group total	239,309	70,404	253,741	76,685
(of which pension expenses)		(21,668) ^b		(20,695) ^b

^a Of parent company pension expenses, 1,158,000 (1,968,000) relates to the Board and CEO.

^b Of consolidated pension expenses, 3,010,000 (4,830,000) relates to the Board and CEO.

Salary and other remuneration by country, and between Board members, etc. and other employees

SEK 000	2009		2008	
	Board and CEO	Other Employees	Board and CEO	Other Employees
Parent company				
Sweden	4,051	11,484	4,657	10,943
(of which bonuses, etc.)	(220)	(215)	(862)	(768)
Parent company total	4,051	11,484	4,657	10,943
(of which bonuses, etc.)	(220)	(215)	(862)	(768)
Subsidiaries in Sweden	4,229	94,910	4,806	105,728
(of which bonuses, etc.)	(464)	(2,358)	(604)	(4,149)
Foreign subsidiaries				
Taiwan	1,151	20,545	1,037	21,640
(of which bonuses, etc.)		(4,602)	(693)	(4,246)
Denmark	1,222	13,449	1,238	13,832
(of which bonuses, etc.)	(17)	(24)	(24)	(86)
Norway	1,091	19,882	1,172	19,795
(of which bonuses, etc.)			(145)	(1,952)
Finland	775	9,007		10,729
(of which bonuses, etc.)				
Estonia		1,055		927
(of which bonuses, etc.)				
Lithuania	6	391	28	353
(of which bonuses, etc.)				
Latvia		1,385		1,203
(of which bonuses, etc.)				
USA	963	2,499	901	3,568
(of which bonuses, etc.)	(99)	(46)	(158)	(99)
China		971		792
(of which bonuses, etc.)		(138)		(111)
Germany	1,561	35,274	1,239	37,083
(of which bonuses, etc.)	(170)	(1,742)	(115)	(1,806)
France		4,950		4,057
(of which bonuses, etc.)		(149)		
UK		7,859		7,376
(of which bonuses, etc.)		(1,002)		
Singapore		599		636
(of which bonuses, etc.)		(47)		
Subsidiaries total	10,998	212,776	9,434	228,706
(of which bonuses, etc.)	(750)	(12,494)	(1,739)	(12,449)
Group total	15,049	224,260	14,091	239,649
(of which bonuses, etc.)	(970)	(12,709)	(2,601)	(13,217)

Note 8 cont.
Employees and Personnel Expenses

Remuneration of Senior Executives—Board of Directors

Directors fees were 1,275,000 (1,275,000) in 2009, allocated as follows:

SEK	
Anders Ilstam, Chairman	400,000
Bert Åke Eriksson	175,000
Ulrika Hagdahl	175,000
Hans Linnarson	175,000
Joen Magnusson	175,000
Stig-Arne Blom	175,000

Board member Stig-Arne Blom received 80,000 (72,000) for consulting assignments.

Remuneration and Other Benefits in the Year

Remuneration and benefits to the CEO and Senior Executives amounted to the following:

SEK 000	2009		2008	
	CEO	Other Senior Executives	CEO ^a	Other Senior Executives
Basic salary	2,556	6,647	2,520	5,999
Performance-related pay	220	678	862	994
Other benefits	107	368	114	413
Pension expenses	1,158	1,700	1,968	1,983
Total salary and remuneration	4,041	9,393	5,464	9,389

^a includes current and previous CEO.

Other senior executives mean the six people that made up group management in 2009 alongside the Chief Executive Officer.

Chief Executive Officer

Apart from contracted basic salary, the Chief Executive Officer is also entitled to performance-related pay. Performance-related pay is based on the group's operating margin and is a maximum of six months' salary. Pension and other customary benefits like company car are additional. Each year, 35% of gross salary including bonus is

provisioned as pension assurance for the CEO. This pension is defined contribution and becomes payable at age 65. According to agreement, the CEO has a notice period from the company's side of 12 months, that cannot be claimed for termination initiated by the CEO. The notice period from the Chief Executive Officer's side is six months. No other remuneration upon termination has been agreed.

Other Senior Executives

Other senior executives have basic salary with a performance-related component. The performance-related component is based partly on the group's and partly on each business area's operating margins. Yearly performance-related pay is a maximum of six months' salary. Other senior executives have defined contribution pension agreements on market terms. Other customary benefits like company cars are additional. Maximum notice periods of 12 months for termination from the company's side have been agreed for other senior executives, apart from one, who has a six-month notice period from the company's side. In addition, two senior executives have a further six and nine months' severance pay for termination from the company's side.

Incentive Plans

The purpose of incentive plans is to promote senior management commitment to the group's progress and thus increase value for the group's shareholders. In 2008-2009, senior executives were offered the opportunity to acquire warrants. This plan has two series of options, of 90,000 in each series. The warrants are issued on market terms calculated according to the Black & Scholes formula, and have terms of three and five years respectively. The subscription prices are SEK 175.50 and SEK 182.50 respectively.

Decision-making Process

The Remuneration Committee prepares the Board of Directors' decisions on remuneration to the Chief Executive Officer and decides on remuneration to other senior executives. Directors' fees are resolved by the AGM.

Sickness Absence

	The Group's Swedish Units		Parent Company	
	2009	2008	2009	2008
Total sickness absence as a proportion of regular working hours	1.96%	1.51%	1.10%	1.62%
Proportion of total sickness absence comprising continuous sickness absence of 60 days or more	7.85%	18.58%	12.27%	0.00%
Sickness absence as a proportion of each group's regular working hours:				
<i>Sickness absence by sex:</i>				
Men	1.12%	1.10%	0.49%	0.83%
Women	1.80%	2.23%	1.67%	2.25%
<i>Sickness absence by age:</i>				
29 or younger	1.03%	2.78%	^a	^a
30-49	1.22%	1.53%	1.10%	1.69%
50 or older	1.54%	0.66%	^a	^a

^a Because this group is less than ten people, sickness absence is not reported separately.