

Carl-Henric Svanberg's remarks at Ericsson press conference held in conjunction to the AGM

Today I will talk about four things:

- Why I took this job
- What I have been doing since February 6
- What I have seen
- What we shall do now

To begin with, I took this job because Ericsson is one of the world's finest companies and has a fantastic history. At the same time, we have weighty problems, problems that we must get through. I am convinced that we will solve the problems and that we will rebuild a strong Ericsson.

And it is a very exciting industry. Communication is one of our basic human needs, and, we are on our way through an important and exciting technology paradigm shift as we move toward third generation mobile telephony, with new possibilities to communicate with each other, send images, share experiences in simpler ways.

Since February 6, I have met with hundreds of people within Ericsson. We have discussed their impressions of Ericsson, what we are doing, and how we could do it better. I have not only met with Ericsson people. I also have met with customers and people from outside the company. My goal has been to get as broad a picture of Ericsson as possible.

What has struck me most is that, in spite of all of the reductions and efficiencies that have been implemented, the organization and the people radiate enthusiasm for and confidence in the future and in the company.

It has been very gratifying to meet the people working in our research program, which is clearly world-class.

Also, to see the business relationships in countries all over the world that we through the years have developed so successfully.

I believe, too, that there is an appreciation in the whole company that we need to further develop our processes and improve internal efficiency.

After everything that the company has been through, there is clearly a sense of humility and acceptance that we must reevaluate and think through what we do, and how we might do it differently.

I am very inspired by the fighting spirit of Ericsson employees, and by their determination.

Essentially what we must do comes down to two things.

First, we must return to profitability, and we must do that as quickly as possible. As everyone knows, that is the only way for us to be able to determine our fate and our destiny and to lay the foundation to further strengthen our world leading market position.

Secondly, we must at the same time raise our sights and expand our vision, anchoring this on three things:

- Continued development of our technology leadership
- Continued success in doing business on a global basis
- Continued development of world-class processes

With this as our foundation I am convinced that we will be able to create a strong and successful Ericsson.

Thank you.