

15 March 2002

## Capital Market Days in La Rochelle 23-24 May 2002

We have the pleasure of inviting you to our fifth annual Capital Market Days, to be held in La Rochelle, France. Since we last met in Albstadt considerable time and efforts have been spent on integrating 30 new companies with 12,000 employees and a truly global position has been established.

La Rochelle has been chosen since the city is hosting a stopover in the Volvo Ocean Race. The Race passes all our major markets and at each stopover we gather our local managers for strategic discussions. When the Race reaches Kiel in the beginning of June, some 1,000 of our managers will have debated our vision, strategy and priorities and agreed on local business plans.

We will start with a general strategic update including the results from the first quarter. The Yale integration work will be reviewed and this time we will take a deeper look into the US, South Africa and China. The ongoing work in the areas of operational excellence, branding, overall organic growth and electromechanics will also be presented. The program will conclude with a Q&A session in order to make room for any other issues you wish to cover.

The program will start on Thursday 23 May at 2 p.m. which will give you enough to time fly in on a morning flight. The conference will finish at noon Friday 24 May. We will be organising activities from Friday noon to the Race restart at 5 p.m. on Saturday 25 May – for those that have the possibility to stay. You will have the opportunity to join us at the restart and see the boats depart from La Rochelle for Leg 8 of the Race.

We recommend that you fly in to Paris and then take a train directly to La Rochelle. Room reservations will be arranged for you once you have registered. We have booked rooms at three different hotels within 40 minutes of La Rochelle due to the fact that Volvo have booked all of the larger hotels in the heart of La Rochelle. Please note that if you decide to stay until the Race restart that the next available flight out of La Rochelle is Sunday morning 6.35 a.m. We will organise transport to and from the hotel and conference locations. Further details will follow once you have registered.

**Please register by 15 April to Natasha Knutsson on the enclosed fax form  
+46 8 506 485 87 or e-mail: [natasha.knutsson@assaabloy.com](mailto:natasha.knutsson@assaabloy.com).**

Sincerely yours,



Carl-Henric Svanberg

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**Please fill in this form and return to Natasha Knutsson, fax number +46 8 506 485 87 or e-mail: [natasha.knutsson@assaabloy.com](mailto:natasha.knutsson@assaabloy.com), by 15 April 2001.**

I will attend the ASSA ABLOY Capital Market Days (please write clearly):

Name: .....

Title: .....

Company: .....

Address: .....

.....

.....

.....

Telephone: .....

Facsimile: .....

Mobile: .....

E-mail address: .....

Please make hotel reservations for me in La Rochelle.

23-24 May

23-26 May

I will stay for the Boat Departure Ceremonies on Saturday 25 May.

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### Agenda

#### Thursday 23 May

*All participants fly in Wednesday morning*

- 14.30 Introduction –Strategy Update – Segmentation - Latest Development  
The Assa Abloy VOR Integration project including Video  
The South Europe VOR management conference – an example  
Operational excellence  
Yale integration status – US, South Africa and China
- 19.00 Guided Tour of Boat
- 20.00 Welcome drink and crew interview
- 20.30 Dinner

#### Friday 24 May

- 08.30 Branding  
Electromechanics  
AA Financial goals, conclusion and Q&A
- 12.15 Meeting ends  
*Alternative program for participants that stay through to the start*