

1H 2011 Highlights

Continued growth. Changes in foreign exchange rates and investments weighed on earnings

- Net revenue grew 16 percent to MSEK 330.2 (321.1) (adjusted for changes in exchange rates).
- Profit before tax declined 13 percent to MSEK 36.7 (42.3)
- Adjusted for changes in exchange rates, profit before tax was unchanged.
- BTS US continues to grow, investments in product development and hiring impacts margins
- APG continues to grow, margin decline due to product mix
- BTS Other markets; strong growth in Asia, Latin America and South Africa.
- BTS Europe; strong revenue growth and profit improvement.
- Sample new customers:

Bangkok Bank, ING Insurance Asia, Johnson Controls, National Semiconductor, Orange, Prudential, Sweco and Taishin Bank



When failure is not an option!



Commercial Flight Simulator



Heathrow Control Simulator



Advanced Surgical Simulator



Nuclear Power Plant Simulator

BTS Value Proposition

"Making execution happen"

We deliver better results, faster

The unique BTS process offers fast strategic alignment and rapid capability building.



Customer Case



"How do we accelerate the leaders understanding and buy-in to the new CEO's vision?"

"The BTS custom business simulation accurately modeled our business challenges and anticipated our future evolution. The experience allowed our top 500 leaders to not just see the new strategy, but to practice making our strategy and vision a reality."



Customer Case



"How do we develop the next generation of commercially astute, people-focused and innovative leaders who will support the next growth phase for Telstra?"

"Every leader who wants to ensure they're heading in the right direction should go through a BTS experience"

GM, Access Strategy & Technologies, Telstra.



Customer Case



"How can we motivate employees to serve our customers better and win more business?"

Customer satisfaction and loyalty rate grew as a result of this initiative, which led to an increase in the Group's share of wallet



1H, 2011

	Jan – Jun 2011	Jan – Jun 2010	Change
Net Revenue	330.2	321.1	+16%*
EBITA	38.8	46.1	-16%
EBIT	37.4	43.2	-13%
Profit Before Tax	36.7	42.3	-13%
Net Profit	24.0	27.4	-12%
EPS	1.33	1.52	-12%
EBITA Margin	12%	14%	
EBIT Margin	11%	13%	
			(MSEK)



* Adjusted for changes in exchanges rates



1H 2011 – Revenue per Business Unit

	Jan – Jun 2011	Jan – Jun 2010	Change*	EBITA Margin
Total	330.2	321.1	+16%	12%(14%)
BTS USA	159.1	164.2	+12%	16%(23%)
BTS Europe	59.7	48.7	+29%	9%(-2%)
BTS Other markets	43.7	36.2	+25%	11%(14%)
APG	67.7	72.0	+9%	4%(6%)



(MSEK)

^{*} Adjusted for changes in exchanges rates

Q2, 2011

	Apr – Jun 2011	Apr – Jun 2010	Change
Net Revenue	186.7	183.6	+18%*
EBITA	30.5	35.1	-13%
EBIT	29.8	33.1	-10%
Profit Before Tax	29.3	32.3	-9%
Net Profit	19.2	21.0	-9%
EPS	1.06	1.16	-9%
EBITA Margin	16%	19%	
EBIT Margin	16%	18%	
			(MSEK)



* Adjusted for changes in exchanges rates

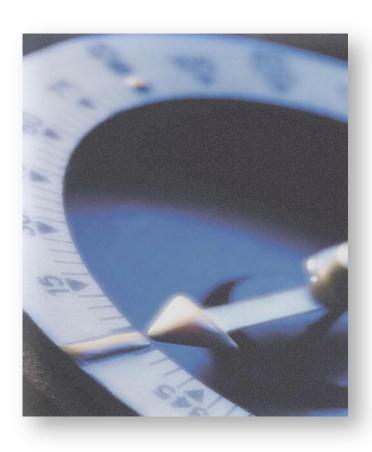
BTS in Perspective

Last 10 years

- 18% average growth per year, of which
- 13% has been organic

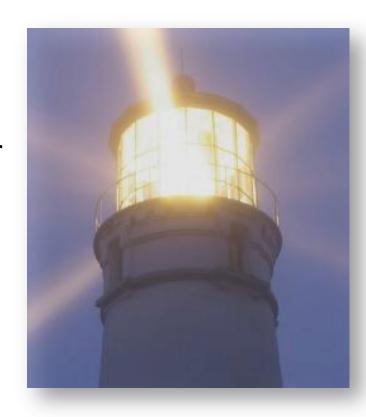
Growth drivers

- We are operating in a growing market
- Our offering has strong competitive advantages
- We invest in growth
- Our people are the best in the industry



The Fourth Growth Phase, 2010 –

- 1. Strengthen our core!
- 2. Serve our clients wider & higher
 - deliver more value!
- 3. Expand into selected new markets!



Outlook for 2011

The result before tax is expected to be better than last year



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