

## Experienced Board and CEO take over management at NOTE



NOTE's new Board of Directors. From left: Kjell-Åke Andersson, Håkan Gellerstedt, Arne Forslund, Bruce Grant, Per-Arne Sandström, Göran Jansson and Hans Johansson.

**NOTE's previous CEO, Arne Forslund, is back. A new Board of Directors has also been elected, and the reaction both internally and from the stock market has been extremely positive.**

The Annual Meeting on 25 April began with a representative for a group of owners with 55% of the meeting's voting rights, matter of factly expressing his dissatisfaction with the Nominating Committee's suggestion for the new Board of Directors.

At the statutory Board Meeting directly following the Annual Meeting, Arne Forslund was once again appointed CEO, effective immediately.

The new Board consists of Bruce Grant, Chairman, Per-Arne Sandström, Vice-Chairman, Kjell-Åke Andersson, Håkan Gellerstedt, Göran Jansson, Hans Johansson, and Arne Forslund as members of the Board.

### STRONG SUPPORT FROM THE GROUP

The new CEO promises continued focus on the company's Nearsourcing™ strategy.

– This Board provides us with knowledge and wide-ranging experience within key strategic areas, says Arne Forslund, CEO.

– I have received very positive support and feedback from the whole organisation. Now we are going to follow the established strategy and continue the work we began in 2006.

The Stock Market reacted immediately to the new-old management. The NOTE-share value increased considerably in the days following meeting, reaching an all time high.

### QUALIFIED BOARD

Below is a short presentation of the new Board members and a selection of their experiences.

**Bruce Grant**, varied Board experience from different industries. Some of the more reknown companies are: Ericsson, General Electrics and General Motors.

**Kjell-Åke Andersson**, several Board positions, CEO in the development companies NOMIX and Imita. Active within the EMS industry since 1970, Facit/ADDO and Electrolux.

**Håkan Gellerstedt**, Management Consultant, self-employed within SARL MTL Consultants. Experienced in management and global production strategy.

**Göran Jansson**, Managing Partner in the risk capital company Applied Capital Partners. Previously acting CEO and Financial Director for Assa Abloy.

**Hans Johansson**, founder and previous CEO for Semcon. Member of the Board at Chalmers Institute of Technology, Nimbus Boats and Sportmanship Invest.

**Per-Arne Sandström**, previous Vice CEO at Ericsson. Chariman of the Board for Coor, Powermill Service Group and P-A Sandström Consult.

**Arne Forslund**, CEO at NOTE 2005-11-01 till 2007-02-15, member of the Board since 2006. Now back in the same role.

We are pleased to welcome our new Board and wish them good luck! ☺

Arne Forslund  
back at the helm!

## Collective R&D efforts

Since last autumn, all NOTE's R&D activities have been gathered under a common umbrella: NOTE R&D.

"This is a way of increasing our range of services to many customers by presenting our collective R&D resources," explains Martin Linder, Business Development Manager at NOTE.

R&D has long played a central role at NOTE, and many of the Group's companies have R&D departments. In the past, each unit worked independently. Now NOTE has gathered its R&D activities together under seven service areas.

"We've been needing to do this for some time," says Martin, who is also a coordinator for NOTE R&D.

### ATTRACT LARGER PROJECTS

"We're strong in development, and this new setup will help us attract larger projects, for both existing and new customers."

The new organisation will help gain an overview of NOTE's collective expertise, both internally and externally. Most importantly of all, it will increase collaboration between the Group's various R&D units.

"We'll be able to take on larger products for customers. For instance, three of our companies are collaborating in a project to develop ship autopilots for a major customer."

### SEVEN FOCUS AREAS

All NOTE's R&D activities will continue to be distributed between the different companies in future. Services are divided under seven service areas: Product Development, Test Development, Technology Development, Cost Reduction, PCB Design, Component Engineering and Research. This last service area is conducted in collaboration with various universities. ☺



Martin Linder, NOTE.

## NOTE continues focusing on lean efforts

A new lean organisation was introduced at NOTE in summer 2006.

For the first few months, the team lead by Håkan Lönn, Director of Lean Strategy, primarily focused on implementing the new control document, Policy Deployment.

Now the team is working on the lean tools that will be introduced throughout the Group.

The work has progressed furthest at NOTE Torsby, NOTE Skänninge and NOTE Lund, where the tools Standard Work, Visual Management and 5S have been in use for several months. The aim is to start implementation throughout the whole Group by the summer.

After this, the implementation of NLS (NOTE Lean Strategy) will continue with SMED (adjustment time reduction), Value Stream Mapping (flow analysis) and Variation Reduction (quality improvement).

"The introduction of the lean tools has been well-received. It's vital for all employees to take part in ongoing improvement efforts (KAIZEN)," says Håkan. ☺

## Success for NOTE Oslo



Last summer, NOTE was established in Norway as a result of the takeover of Nordic-Print-design AS. The Nearsourcing™ concept combined with NOTE's large network of component suppliers has proved highly successful.

"There's enormous need in this area. We've gained many new customers and we're very busy," says Anders G. Johansen at NOTE Oslo.

Having access to the right components at the right time is a crucial factor for companies developing commercial products. Projects are often delayed and exceed their budget due to difficulty finding components.

"Thanks to NOTE's supplier contacts and our close collaboration with customers, these companies can make better choices and increase their control of the process – from design to launch of the finished product. The aim is to speed up time-to-market, i.e. get the product onto the market faster," explains Anders. ☺

# From gas detection to satellite communication

NOTE is conducting customer-oriented projects for some of Sweden's most high-tech spearhead companies in Skänninge and Norrtälje. NOTE provides these customers with product development and test strategies in satellite communication and gas detection.

NOTE Skänninge has worked with Sensistor for many years, and this collaboration has now been further intensified. Sensistor Technologies develops, manufactures and markets innovative equipment for industrial leak detection and leak testing using hydrogen gas as a tracer gas, for instance in cables or pharmaceutical packages. Now they've



Peter Johansson, NOTE Skänninge.

developed a new product which will be certified for explosive environments. "We're helping Sensistor to develop its new product Extrima. The development process for Extrima is subject to extremely high demands since it's to be certified for use in explosive environments according to the ATEX directive. An authorised certification body will test and certify the whole product and production process," explains Peter Johansson at NOTE Skänninge.

### SHORTER DEVELOPMENT TIME

When NOTE is involved early on in the development stage, it helps customers shorten their time-to-market – an important aspect of new product development.

"ATEX certification of this type of product places extremely high demands on the electronics development process. Having



There is a current cooperation taking place in Norrtälje. NOTE Norrtälje is helping SWE-DISH Satellite Systems to develop test strategies for their products during the production phase.

NOTE as a development partner generates synergy effects, for instance by shortening the time from development to prototype and serial production by choosing suitable, available components straight at the design stage," says Mats Hagström at Sensistor.

### CONTRIBUTE WITH SPECIAL COMPETENCIES

Another close collaboration where NOTE contributes specialist expertise is in Norrtälje, where NOTE collaborates with SWE-DISH Satellite Systems over future satellite communication. The company's product development meetings are attended by representatives from NOTE Norrtälje with expertise in Design-For-Manufacturing (DFM). NOTE also develops test strategies in the products' development phase.

"We ensure that the design is manufacturable, and that optimum testing is carried out during the production phase," says Mats Hoflund, Sales Manager, NOTE Norrtälje. ☺

## Designer Days with interesting lectures

NOTE's annual Designer Days are being held in May. As in previous years, NOTE is hosting a 1-day seminar with lectures and workshops.

The general theme this year is time-to-market and how to speed up product introductions quickly and effectively. NOTE's component database, NOTEfied (NOTE Fast Introduction Engineering Database), will also

be presented. The database quickly shows which products are available and suitable for a particular project, thereby helping to rationalise the industrial process.

The Designer Days primarily target engineers and design engineers, and are being held on four dates in four cities: Stockholm on 9 May, Linköping on 15 May, Oslo on 23 May and Lund on 30 May. ☺



With the specially equipped clean room, NOTE is well equipped to meet customer needs.

## NOTEfied has been successfully launched

When NOTE took over the Norwegian company Nordic-Printdesign AS, the acquisition included a component database that was re-named NOTEfied (NOTE Fast Introduction Engineering Database). This database has now been extensively updated with data from suppliers, and was introduced on the market in April.

Since the takeover of Nordic-Printdesign, NOTE Oslo has been collecting data from suppliers in NOTE's vast supplier network. During the spring, the data was structured and the database was tested. In April, NOTEfied will become accessible to customers.

"NOTEfied is a database – a live information bank – which will be continuously developed," says Anders G. Johansen at NOTE in Norway. "We'll constantly be adding more components and data. The aim is to create a simpler, faster flow, from strategic and technical choice of components to the finished product." [↻](#)

# Clean room for advanced microelectronics

**For the past two years, NOTE has had a fully equipped clean room in order to offer customers integrated microelectronic solutions. Interest in this type of advanced electronics has increased sharply in the past six months.**

"Customers are very clearly concerned with quality, and NOTE Lund is well-equipped to meet these demands. We've built up a solid reputation in this advanced industry, and many customers call us asking for help," says Magnus Persson, Sales Manager.

### HIGH AIR PRESSURE KEEPS THE DUST AWAY

NOTE Lund has special equipment for advanced microelectronics solutions. For instance, NOTE Microelectronics can carry out product optimisation and prototype development in a laboratory environment.

Serial production subsequently takes place in a clean room environment with a constant temperature of 19 degrees (+/- 2 degrees) and constant air humidity of 45% (-5%), providing optimum conditions for high product quality.

"The air pressure is higher in the clean room than in the surrounding rooms. This prevents dust particles, hairs etc. from being drawn into the clean zone. What's more, the air pressure is conducted from ceiling to floor so that nothing can rise up from the floor," explains Magnus Midander,

NOTE Microelectronics' project manager.

### WIRE BONDING – A UNIQUE COMPETENCE

NOTE Microelectronics mainly has customers in the market segment Industrial and Medical Technology.

"Our customers' needs range from design and development through to manufacture. We've got a strong team capable of taking on both technical and project management roles," says Magnus.

Most of the activities regard wire bonding.

"We do bonding with both gold and aluminium wire, which is unique," says Magnus. "The benefit of aluminium wire is that it doesn't rise as high above the bond surface. It's also cheaper than gold wire."

### SMD MACHINERY OFFERS NEW POSSIBILITIES

NOTE Lund also has a pick and place machine for die bonding and flip chip processes in the clean room. The clean room also has an SMD machine, which opens up even more possibilities and allows surface mounting to be done in a clean room environment.

"We can mount chips directly from a wafer or waffle tray down to micrometre precision, so it's incredibly accurate. Microelectronics is an upcoming sector in Sweden. We have both the necessary expertise and are customer oriented," says Magnus. [↻](#)

## NOTE Torsby trains future engineers

**This autumn, Torsby Municipality will introduce a high-quality post-secondary training course for test and service engineers in collaboration with NOTE Torsby. The course is worth 60 credits**



**and aims to facilitate the recruitment of skilled test engineers to the electronics industry.**

The idea behind the course is to provide an alternative to today's BScEng degrees specialising in electronics, in which practical expertise from the modern electronics industry will be given the same priority as theoretical knowledge.

"NOTE Torsby will be responsible for parts of the training. We've previously played an active role in training our staff by collaborating with Torsby Municipality in electrical and electronics courses at upper secondary school level. Now we'll develop this success concept for test and service engineers," says Magnus Lundin, Technical Manager, NOTE Torsby. [↻](#)

# Growth in the telecom industry

2006 was a strong year for the whole telecommunications industry. Growth is expected to continue in 2007, providing development opportunities for NOTE in the telecom sector.

The rapid technical advances in the telecom industry in recent years is placing high demands.

"All areas are in a constant state of flux," says Anders Rigodt, NOTE's new Business Development Manager responsible for the Telecom segment.

He feels that today's industry is highly dynamic.

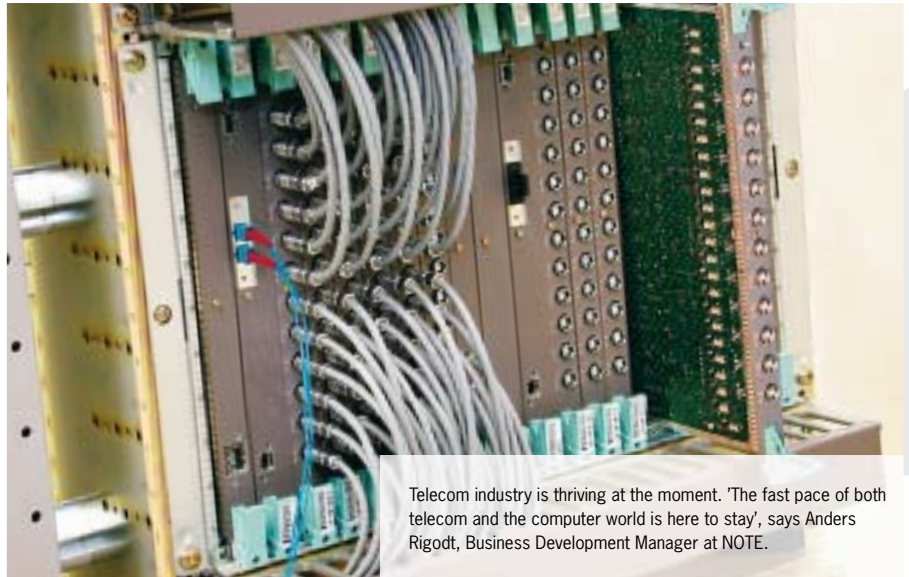
"For instance, it's vital to meet customers' demands for mobile broadband – internet or mobile TV – while also offering cost-effective systems for 'ordinary' telephony in developing countries," he says.

## INCREASE DEMAND FOR NETWORK EQUIPMENT

What's more, telephony and computers are becoming increasingly interrelated. One example is Skype – internet-based telephony.

"The battle for customers between the telecom and computer industries' is here to stay," says Anders.

Mobile telephony is still growing. Approximately two million mobile phones



Telecom industry is thriving at the moment. 'The fast pace of both telecom and the computer world is here to stay', says Anders Rigodt, Business Development Manager at NOTE.

are estimated to be sold every day. This also increases the need for network equipment, meaning big opportunities for NOTE.

"We're performing very well. We have strong customers such as Ericsson," says Anders.

## LONG TERM COMMITMENT NECESSARY

Anders' previously worked as Account Manager at Texas Instruments.

He has been in the telecom industry throughout his whole professional life, holding a variety of positions in different

areas. He initially trained as a graduate engineer. After several years working at Ericsson, he joined Texas Instruments, where he first held technically oriented positions but gradually went on to various managerial positions in marketing and sales.

"In my new job at NOTE, I'll focus on finding ways of attracting new telecom customers. To do this, we need to establish long-term collaborations where we utilise NOTE's entire collective strength and expertise," says Anders. ☺

## NOTE Gdansk

- The Commodity Team is now installed in Gdansk.
- The commodity structure has approximately 20 commodity groups and 70 sub-commodities.
- Enquiries have been processed through QuoteWin since 1 February 2007.
- The China office also processes enquiries in QuoteWin.



The golfing season is approaching...

Don't miss our customer golf day! This fun event will be played on Friday 15 June at Norrtelje Golf Club. For further information, contact [nina.bjork@norrtelje.note.se](mailto:nina.bjork@norrtelje.note.se)

## THIS IS NOTE

NOTE is one of the leading EMS companies in Scandinavia.

**Number of employees:** Approx. 1,100

**Other:** The company is listed on Stockholm's Nordic List and has around 3,000 shareholders.

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