



**AGILE
MINDS
NEED
AGILE
SOLUTIONS**

WHAT MAKES US DIFFERENT?

People often ask why our customers prefer to do business with us. One reason is IFS Applications™, designed and developed in collaboration with our customers to make them more agile. Another is our highly skilled people whose industry and process expertise help make them more efficient and improve their bottom line.

This brochure provides you with an informal look at what IFS is all about. And shows you how our industry knowledge is the driving force behind our 'best-practice'

product development program and the benefits of forming a working collaboration with our customers.

We hope you find it an interesting read and that I will have the opportunity to meet with you face to face in the future.



ALASTAIR SORBIE, CEO



**BEGIN AS YOU
MEAN TO GO ON**

From the moment we launched our business we understood and appreciated the value of agility. We discovered that only a mindset that allows you to swiftly shift direction and pursue new technologies and ideas gives you the necessary drive to stay ahead of the competition.

Similarly, we also think 'agility' is one of the most influential factors in creating a successful business solution. To our way of thinking a business solution

should have agility as an inherent part of its design. So when a business is looking to expand* into new areas or take up new business opportunities, it can do so confident that its existing ERP solution has the characteristics to support such endeavors.

Until the business world ceases to experience change, our goal will remain to provide you with a solution that can breathe and grow, and support you on every journey you undertake.



HAFSLUND AND INFRATEK, NORWAY

The company originally handled all phases of the energy sector: power generation, transmission and distribution. After a split, one part of the company operated the distribution networks, using a more project-based approach. In turn, the department responsible for servicing the network split and set up its own service management operation. Today this company offers specialized competence to service energy networks in a fast-growing number of European facilities. It is also expanding into other industries such as oil & gas, transmission and distribution. All of these business changes have been supported fully by IFS Applications.



**NO ERP SOLUTION
CAN GUARANTEE
SUCCESS**

The extent of a solution's contribution to your business is dependent on one highly evolved and extremely complex component.

People.

No matter how much functionality a solution offers, it isn't worth a lot unless people can make full use of it. That's why it isn't by accident that one of the first things you'll notice with our solution is how user-friendly it is.

After talking with a number of our customers, it became apparent that it was time for us to rethink our user interface. They told us they wanted a user interface that worked with the same clarity and ease as the equivalent found in the consumer world.

So we began our user interface redesign program by taking a closer look at some of the everyday devices that people are happy using. We noticed that by keeping things simple, people are far more likely to use the product to its maximum potential. After 18 months of hard work and many, many customer workshops, where customers were asked for their input, we were finally ready to release our new interface—IFS Enterprise Explorer. Since then our customers have been united in their praises and are delighted to find features like IFS Enterprise Application Search, a 'Google' like search facility, crystal-clear navigation, icon-driven menus and many other practical new features that are included in its design.



Participating in the Early Adopter Program is a good opportunity to influence the future of IFS Applications.

Jay Gnuse, ERP Project Manager,
Chief Industries, Inc.

OUR SOLUTION'S DNA

When we first set about creating IFS Applications over 25 years ago, our goal was to make the most usable business software on the market. And to help us to achieve that ambition, we put simplicity at the forefront of everything we did.

We still do.

We decided that we would make only one product, which can be easily configured to match the specific requirements of a broad range of industries.

We still do.

We decided that we would build IFS Applications on standards so customers would not be locked into any particular technology.

We still do.

We decided to design IFS Applications as a component-based structure so it can be easily extended and updated.

We still do.

We decided that each software component must be totally compatible with every other, yet capable of running independently.

We still do.

We decided to build a product that could handle change and long-term evolution.

We still do.

And, that we would make the most user-friendly business software on the market.

We still do that, too.



As a result of our lean manufacturing initiative, we have reduced past-due orders by 80%, increased inventory turns by 20%, improved productivity by 20%, and increased quality by 60%. IFS Applications gives us the technology platform we need to achieve this success.

Gerald Nakamura, CIO
Willamette Valley Company

**STICKING OUR NOSE
INTO OTHER PEOPLE'S
BUSINESS**

As men and women of science we are by nature curious. It is this curiosity, and our collaboration with our customers, that has enabled us to build up an impressive array of knowledge about many different industries. We find that the 'cross fertilization' of industry knowledge is an invaluable asset and enables us to suggest many innovative ideas that perhaps would not have been considered otherwise.

Although we think of ourselves as being smart in our chosen field, we are also smart enough to know that no one knows their business better than the customer. That's why we do a lot of listening, running business advisory seminars and policy-making groups, and why during each project we form a very close collaboration with our customers.

A particularly active element of our development program is our alpha and beta workshops. This is where we invite customers to join us and put our prototypes to the test. This customer hands-on approach ensures that we are better able to keep our views objective. We invite participants to tell us what they think and to make any suggestions about ways they think we can improve the original concept. The sessions usually include some 'lively' discussions and end up with a list of excellent suggestions.

We also involve our customers in advisory councils and policy-making groups. These forums are very popular and are ideal occasions for customers to exchange ideas and to discuss ways in which their respective industry can be further developed.



Creating a forum where customers can freely exchange business experiences plays a very significant role in ensuring that our products continue to reflect industry best business practices.

**Mikael Gustafsson,
Advisory Council Co-ordinator, IFS**

The background of the image is a repeating pattern of concentric circles in a light gray color, arranged in a grid. The circles are centered on each grid intersection.

**WE MAKE SOLUTIONS,
NOT EXCUSES**

We* are in business and fully accept that we must shoulder our fair share of responsibility. Should things get complicated, and yes, that does happen occasionally, we don't spend time coming up with lame excuses; we spend our time getting things fixed.

We've also heard some people say size doesn't matter. Well in our book, it does. Although we're big enough to have all the resources you would expect from a leading vendor, we're still small enough to keep things personal. When a customer calls us, they don't get the run around. They get put through to the person or persons who work on their account and talk directly to the people responsible for their business.

Although for the most part we spend our time at the cutting edge of technology, we still appreciate some of the old values—like trust.

We have developed a step-by-step implementation program that has been refined over many years. This approach is critical in helping us to achieve trouble-free implementations that are rolled out in accordance with agreed-upon time frames.

We also provide our customers with a choice of tiered support. This provides customers with the opportunity to structure a support program that is tailored to meet their specific requirements in terms of budget and coverage.

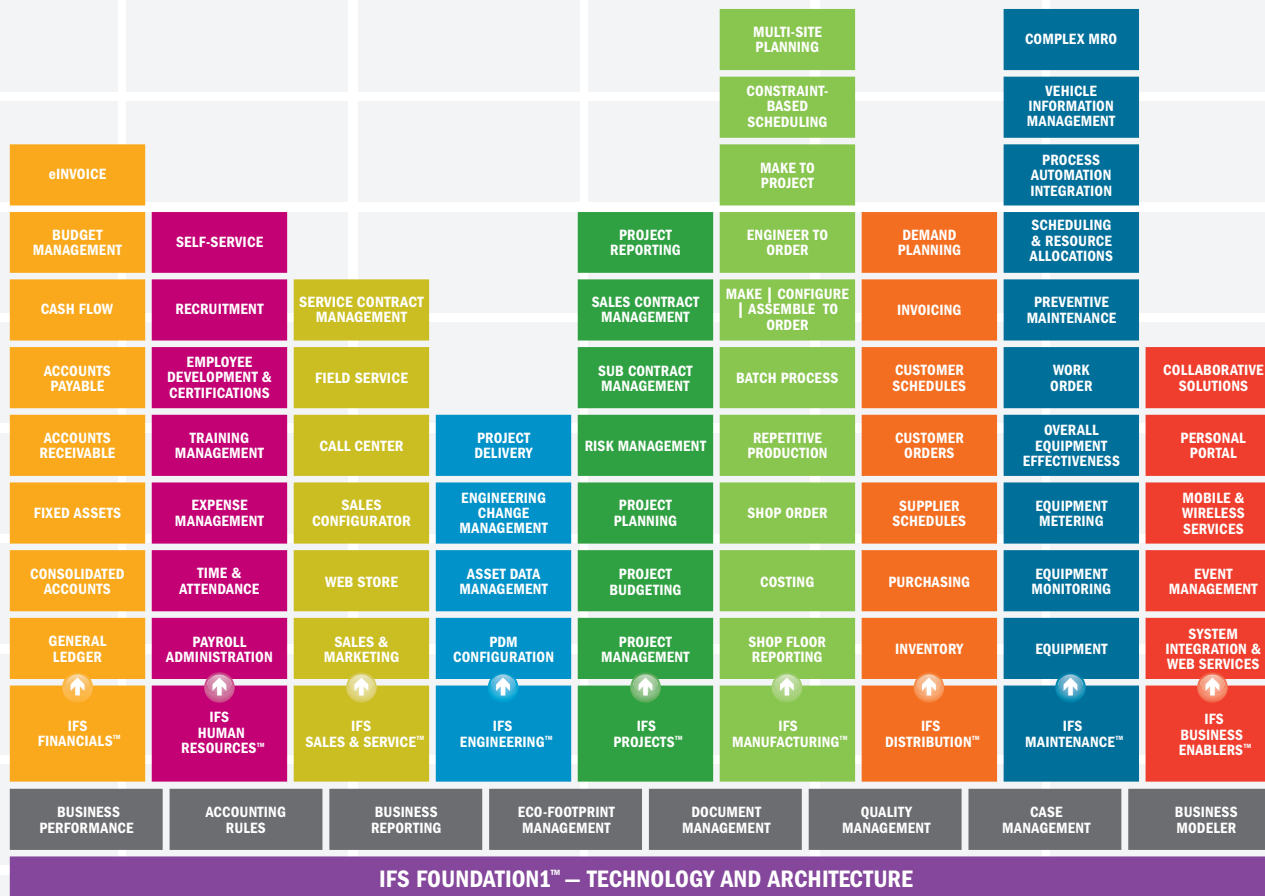


IFS is a global company with offices around the world providing customers with a full range of support and assistance. IFS is represented in more than 50 countries, and IFS Applications is available in some 20 languages.

ONLY WHAT YOU NEED

With us you only pay for what you use—and that's it. Because our solution is an integrated modular solution, you are able to specify only the functions you require. Should your needs change, no problem. You are free to add and subtract modules as you wish, assured that the compatibility remains intact and your existing ERP solution will be doing the business for many, many years to come.

IFS Applications is a component-based solution so companies can implement what they need, when they need it.



IFS—GLOBAL ALLIANCES

BAE SYSTEMS: IFS Defence is a joint venture with BAE SYSTEMS that delivers solutions to the defense industry and armed forces organizations worldwide.

CENTRIC: IFS Retail is a joint venture with Centric to provide the most comprehensive solution for the European retail industry available today.

LOGICA: IFS and Logica collaborate closely within the asset-intensive industry.

Microsoft®: IFS is one of Microsoft's top-100 ISV partners. IFS and Microsoft collaborate closely in several areas, including .Net technology, development tools, and the use of Microsoft Bing maps within the IFS Virtual Map solution to enable service companies to plan driving routes efficiently.

NEC: IFS and NEC collaborate in several areas, including the high-tech and automotive industries.

ORACLE: IFS and Oracle have collaborated on database technology for more than 20 years. IFS is one of Oracle's biggest development partners.

**YOU NEVER KNOW
WHEN THE FUTURE
WILL ARRIVE**

Our solution is designed to operate in the present and the future. The fancy word is called future-proof, but we prefer to say it is intelligently designed. So our customers don't have to worry about their investment becoming obsolete as soon as something new comes on the horizon.

The pace of innovation—whether ours or someone else's—means that the future is becoming the present quicker

than ever. To maintain their business agility companies need a solution that can respond to change at the same pace.

That's why more and more businesses are taking a closer look at our solution and seeing for themselves that you don't have to be a giant to make a big impact.

The unique demands facing project-based industries make for a tough and unforgiving business environment. IFS has operated in this sector for more than 20 years during which time it has supplied and deployed project-based solutions for a broad range of industries.

Absolut Spirits, Air Liquide Electronic Systems, Akzo Nobel Industrial, Alfort & Cro
Gauting, Apresa PLP Spain, Apparatebau Gauting GmbH, APTransco, Armatury Gro
Aytac, Babcock BES, BanglaCAT, Banss Schlacht- und Fördertechnik, Barking
Rosenberg, BMW Swindon, Bolix, Bombardier, Bonatrans, Borgstena Textile Portuga
Casting (BskyB), Butcher's Pet Care, BW Offshore, Byggmax, Caillau, Chief Industr
Colfax Corporation, Cosalt International, Cozzini, Damen Shipyards Gorinchem, Danvi
Aerospace, DDL, Doosan Power Systems, DuPont, Dyrup, Elastomeric Engineering,
Eurofoam, Exotic Electro-Optics, Fabcon Inc., Favori, FEV Motorenteknik, Finn
FNSS, Franke Coffee Systems, FRIWO, Gables Engineering Inc., GEA Pharma, GE An
Group, Grupo Bial, Grupo Farmasierra, Hafi Industries, Hafslund, Hajdu, Hamworthy
Heerema Fabrication Group, Hercules Bulldog Sealing Products, Hertel Services, Hindu
Honeywell, Horizon Utilities, Huf Hülsbeck & Fürst, Hutmen, Hylte Bruk, Hymer
Interquisa Canada Inc., IMO Pump Inc, InkCycle, Infun, International Engines, Isuzu
Industries, Koolair, Kopex Group, KVK, Dearsan Shipyard, Lagena, Lindal, Linpa
Management Science Associates, Mardec Berhad, Maxon motor Group, Maxwell Te
Międzynarodowe Targi Poznańskie, Miller Formless, Miller-St.Nazianz, Mioro, Mir
Corporation Limited, National Oilwell Varco, NEC Unified Solutions, Neste Oil, Nis
Oliverira & Irmão, O&M Energy Unión Fenosa, Olympus KeyMed, Overseas Realty Co
Peerless Industries, Pemsa, PepsiCo, Peterson Emballasje, PetitJean, Philips, Plasti
Kujang, QuadTech Inc., Renuka Agri Foods, Rumpler, Saab, Samson, SAS Ground Equip
Machinen, Seadrill, Seawell, Serimax, Serpeska, Shanghai Metro, Shell Gas Lar
Southern Poland Power Company (PKE), Sri Lanka Telecom, Stadium, Stafford
Machinery Company LLC, STX Europe, STX Norway, Suntel, Supra, Systembolaget
Thomas Group, Three Gorges, Tim, TLT-Babcock Inc., Todd Pacific Shipyards, Tom
Philippines, TRI Poland Sp. z o.o., UAC, Ulis, Ultimate Technology Corporation,
America, Value Plastics, Wandsworth, VARZ-400, Vectra, Vitec Group, Wynn's Au
Valley Company, WinWinD, Visy, Wolfson Microsystems, Worldmark, VTech, Vö

holm, Amada, Amphenol Alden Products, AOA Apparatebau
oup, **Arrhythmia Research Technology Inc.**, Autotank, Aweta,
Power Station, Barsebäck, Becker Acroma, Bergen Group
al, Brightpoint, Bristan, Bristow Group Inc, British Sky Broad
ries, Chingford Fruit, Cicek Shipyard, Cloetta, Coba Plastics,
ille Metal Stamping, **Dearsan Shipyard**, Debut Services, Derco
, Eltek, **Ensign-Bickford Industries**, Esterline Power Systems,
Air Technical Services, Finnveden Sheet Metal Components,
alytic Instruments Inc., GE Aviation, Globus, **Graal**, Grenland
, Harry's Fresh Foods, **Hawker Pacific**, Heaven Hill Distilleries,
istan Aeronautics Limited, Holland Co., Holmen Paper Braviken,
-Leichtmetallbau, **Indah Water Konsortium**, Infratek, Infun,
Philippines, ITP, **Jotun**, Kalmar, K&L Microwave, Kongskilde
c-Allibert, **Lockheed Martin**, Lou-Rich Inc., Maersk España,
Technologies Inc., Mechanik Center Erlangen, Mediso, Metes,
Valve, **Munters**, Mälarenergi, **National Hydroelectric Power**
cayah, Norse Cutting & Abandonment, Nowy Styl, Nutripack,
eylon PLC, Paradyz Group, Paroc, Partnertech, PBS Railway,
nor, Ponsse, Polysoude, Prodrive, PROFIm, PT PAL, PT Pupuk
pment Maintenance, SCA Graphic, Schlegel Taliana, Schulthess
nka, Showa Europe, **Singer**, Sinpas, SKE, **Slovnaft**, **Sofradir**,
Motors, Stalprodukt, Star Refrigeration, Statnett, Stolle
, **Teleplan**, The Telsul Group, **Thailand Productivity Institute**,
ra, **Torresol Energy**, **TOSHULIN**, **Toyota Lanka**, **Toyota Motor**
UniOracal, UOMZ, UYT, Uzmar Shipyard, Waddington North
utomotive, VBG Group, Wellstream International, Willamette
lkl Sports, Yantai Raffles Shipyard, **Yoigo**, **Złomrex Groupe**

Over the past 25 years we have had the privilege of working with many of the world's foremost companies. Each project arriving with its individual challenges and concluding with a great sense of achievement. To all of our customers we say a very sincere Thank you.

For details about IFS Applications
please consult our dedicated
brochure or visit www.IFSWORLD.com

THE LAST WORD? HOPEFULLY NOT.

What you have just read provides a brief and honest look at who we are and what we stand for.

Like our solutions, we want to make things easy. So we have kept the techno babble to the absolute minimum while still explaining what makes us and our solution different.

So now, your team has an open invitation to visit us for an informal chat about your business and where you want to take it.

Let's figure out how IFS can help you to keep your business agile.

IFS is a public company (OMX STO: IFS) founded in 1983 that develops, supplies, and implements IFS Applications™, a component-based extended ERP suite built on SOA technology. IFS focuses on agile businesses where any of four core processes are strategic: service & asset management, manufacturing, supply chain and projects. The company has 2,000 customers and is present in more than 50 countries with 2,700 employees in total. Net revenue in 2009 was SKr 2.6 billion.

www.IFSWORLD.com

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FACTS AND FIGURES

ABOUT IFS

- Founded in Sweden 1983
- Shares listed and traded on the NASDAQ OMX Stockholm (OMX STO) stock exchange
- Represented in some 50 countries through more than 50 offices and a network of partners
- Develops and sells one product—IFS Applications™
- 2,000 customers in 60 countries, representing a total of 830,000 users of IFS Applications

GEOGRAPHIC DISTRIBUTION

At the end of 2009, the geographic distribution of IFS customers was as follows: Europe North 25%, Europe West 12%, Europe Central 11%, Europe East 17%, Americas 19%, and Africa, Asia, and Pacific 16%.

OUR VALUES

At IFS our long-held values are:

- **SIMPLICITY**
- **COMMITMENT**
- **PROFESSIONALISM**

OUR PRODUCT—IFS APPLICATIONS™

- One global product—you do not need to switch product as your company expands
- Supports global implementations in one single database
- Supports small to large divisions
- Supports all kinds of manufacturing modes
- Fully scalable: 20,000 users with one product
- Component-based IFS Applications is available in some 20 languages

FOCUS ON THE MANAGEMENT OF 4 CORE PROCESSES

- **SERVICE & ASSET**
- **MANUFACTURING**
- **PROJECTS**
- **SUPPLY CHAIN**

RESULT 2009

- Net revenue: SKr 2,605 million (US\$ 341 million)
- EBIT: SKr 198 million (US\$ 26 million).
- Cash flow after investments: SKr 186 million (US\$ 24 million)

CONTACT

AMERICAS +1 888 437 4968

Argentina, Brazil, Canada, Mexico, United States

ASIA PACIFIC +65 63 33 33 00

Australia, Indonesia, Japan, Malaysia, New Zealand, Philippines, PR China, Singapore, Thailand

EUROPE EAST AND CENTRAL ASIA +48 22 577 45 00

Balkans, Czech Republic, Georgia, Hungary, Israel, Kazakhstan, Poland, Russia and CIS, Slovakia, Turkey, Ukraine

EUROPE CENTRAL +49 9131 77 340

Austria, Belgium, Germany, Italy, Netherlands, Switzerland

EUROPE WEST +44 1494 428 900

France, Portugal, Spain, United Kingdom

MIDDLE EAST AND AFRICA +971 4390 0888

India, South Africa, Sri Lanka, United Arab Emirates

NORDIC +46 13 460 4000

Denmark, Norway, Sweden

FINLAND AND THE BALTIC AREA +358 102 17 9300

Estonia, Finland, Latvia, Lithuania

