



# The SAS Group harmonizes business structure and legal structure

In 2001 a single listed share was introduced through the establishment of SAS AB, the new holding company of the SAS Group. In 2002 the SAS Group introduced a clearer business structure with five individual business areas. The structure is based on the concept of decentralization, responsibility for earnings and transparency. The SAS Group's experience from the creation of SAS AB and the business structure has been clearly positive from most perspectives.

However, the SAS Group legal structure has so far not fully reflected the business structure. To improve conditions for profitable and competitive growth the SAS Group has initiated a process to harmonize the legal structure with the business structure through various steps, beginning with the transfer of employees in Corporate Functions from the SAS Consortium to SAS AB in November 2003, and continuing by the transfer of a number of subsidiaries of the SAS Consortium to SAS AB, on market terms, in December 2003, which is described in the Year End Report.

As a natural step in this process, SAS AB has issued an irrevocable undertaking to guarantee the interest bearing liabilities, leasing obligations and other financial obligations of the SAS Consortium, as of December 31, 2003.

Furthermore, the SAS AB board of directors has mandated the Group Management to initiate a process for the transfer of the SAS Ground Services, SAS Technical Services and SAS Trading business units of the SAS Consortium into separate subsidiaries of SAS AB, and also to further evaluate the future structure of Scandinavian Airlines.

The SAS legal structure as of December 2003, as well as the executed "Irrevocable Undertaking" of SAS AB, can be downloaded from the SAS Group's homepage [www.sasgroup.net](http://www.sasgroup.net) under Financial reports/ Presentation slides

**For further information:**

**SAS GROUP INVESTOR RELATIONS**