

Value Creation Model

Input

Human

Employees
Partners

Intellectual

Research & development
Intellectual property

Financial

Financial capital

Manufactured

Inhouse manufacturing
Outsourced manufacturing

Social and relationship

Communities
Ecosystems
Networks
Partnerships

Natural

Natural resources

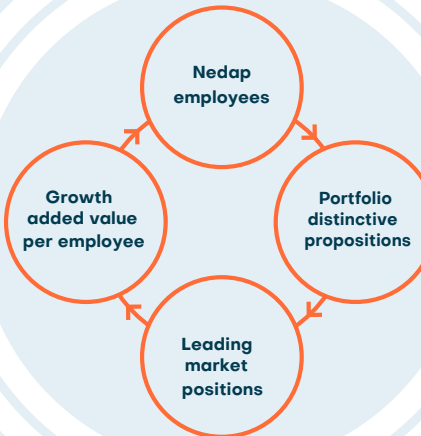
Strategic principles

- Long term perspective: urgent patience
- Employees are key to our success

Core assets

- People
- Culture
- Leadership

Changing Gears



- Connected Devices
- Communications Technology
- Software Architecture
- User Experience

Core technologies

- Healthcare
- Identification Systems
- Light Controls
- Livestock Management
- Retail
- Security Management
- Staffing Solutions

Business units

Governance

Output

Human

Creating inspiring,
attractive and safe work
environments

Intellectual

Developing insights in
technology and markets

Financial

Generating investments,
dividends and taxes

Manufactured

Developing and marketing
leading propositions

Social and relationship

Developing and sustaining
close relationships with
customers, suppliers, partners
and communities

Natural

Continuous reduction the use
of natural resources by our
products and in our supply
chain