

- Kort om Kwintet
- Vår Cognos Controller-installation
- Avstämning av interna mellanhavanden
- Formulär och Rapporter



- Störst inom arbetskläder och "corporate wear" i Europa
- Omsättning: Ca. 6 mdr SEK (2010)
- Ca. 3 300 anställda
- Verksamhet i 23 länder fördelat på 65 legala enheter.
- Helägda produktionsanläggningar i Ukraina, Ryssland och Litauen
- Sourcing-organisation i Asien (Hong Kong, Kina, Bangladesh, Laos, Thailand och Pakistan)

Cognos Controller-installation

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KWINTET

- Version 8.5.1
- Centraliserad lösning via Citrix
- 70 användare
- Excel 2003 (i Citrix-miljön)



Strukturer

- Bolagsstrukturer:
 - Legal
 - Geografisk (Operativ uppföljning)
- Dimensionsstruktur
 - Dimension 1: Division (Operationella positioner)
 - Dimension 2: Försäljningskanal (Ext. Oms & KSV)
 - Dimension 3: Varumärke (Ext. Oms & KSV)
- Aktualiteter
 - AC – Actual (Monthly)
 - AB – Actual at Budget Rate
 - WA – Weekly Actual
 - BU – Budget
 - E1 – Q1 Estimate
 - E2 – Q2 Estimate
 - E3 – Q3 Estimate





Hur vi arbetar i Cognos Controller

- Separat Submission som ska vara 'Ready'-markerad innan deadline för externa positioner.
- Separata inmatningsblanketter (IC och IC_D)
- 24 I/C-konton, varav 15 anges med motdimension.
- Transaktionsvaluta specificeras på 20 av dem.
- Avstämningen sker i systemet och av de rapporterade enheterna; **"One Truth!"**
 - I inmatningsblanketten ('ying&yang')
 - Avstämningsrapporter för bolaget
 - Avstämningsrapporter för koncernen

Interna mellanhavanden

Avstämning i inmatningsblanketten

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Intercompany Details

Period: 1103 Actuality: AC
Company: 5001 (DKK) Kwintet Kansas A/S, Denmark
Account: 2460 Intercompany Payables (trade)
Division: FRIS Fristads_Co

Company	Name	Counter Di	Trans. Curr.	Trans. Amount	Local amount	Misc. Data	CC Trans. Amour	CC amount	CC Local c	Difference
1001	Kwintet a/s, Denmark	GRHQ	DKK	91	91		91	91	DKK	0
101	Kwintet AB, Sweden	GRHQ	DKK	11	11		11	13	SEK	0
101	Kwintet AB, Sweden	GRHQ	EUR	69	517		69	617	SEK	0
2001	Wenaas AS, Norway	WENA	EUR	1	4		1	4	NOK	0
2100	Fristads Norge AS, Nor	FRIS	EUR	2	13		2	16	NOK	0
2540	UAB Neo Textile, Lithu.	OPER	EUR	1	7		1	3	LTL	0
3011	Kwintet Fristads AB, S	FRIS	EUR	312	2 330		312	2888	SEK	0
3140	Kwintet Hejco ApS, De	HEJC	DKK	19	19		19	19	DKK	0
3170	SIA Kwintet Productior	OPER	EUR	156	1 160		156	109	LVL	0
4201	The Cotton Group NW/:	TCG	EUR	12	87		12	12	EUR	0
5101	Carl Backs A/S, Denma	FRIS	DKK	18	18		18	18	DKK	0
5580	Stritex Ltd., Ukraine	OPER	EUR	70	521		70	796	UAH	0

Total: 4 778

Buttons: Refresh, Confirm, Cancel

Interna mellanhavanden

Avstämningsrapport

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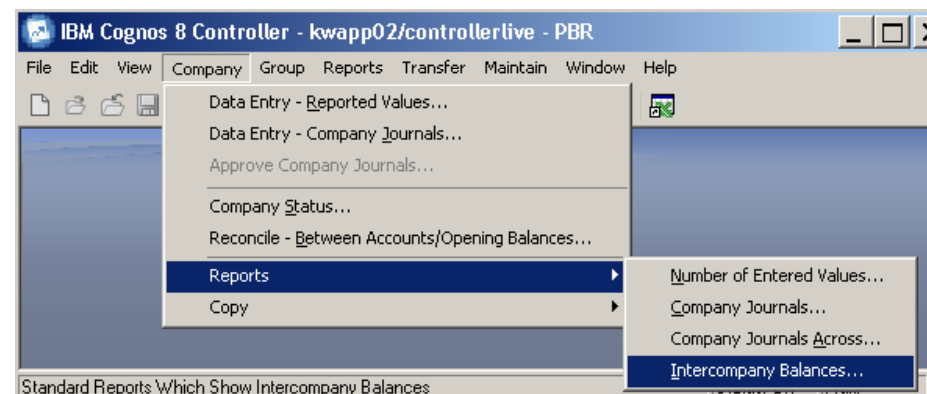
KWINTET

Reports - Intercompany Balances, Detailed

Report Number 3 Elimination of IC non interest bearing
 Closing Version ADJ Reported values + KW-adjustments
 Company 3050 Johan Skoglund Goeteborg AB, Sweden
 Period 1103
 Actuality AC

Local Currency
 Reported Extended Dimensions

Creditor Company	Account	Debtor Company	Account	Dimenson C-Dim	Dim 1 C-Dim	Dim 2	Dim 3	Dim 4	JT	Transaction Currency		Amount In Receiv./Inc.	SEK Pay./Exp	Difference	
										Receiv./Inc.	Pay./Exp				
101	1560	3050	2460	FRIS	GRHQ					EUR	1	1	7	7	
101	1560	3050	2460	FRIS	GRHQ					SEK	18	18	18	18	
101	Kwintet AB, Sweden	/ 3050	Johan Skoglund Goeteborg AB, Sweden										25	25	0
3001	1560	3050	2460	FRIS	FRIS					SEK	342	342	342	342	0
3001	Kwintet Holding AB, Sweden	/ 3050	Johan Skoglund Goeteborg AB, Sweden										342	342	0
3050	1560	3011	2460	FRIS	FRIS					SEK	-1	-1	-1	-1	0
3011	1560	3050	2460	FRIS	FRIS					SEK	882	882	882	882	0
3011	1560	3050	2460	FRIS	HEJC					SEK	4	4	4	4	0
3011	Kwintet Fristads AB, Sweden	/ 3050	Johan Skoglund Goeteborg AB, Sweden										886	886	0
3011													885	885	0
3111	1560	3050	2460	FRIS	WENA					SEK	3	3	3	3	0
3050	1560	3111	2460	WENA	FRIS					SEK	3	3	3	3	0
3050	Johan Skoglund Goeteborg AB, Sweden	/ 3111	Wenaas AB, Sweden										3	3	0
3050													6	6	0
3101	1560	3050	2460	FRIS	CW					SEK	78	78	78	78	0
3101	Indiform AB, Sweden	/ 3050	Johan Skoglund Goeteborg AB, Sweden										78	78	0
5001	1560	3050	2460	FRIS	FRIS					EUR	4	4	34	34	0
5001	Kwintet Kansas A/S, Denmark	/ 0050	Johan Skoglund Goeteborg AB, Sweden										34	34	0
Total Intercompany Difference												1 370	1 370	0	



Principer

- Alla interna positioner (intäkter/kostnader och tillgångar/skulder) ska rapporteras i Cognos Controller kl. 12.00 den andra arbetsdagen varje månad.
- Bolaget som har skuldpositionen eller kostnaden är ansvarigt för avstämningen gentemot motparten.
- Övergripande princip: Det säljande bolaget har alltid rätt!
 - Varor på väg ska bokas som lager i det köpande bolaget.
 - Betalning på väg ska bokas som likvida medel i det betalande bolaget.
 - Kvarvarande oenigheter ska lösas under kommande månad.
- Avstämningsprocessen ska vara avslutad kl. 12.00 den fjärde arbetsdagen, när submission 1 i Cognos ska stängas.

Effektivisering av avstämningsprocessen

- Tydliga regler angående hantering av differenser
- Tydliga regler för intern fakturering (sista faktureringsdatum)
- Lista över kontaktpersoner och kontaktdetaljer på intranätet.
- Deadlines tydligt angivna i den finansiella tidtabellen för koncernen
- Separat submission för rapportering av interna positions i Cognos Controller.
- Avstämningen sker i systemet och av de rapporterade enheterna; "One Truth!"
- Använd avstämningsrapporterna och 'ying&yang' i blanketterna.
- Alla avstämningsdifferenser ska vara utredda och eliminerade innan den externa delen av månadsrapporteringen har deadline.

Company **Kwintet Kansas A/S, Denmark**
 Period **May 2011, YTD**
 Actuality **Actual**
 Currency **DKK x 1000**



Kwintet Kansas A/S, Denmark
Total Company
 EUR x 1000

Stock Analysis

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Profit & Loss per Division		Fristads & Co	Operations	Total
3010	External Turnover - Total			
3020	Turnover - internal			
3799	Sales Reductions - Total			
3710	Granted Bonuses/Commissions			
3720	Cash Discounts - Granted			
4810	Freight of Goods Sold			
3790	Other Sales Reductions			
3999	Net Turnover			
9410	COGS- External sales			
9420	COGS- Internal sales			
9400	COGS- Total			

4000	Total Cost of Goods Sold			
4020	COGS - Material			
4010	COGS - Staff			
4090	COGS - Inbound Freight Cost			
4097	COGS - Operation Fee			
4098	COGS - Sourcing Fee			
4030	COGS - Write Downs			
4035	COGS - Change in Stock Valuation - not write down			
4039	COGS - Shrinkage			
4040	COGS - Other Operation			

4100	Indirect Production Cost			
4110	IPC - Staff costs			
4120	IPC - Travel			
4130	IPC - Premises & Equipment			
4140	IPC - Consultancy			
4150	IPC - Communication (IT - Tel. - Postal)			
4190	IPC - Other			
4198	IPC - Fee			

4999	Contribution Margin (CM)			
	Contribution Margin (CM), %	N/A	N/A	N/A

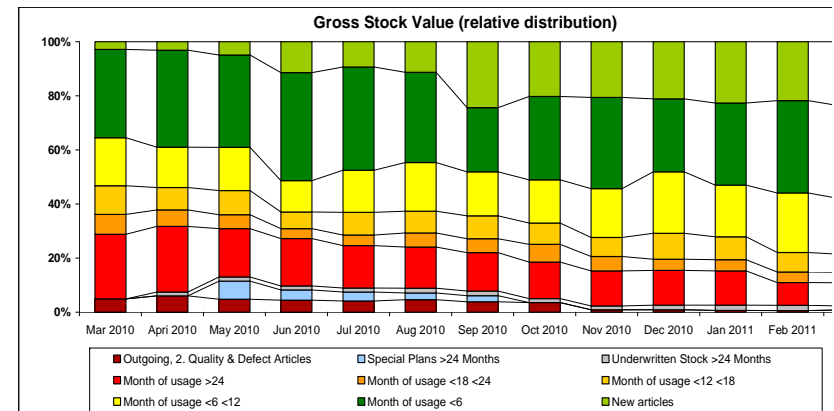
	Stock Value per month											
	Mar 2010	Apr 2010	May 2010	Jun 2010	Jul 2010	Aug 2010	Sep 2010	Oct 2010	Nov 2010	Dec 2010	Jan 2011	Feb 2011

Gross Stock Value												
Month of usage <6	3 617	3 870	3 801	4 438	4 612	4 330	3 064	4 216	4 664	3 619	4 145	4 606
Month of usage <6 <12	1 972	1 608	1 780	1 293	1 878	2 340	2 097	2 182	2 485	3 041	2 606	2 969
Month of usage <12 <18	1 170	896	995	682	1 013	1 044	1 093	1 075	975	1 291	1 155	968
Month of usage <18 <24	811	661	575	407	474	669	664	894	735	553	569	530
Month of usage >24	2 651	2 616	1 988	1 947	1 891	1 981	1 830	1 845	1 787	1 722	1 728	1 133
Underwritten Stock >24 Months	-	155	176	169	181	228	221	200	199	225	264	261
Special Plans >24 Months	-	-	741	414	406	322	296	-	-	-	-	-
New articles	309	339	545	1 269	1 131	1 466	3 142	2 760	2 836	2 826	3 093	2 930
Outgoing, 2. Quality & Defect Articles	539	648	533	495	494	597	490	483	116	117	88	80
Total Gross Stock Value	11 069	10 793	11 134	11 114	12 080	12 977	12 897	13 655	13 797	13 394	13 648	13 477

Write Downs												
Month of usage >24	1 872	1 776	1 717	1 681	1 631	1 700	1 593	1 571	1 521	1 496	1 464	964
Underwritten Stock >24 Months	-	-	-	-	-	-	-	-	-	-	-	-
Special Plans >24 Months	-	-	-	-	-	-	-	-	-	-	-	-
Outgoing, 2. Quality & Defect Articles	762	881	774	426	423	516	385	410	135	105	110	71
Total Write Downs	2 634	2 657	2 491	2 107	2 054	2 216	1 978	1 981	1 656	1 601	1 574	1 035
Write Down % (of Total Stocks)	23.8%	24.6%	22.4%	19.0%	17.0%	17.1%	15.3%	14.5%	12.0%	12.0%	11.5%	7.7%
% of >24 months or Obsolete	82.6%	81.4%	98.8%	86.3%	86.1%	86.0%	85.3%	85.1%	87.0%	87.1%	86.7%	85.3%

Net Stock Value												
Month of usage <6	3 617	3 870	3 801	4 438	4 612	4 330	3 064	4 216	4 664	3 619	4 145	4 606
Month of usage <6 <12	1 972	1 608	1 780	1 293	1 878	2 340	2 097	2 182	2 485	3 041	2 606	2 969
Month of usage <12 <18	1 170	896	995	682	1 013	1 044	1 093	1 075	975	1 291	1 155	968
Month of usage <18 <24	811	661	575	407	474	669	664	894	735	553	569	530
Month of usage >24	779	840	271	266	260	281	237	274	266	226	264	169
Underwritten Stock >24 Months	-	155	176	169	181	228	221	200	199	225	264	261
Special Plans >24 Months	-	-	741	414	406	322	296	-	-	-	-	-
New articles	309	339	545	1 269	1 131	1 466	3 142	2 760	2 836	2 826	3 093	2 930
Outgoing, 2. Quality & Defect Articles	-223	-233	-241	69	71	81	105	73	-19	12	-22	9
Total Net Stock Value	8 435	8 136	8 643	9 007	10 026	10 761	10 919	11 674	12 141	11 793	12 074	12 442

Stock Days												
	125	121	131	134	151	160	159	170	176	167	170	174



Formulär och Rapporter

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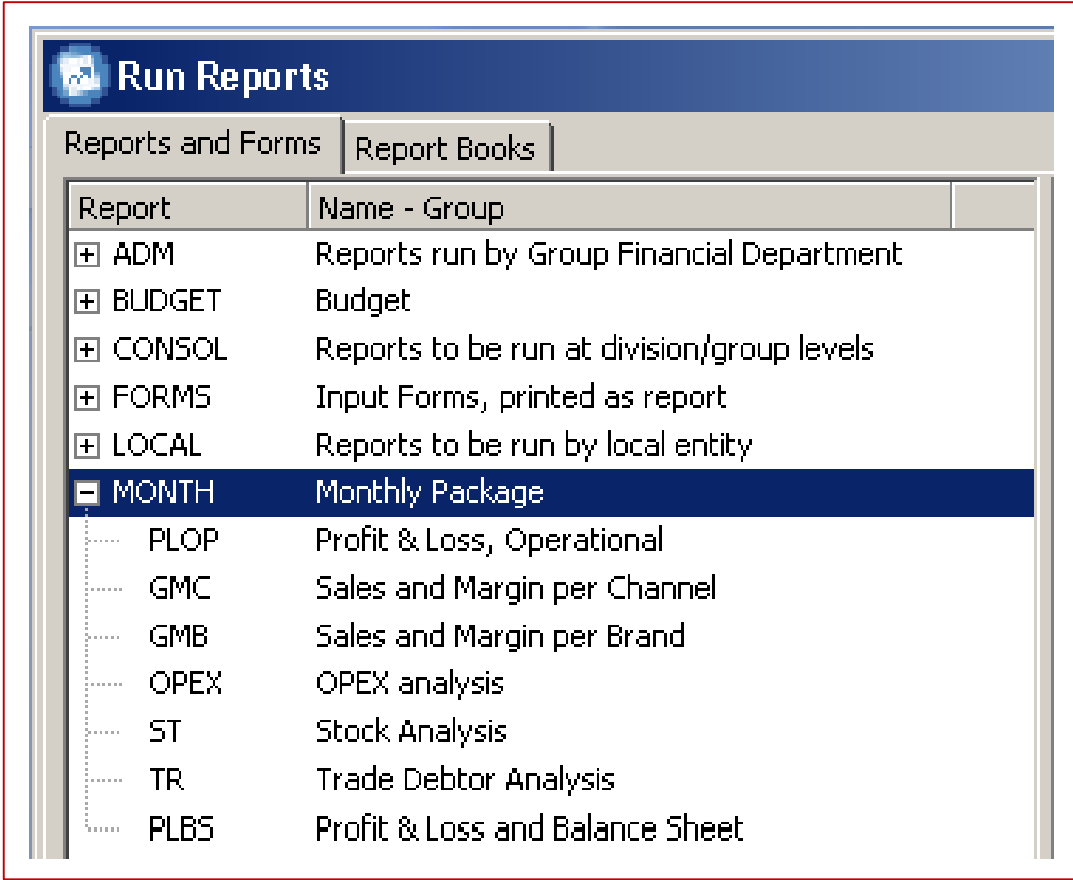
KWINTET

Excel-miljön gör det möjligt att bygga snygga formulär och rapporter

- Formattering
 - Färgskala
 - Stödlinjer
- Logga
- Formler
- Kontobeskrivning
- Villkorsstyrd formattering
- Rapportpaket för månadsrapporteringen med både tabeller och grafer
- Dynamiska rapporter för kontoanalys
- Mer komplexa rapporter byggs i Excel-länken

Månadspaket byggt i Cognos Controller

- Kan användas av alla och på alla nivåer



Report	Name - Group
+ ADM	Reports run by Group Financial Department
+ BUDGET	Budget
+ CONSOL	Reports to be run at division/group levels
+ FORMS	Input Forms, printed as report
+ LOCAL	Reports to be run by local entity
- MONTH	Monthly Package
..... PLOP	Profit & Loss, Operational
..... GMC	Sales and Margin per Channel
..... GMB	Sales and Margin per Brand
..... OPEX	OPEX analysis
..... ST	Stock Analysis
..... TR	Trade Debtor Analysis
..... PLBS	Profit & Loss and Balance Sheet

Rapporter och Formulär

Exempel från vår applikation

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Total Balance Sheet, Legal Entity				
	Mar 2017	Apr 2017	Dec 2016	Apr 2016
Assets				
Current assets				
Cash and cash equivalents	2,222	2,200	2,225	2,225
Trade receivables	2,222	2,222	2,222	2,222
Inventory	2,222	2,222	2,222	2,222
Prepaid expenses	2,222	2,222	2,222	2,222
Other current assets	2,222	2,222	2,222	2,222
Non-current assets				
Property, plant and equipment	2,222	2,222	2,222	2,222
Intangible assets	2,222	2,222	2,222	2,222
Other non-current assets	2,222	2,222	2,222	2,222
Liabilities				
Current liabilities				
Trade payables	2,222	2,222	2,222	2,222
Other current liabilities	2,222	2,222	2,222	2,222
Non-current liabilities				
Long-term debt	2,222	2,222	2,222	2,222
Other non-current liabilities	2,222	2,222	2,222	2,222

Operational P&L and Working Capital									
	Mar 2017	Apr 2017	Dec 2016	Apr 2016	Mar 2017	Apr 2017	Dec 2016	Apr 2016	Mar 2017
Revenue	100	100	100	100	100	100	100	100	100
Cost of Sales	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)
Gross Profit	80	80	80	80	80	80	80	80	80
Operating Expenses	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)
Operating Profit	20	20	20	20	20	20	20	20	20
Other Income	0	0	0	0	0	0	0	0	0
Other Expenses	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
Net Profit	10	10	10	10	10	10	10	10	10
Working Capital									
Cash and cash equivalents	2,222	2,200	2,225	2,225	2,222	2,200	2,225	2,225	2,222
Trade receivables	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222
Inventory	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222
Prepaid expenses	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222
Other current assets	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222
Property, plant and equipment	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222
Intangible assets	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222
Other non-current assets	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222
Trade payables	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222
Other current liabilities	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222
Long-term debt	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222
Other non-current liabilities	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222	2,222

Blankett för balansräkning
 Gula celler populeras av data från
 underliggande (integrerade blanketter)
 Vita celler är öppna för data entry



Total Balance Sheet, Legal Entity		May 2011	Apri 2011	Dec 2010	May 2010	Apri 2010
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Assets

1010S	Software					
1050S	Brands & Oth. Intangible Assets					
1070S	Goodwill					
1100S	Buildings	2 220	2 158	2 220	2 330	2 345
1130S	Land					
1210S	Plant and machinery	238	201	238	355	376
1220S	Other equipment	146	192	146	373	408
1230S	Leasehold Improvements					
1305	Equity share in associated companies		7 074	7 074	6 600	6 600
1310	Investment in s					
1320	Interest Bearin					
1330	Other financial					
1370	Deferred Tax A					
1399	Fixed assets					
1400S	Stocks					
1510S	Trade Recievables, External		25 374	35 144	25 590	23 633
1560S	Intercompany Receivables (trade)		15 840	17 630	14 058	15 605
1640	Prepaid Income Tax (current)					
1680	Other receivables		1 694	1 676	1 382	1 382
1710	Prepaid Rent					
1730	Prepaid Insurance Premiums					
1740	Prepaid Interest Expenses (external)					
1750	Accrued loan fee					
1780	Accrued Internal Interest					
1790	Oth. Prepaid Expenses and Accr. Income			316	1 205	1 255
1910	Liquid funds and securities		72	374	21	17
1998	Current assets		149 039	143 066	106 549	102 457
1999	Total Assets	2 604	181 596	175 676	223 263	219 061

Information

Paid preliminary income tax during the year. At the end of the year the tax is calculated based on annual income and depending on prepaid tax exceeds the real tax income tax, a tax receivable or tax liability occurs. A tax receivable should be booked on this account.

OK



Company Kwintet Kansas A/S, Denmark
Division Fristads & Co
Period End of May 2011
Actuality Actual
Currency DKK x 1000

Blankett för åldersspecifikation av lager.
Villkorsstyrd formatering för att stödja korrekt rapportering.



Stock Ageing Specification	Gross Value	Write Down	Book Value	Write Down %
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Raw Materials/ Work in progress

Established Articles:

RM, Month of usage < 6, (0%)				
RM, Month of usage > 6 < 12, (0%)				
RM, Month of usage > 12 < 18, (0%)				
RM, Month of usage > 18 < 24, (0%)				
RM, Month of usage > 24, (75%)				N/A
RM, Costumer underwritten Stock > 24				N/A
RM, Special plans				N/A

RM, New Articles (0%)				
RM, Outgoing, 2. Quality & Defect (75%)				N/A

Raw Materials, Total

Finished Goods

Established Articles:

FG, Month of usage < 6, (0%)	33 999		33 999	
FG, Month of usage > 6 < 12, (0%)	14 495		14 495	
FG, Month of usage > 12 < 18, (0%)	5 340		5 340	
FG, Month of usage > 18 < 24, (0%)	2 648		2 648	
FG, Month of usage > 24, (90%)	4 612	4 151	461	90.0%
FG, Costumer underwritten Stock > 24	406		406	0.0%
FG, Special plans				N/A

FG, New Articles (0%)	13 291		13 291	
FG, Outgoing, 2. Quality & Defect (90%)	671	595	76	88.7%

Finished Goods, Total 75 462 4 746 70 716

Total Stock Value 75 462 4 746 70 716

EUR x 1000

Rapport som körs via Run Reports

	Month			Actual vs.		YTD			Actual vs.		12 Month Total			LTM vs.	
	AC	BU	LY	BU	LY	AC	BU	LY	BU	LY	LTM	BU	LY	BU	LY
External Turnover - Total	1 732	1 487	1 476	+245	+256	4 946	4 825	4 716	+121	+230	20 255	21 757	20 025	-1 502	+230
Turnover - internal	1 805	1 654	1 443	+151	+362	4 755	4 314	3 767	+441	+988	17 916	19 584	16 928	-1 668	+988
Sales Reductions - Total	-150	-130	-86	-20	-64	-425	-418	-373	-7	-52	-1 788	-1 865	-1 736	+77	-52
Net Turnover	3 387	3 011	2 833	+376	+554	9 276	8 721	8 110	+555	+1 166	36 383	39 476	35 217	-3 093	+1 166
Total Cost of Goods Sold	-2 768	-2 297	-2 033	-471	-735	-7 033	-6 534	-5 909	-499	-1 124	-26 638	-28 672	-25 514	+2 034	-1 124
Indirect Production Cost	-149	-149	-173	-	+24	-403	-403	-474	-	+71	-1 638	-1 667	-1 709	+29	+71
Contribution Margin (CM)	470	565	627	-95	-157	1 840	1 784	1 727	+56	+113	8 107	9 137	7 994	-1 030	+113
Contribution Margin %	13.9%	18.8%	22.1%	-4.9%	-8.3%	19.8%	20.5%	21.3%	-0.6%	-1.5%	22.3%	23.1%	0.0%	-0.9%	+22.3%
Indirect Sales Cost - Total	-210	-215	-206	+5	-4	-618	-638	-562	+20	-56	-2 310	-2 610	-2 254	+300	-56
Marketing Cost - Total	-139	-129	-123	-10	-16	-418	-412	-279	-6	-139	-929	-1 212	-790	+283	-139
Supply Chain Cost - Total	-90	-90	-75	-	-15	-269	-269	-221	-	-48	-912	-1 033	-864	+121	-48
Sourcing Cost - Total	-38	-38	-29	-	-9	-112	-112	-96	-	-16	-365	-447	-349	+82	-16
Administration Cost - Total	-173	-185	-205	+12	+32	-537	-538	-541	+1	+4	-2 014	-2 142	-2 018	+128	+4
Prod. Development Cost - Total	-10	-10	-13	-	+3	-22	-21	-24	-1	+2	-80	-90	-82	+10	+2
Total Staff Cost (excl. prod. and warehouse)	-277	-242	-219	-35	-58	-774	-701	-636	-73	-138	-2 780	-2 673	-2 642	+93	-138
Total Other Operating Costs	-383	-425	-432	+42	+49	-1 202	-1 289	-1 087	+87	-115	-3 830	-4 661	-3 715	+831	-115
	-660	-667	-651	+7	-9	-1 976	-1 990	-1 723	+14	-253	-253	-	-	-253	-253
EBITDA	-190	-102	-24	-88	-166	-136	-206	4	+70	-140	1 497	1 603	1 637	-106	-140
EBITDA %	-5.6%	-3.4%	-0.8%	-2.2%	-4.8%	-1.5%	-2.4%	0.0%	+0.9%	-1.5%	4.1%	4.1%	0.0%	+0.1%	+4.1%
Depreciation	-5	-11	-9	+6	+4	-14	-34	-29	+20	+15	-95	-135	-110	+40	+15
EBIT before restructuring costs	-195	-113	-33	-82	-162	-150	-240	-25	+90	-125	1 402	1 468	1 527	-66	-125
EBIT before Restructuring %	-5.8%	-3.8%	-1.2%	-2.0%	-4.6%	-1.6%	-2.8%	-0.3%	+1.1%	-1.3%	3.9%	3.7%	0.0%	+0.1%	+3.9%
Restructuring costs and one-off items	-43	-	-	-43	-43	-43	-	-	-43	-43	-43	-	-	-43	-43
Management fee	12	-	-82	+12	+94	12	-	-82	+12	+94	-192	-	-286	-192	+94
Primary result (EBIT)	-226	-113	-115	-113	-111	-181	-240	-107	+59	-74	1 167	1 468	1 241	-301	-74
EBIT %	-6.7%	-3.8%	-4.1%	-2.9%	-2.6%	-2.0%	-2.8%	-1.3%	+0.8%	-0.6%	3.2%	3.7%	0.0%	-0.5%	+3.2%

	Monthly Change			Actual vs.		End of Month			Actual vs.		12 Month Total			LTM vs.	
	AC	BU	LY	BU	LY	AC	BU	LY	BU	LY	LTM	BU	LY	BU	LY
Stocks	1 110	-246	113	+1 356	+997	8 491	7 590	8 422	+901	+69	8 491	8 119	11 793	372	-3 302
Trade Receivables, External	-107	-9	-372	-98	+265	3 548	3 385	2 814	+163	+734	3 548	4 222	4 715	-674	-1 167
Trade Suppliers, External	179	188	94	-9	+85	2 601	2 626	2 074	-25	+527	2 601	3 262	3 326	-661	-725
Working Capital	824	-443	-353	+1 267	+1 177	9 438	8 349	9 162	+1 089	+276	9 438	9 079	13 182	359	-3 744

EBITDA	-190	-102	-24	-88	-166	-136	-206	4	+70	-140	1 497	1 603	1 637	-106	-140
Change in Working Capital	-824	443	353	-1 267	-1 177	3 744	4 833	788	-1 089	+2 956	-276	4 103	-3 232	-4 379	2 956
CAPEX	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Simplified Operational Cash Flow	-1 014	341	329	-1 355	-1 343	3 608	4 627	792	-1 019	+2 816	1 221	5 706	-1 595	-4 485	2 816

	AC	BU	LY	BU	LY	AC	BU	LY	BU	LY	AC	BU	LY	BU	LY
Number of Production Employees - at end	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Number of Indirect Prod. Employees - at end	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Number of Sales Employees - at end	4.0	-	-1.0	4.0	5.0	29.0	29.0	24.0	-	5.0	29.0	29.0	26.0	-	3.0
Number of Marketing Employees - at end	-	-	-	-	-	4.0	4.0	5.0	-	-1.0	4.0	4.0	4.0	-	-
Number of Supp. Chain Employees - at end	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Number of Sourcing Employees - at end	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Number of Admin. Employees - at end	1.0	-	-	1.0	1.0	10.0	9.0	10.0	1.0	-	10.0	9.0	10.0	1.0	-
Number of Prod. Dev. Employees - at end	-	-	-	-	-	1.0	1.0	1.0	-	-	1.0	1.0	1.0	-	-
Total Number of Employees - at end	5.0	-	-1.0	5.0	6.0	44.0	43.0	40.0	1.0	4.0	44.0	43.0	41.0	1.0	3.0

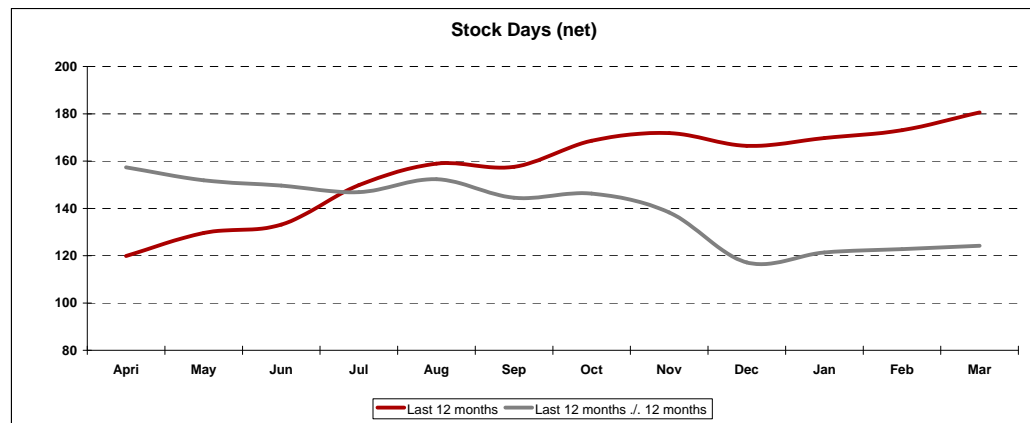
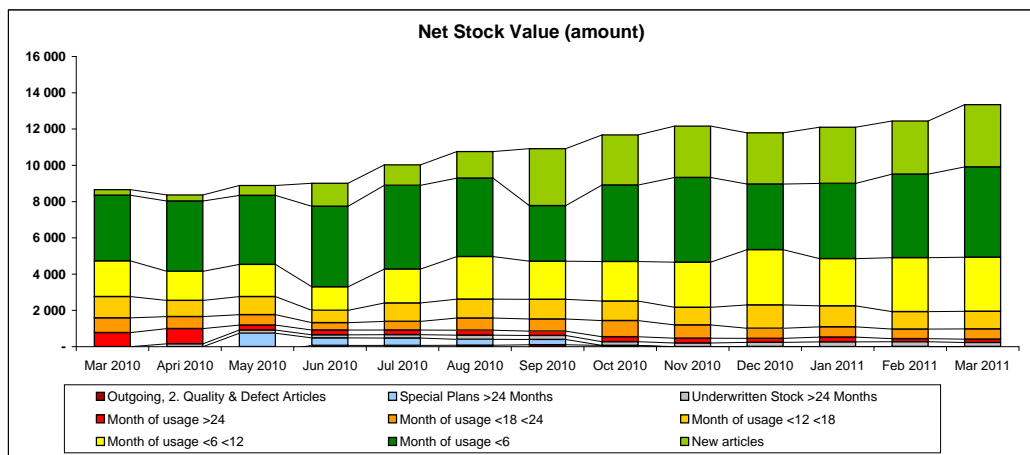
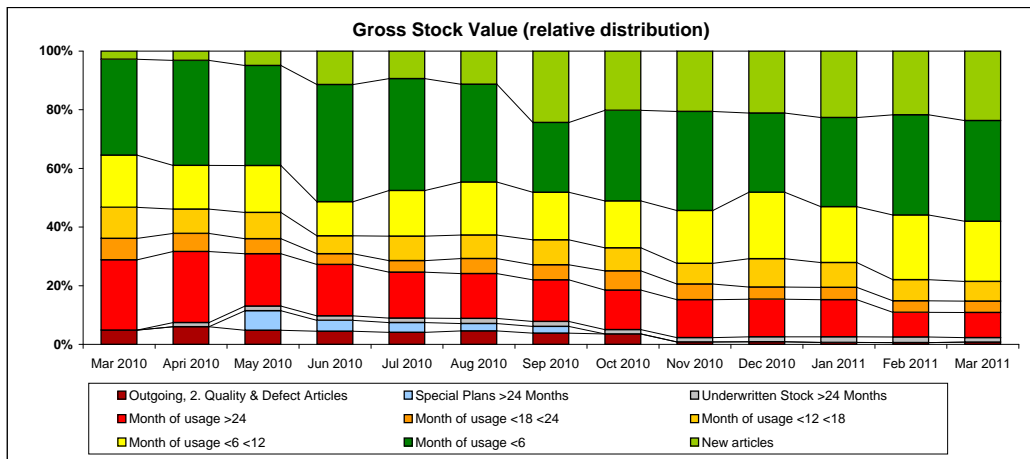
*All periods and actualities are calculated on budget 2011 FX

	Mar 2010	Apr 2010	May 2010	Jun 2010	Jul 2010	Aug 2010	Sep 2010	Oct 2010	Nov 2010	Dec 2010	Jan 2011	Feb 2011	Mar 2011
Stock Value per month													
Gross Stock Value													
Month of usage <6	3 617	3 870	3 801	4 438	4 612	4 330	3 064	4 216	4 664	3 619	4 145	4 606	4 981
Month of usage <6 <12	1 972	1 608	1 780	1 293	1 878	2 340	2 097	2 182	2 485	3 041	2 606	2 969	2 981
Month of usage <12 <18	1 170	896	995	682	1 013	1 044	1 093	1 075	975	1 291	1 155	968	969
Month of usage <18 <24	811	661	575	407	474	669	664	894	735	553	569	530	563
Month of usage >24	2 651	2 616	1 988	1 947	1 891	1 981	1 830	1 845	1 787	1 722	1 728	1 133	1 247
Underwritten Stock >24 Months	-	155	176	169	181	228	221	200	199	225	264	261	218
Special Plans >24 Months	-	-	741	414	406	322	296	-	-	-	-	-	-
New articles	309	339	545	1 269	1 131	1 466	3 142	2 760	2 836	2 826	3 093	2 930	3 437
Outgoing, 2. Quality & Defect Articles	539	648	533	495	494	597	490	483	116	117	88	80	113
Total Gross Stock Value	11 069	10 793	11 134	11 114	12 080	12 977	12 897	13 655	13 797	13 394	13 648	13 477	14 509

Write Downs													
Month of usage >24	1 872	1 776	1 717	1 681	1 631	1 700	1 593	1 571	1 521	1 496	1 464	964	1 061
Underwritten Stock >24 Months	-	-	-	-	-	-	-	-	-	-	-	-	-
Special Plans >24 Months	-	-	-	-	-	-	-	-	-	-	-	-	-
Outgoing, 2. Quality & Defect Articles	762	881	774	426	423	516	385	410	135	105	110	71	100
Total Write Downs	2 634	2 657	2 491	2 107	2 054	2 216	1 978	1 981	1 656	1 601	1 574	1 035	1 161
Write Down % (of Total Stocks)	23.8%	24.6%	22.4%	19.0%	17.0%	17.1%	15.3%	14.5%	12.0%	12.0%	11.5%	7.7%	8.0%
% of >24 months or Obsolete	82.6%	81.4%	98.8%	86.3%	86.1%	86.0%	85.3%	85.1%	87.0%	87.1%	86.7%	85.3%	85.4%

Net Stock Value													
Month of usage <6	3 617	3 870	3 801	4 438	4 612	4 330	3 064	4 216	4 664	3 619	4 145	4 606	4 981
Month of usage <6 <12	1 972	1 608	1 780	1 293	1 878	2 340	2 097	2 182	2 485	3 041	2 606	2 969	2 981
Month of usage <12 <18	1 170	896	995	682	1 013	1 044	1 093	1 075	975	1 291	1 155	968	969
Month of usage <18 <24	811	661	575	407	474	669	664	894	735	553	569	530	563
Month of usage >24	779	840	271	266	260	281	237	274	266	226	264	169	186
Underwritten Stock >24 Months	-	155	176	169	181	228	221	200	199	225	264	261	218
Special Plans >24 Months	-	-	741	414	406	322	296	-	-	-	-	-	-
New articles	309	339	545	1 269	1 131	1 466	3 142	2 760	2 836	2 826	3 093	2 930	3 437
Outgoing, 2. Quality & Defect Articles	-223	-233	-241	69	71	81	105	73	-19	12	-22	9	13
Total Net Stock Value	8 435	8 136	8 643	9 007	10 026	10 761	10 919	11 674	12 141	11 793	12 074	12 442	13 348

Stock Days	124	120	130	133	150	159	158	169	172	166	170	173	181
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Rapport som körs via Run Reports

EUR x 1000

March 2011

External Turnover

	Month				
	AC	BU	LY	AC vs BU	AC vs LY
Key Account	751	715	667	36	84
Mail Order	726	804	705	-78	21
Field Sales	318	416	306	-98	12
Int'l Key Accounts	380	250	254	130	126
Others/Non specified	7	-	12	-	-5
Total	2 182	2 185	1 944	-3	238

	YTD				
	AC	BU	LY	AC vs BU	AC vs LY
Key Account	3 311	2 680	1 375	631	1 936
Mail Order	1 709	1 981	1 690	-272	19
Field Sales	719	877	697	-158	22
Int'l Key Accounts	1 116	705	554	411	562
Others/Non specified	16	-	27	-	-11
Total	6 871	6 243	4 343	628	2 528

	Full year				
	LTM	BU	LY	LTM vs BU	LTM vs LY
Key Account	7 985	8 084	6 049	-99	1 936
Mail Order	8 101	8 766	8 082	-665	19
Field Sales	3 674	5 187	3 652	-1 513	22
Int'l Key Accounts	5 801	3 482	5 239	2 319	562
Others/Non specified	2	-	13	-	-11
Total	25 563	25 519	23 035	44	2 528

Gross Margin

	Month				
	AC	BU	LY	AC vs BU	AC vs LY
Key Account	282	252	268	30	14
Mail Order	416	494	408	-78	8
Field Sales	163	202	159	-39	4
Int'l Key Accounts	147	104	133	43	14
Others/Non specified	-1	-	7	-	-8
Total	1 007	1 052	975	-45	32

	YTD				
	AC	BU	LY	AC vs BU	AC vs LY
Key Account	846	755	555	91	291
Mail Order	925	1 189	991	-264	-66
Field Sales	342	421	359	-79	-17
Int'l Key Accounts	403	290	283	113	120
Others/Non specified	8	-	14	-	-6
Total	2 524	2 655	2 202	-131	322

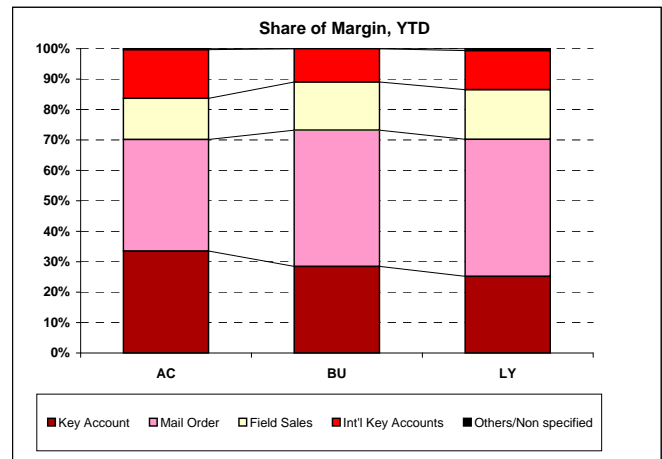
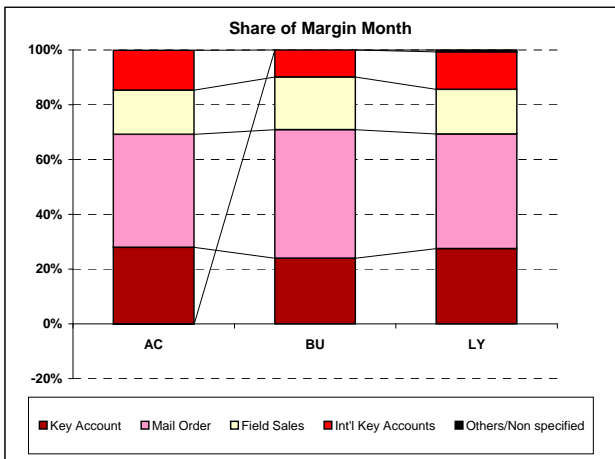
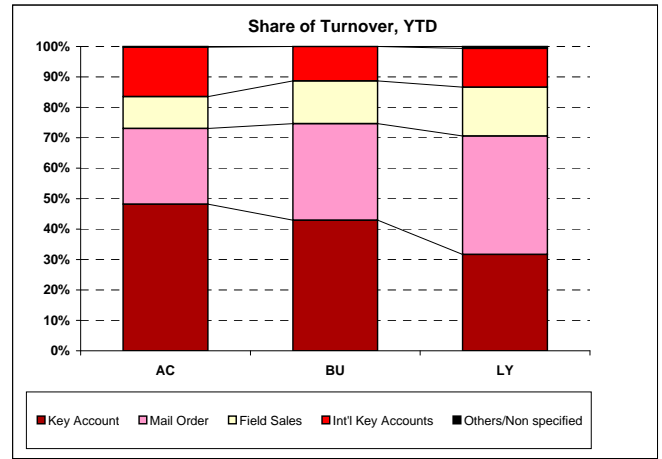
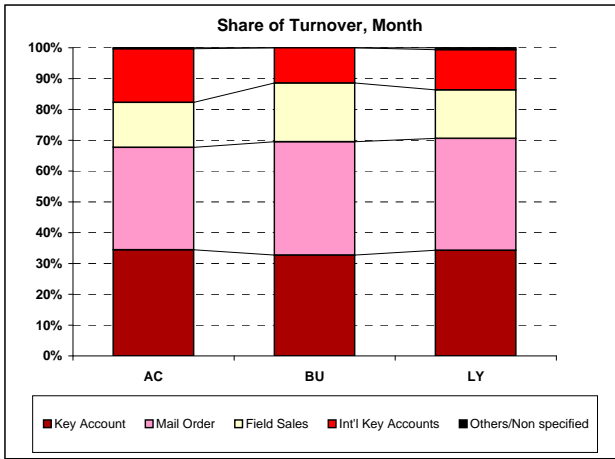
	Full year				
	LTM	BU	LY	LTM vs BU	LTM vs LY
Key Account	2 192	2 999	1 901	-807	291
Mail Order	4 415	5 489	4 481	-1 074	-66
Field Sales	1 672	2 618	1 689	-946	-17
Int'l Key Accounts	2 438	1 431	2 318	1 007	120
Others/Non specified	5	-	11	-	-6
Total	10 722	12 537	10 400	-1 815	322

Gross Margin %

	Month				
	AC	BU	LY	AC vs BU	AC vs LY
Key Account	37.5%	35.2%	40.2%	+2.3%	-2.6%
Mail Order	57.3%	61.4%	57.9%	-4.1%	-0.6%
Field Sales	51.3%	48.6%	52.0%	+2.7%	-0.7%
Int'l Key Accounts	38.7%	41.6%	52.4%	-2.9%	-13.7%
Others/Non specified	-14.3%	-	58.3%	-	-72.6%
Total	46.2%	48.1%	50.2%	-2.0%	-4.0%

	YTD				
	AC	BU	LY	AC vs BU	AC vs LY
Key Account	25.6%	28.2%	40.4%	-2.6%	-14.8%
Mail Order	54.1%	60.0%	58.6%	-5.9%	-4.5%
Field Sales	47.6%	48.0%	51.5%	-0.4%	-3.9%
Int'l Key Accounts	36.1%	41.1%	51.1%	-5.0%	-15.0%
Others/Non specified	50.0%	-	51.9%	-	-1.9%
Total	36.7%	42.5%	50.7%	-5.8%	-14.0%

	Full year				
	LTM	BU	LY	LTM vs BU	LTM vs LY
Key Account	27.5%	37.1%	31.4%	-9.6%	-4.0%
Mail Order	54.5%	62.6%	55.4%	-8.1%	-0.9%
Field Sales	45.5%	50.5%	46.2%	-5.0%	-0.7%
Int'l Key Accounts	42.0%	41.1%	44.2%	+0.9%	-2.2%
Others/Non specified	250.0%	-	84.6%	-	+165.4%
Total	41.9%	49.1%	45.1%	-7.2%	-3.2%



*All periods and actualities are calculated on budget 2011 FX

IBM Cognos Express Xcelerator

- Nyligen startat implementation av IBM Cognos Express Xcelerator, vilket är TM1 för SME
- Ökad datatillgänglighet genom web-portal med dashboard och rapporter
- Bättre analysmöjligheter (multidimensionella strukturer)
- Stöd för planeringsprocess (arbetsflöden och scenarier)

