

PRESS RELEASE

28 October 2002

MUNTERS AB PRELIMINARY REPORT, 1 January – 30 September 2002

	2002	2001	
	Jan-Sep	Jan-Sep	Change
Order intake, SEK M	3 531	2 916	+ 21 %
Net sales, SEK M	3 380	2 830	+ 19 %
Operating earnings, SEK M	318	265	+ 20 %
- as a percentage of net sales	9.4	9.4	-
Earnings before taxes, SEK M	300	255	+ 18 %
- as a percentage of net sales	8.9	9.0	-
Earnings per share, SEK	7.24	6.19	+ 17 %

- Order intake increased by 25 per cent to SEK 1,229M in the third quarter
- Two strategic acquisitions were implemented during the quarter
- Operating earnings increased by 20 per cent to SEK 318M
- Following the acquisitions, service (MCS and after sales service) represent nearly 50 per cent of sales
- Earnings per share increased by 17 per cent to SEK 7.24

MUNTERS OPERATIONS

Munters is the world leader in moisture control with products and services for dehumidification, humidification, air cooling and water damage restoration.

Munters' mission is to be a global applications and service-driven niche company in air treatment from a base in dehumidification and humidification.

Operations are divided into three geographic regions – Europe, the Americas and Asia. In each region, operations are subdivided into the divisions: Dehumidification, Moisture Control Services (MCS) and HumiCool. Manufacturing and sales are carried out through the Group's own companies in more than 25 countries. The Group had 3,216 employees at the quarter end.

MARKET TREND

The market in Europe continued to improve within MCS and Dehumidification. During the latter part of the quarter, demand for MCS's services was high in the water damage restoration segment following floods in Europe.

Despite the negative economic trend, the markets in America showed continued growth within the Dehumidification and HumiCool divisions. The market situation for Munters Zeol business, which is included in the Dehumidification division, has stabilised at a lower demand level after a dramatic decline during the previous quarters. Products for

cooling of inlet air to gas turbines were also in lower demand. In the previous year, MCS reported strong demand for services relating to water damage restoration after Hurricane Allison in Texas. Demand for normal water damage restoration continued to increase during the reporting period.

Demand was high in Australia and Thailand, but there was a continued low level of activity in Japan and South-East Asia.

THIRD QUARTER 2002

During the third quarter, order intake increased by 25 per cent to SEK 1,228M (982). When adjusted for currency fluctuations, the order intake for comparable units rose by five per cent.

Net sales of the Munters Group rose by 16 per cent to SEK 1,179M (1,020). When adjusted for currency fluctuations, sales for comparable units were unchanged. In the third quarter of 2001, Munters invoiced its largest ever MCS project, as a result of Hurricane Allison in Houston, Texas. At the same time the demand within the cyclical semiconductor industry reached its peak. If these effects are discounted, Munters had a currency-adjusted sales growth for comparable units of six per cent.

Compared with the third quarter in the previous year, operating earnings improved by 17 per cent to SEK 118M (100), equivalent to an operating margin of 10.0 per cent (9.8). Amortisation of goodwill and

surplus values are included by SEK 10M (5) and SEK 1M (0), respectively. When adjusted for currency fluctuations, the operating profit for comparable units rose by six per cent.

In July, Munters acquired the fire damage restoration operations from the German group, Svt (System- und Verfahrenstechnik GmbH). The business reported net sales of approximately SEK 180M and has 65 employees. The acquisition is aimed at further strengthening Munters' position in the German water and fire damage restoration market. The acquisition was structured as a combined share and assets and liabilities deal. The total purchase price includes a fixed price of approximately SEK 90M and an earn-out based on the company's operating earnings in 2002 and 2003, up to a maximum of approximately SEK 45M. The acquisition was consolidated in Munters from 1 July 2002 and gave rise to goodwill of SEK 125M which will be amortised over 10 years.

In July, Munters acquired all the shares in Aerotech Inc, a leading supplier of evaporative cooling systems and ventilation systems mainly for the poultry industry in the USA. The company has 80 employees and reported net sales of approximately SEK 180M in 2001. The acquisition is aimed at positioning Munters as the leading global supplier of cooling systems for the poultry industry. The total purchase price will not exceed SEK 107M and consists of a fixed portion and an earn-out based on Aerotech's operating earnings in 2002 and 2003. On the date of acquisition. Aerotech had interest-bearing liabilities of approximately SEK 20M. The acquisition was consolidated in Munters from 1 July 2002 and gave rise to goodwill of approximately SEK 75M which will be amortised over 15 years.

At 1 September, Munters acquired all the shares in Polygon Kristiansand AS, Norway, through its subsidiary Polygon AS in Norway. The company, which was previously a franchisee of Polygon, has seven employees. The acquisition is aimed at strengthening Polygon's position within the water and fire damage restoration segment in the Norwegian market.

All the aforementioned acquisitions are expected to make a positive impact on Munters profit by the end 2002.

FIRST NINE MONTHS OF 2002

During the first nine months of the year, order intake increased by 21 per cent to SEK 3,531M (2,916). When adjusted for currency fluctuations, the increase in order intake for comparable units was five per cent. At the period end, the backlog was SEK 703M (638), an increase of 10 per cent. When adjusted for currency fluctuations for comparable units, the backlog increase was 15 per cent.

Net sales of the Munters Group rose by 19 per cent to SEK 3,380M (2,830). When adjusted for currency fluctuations, the sales increase for comparable units was four per cent.

Distributed by region, net sales increased by 38 per cent in Europe, one per cent in the Americas and seven per cent in Asia.

Operating earnings, after goodwill amortisation, amounted to SEK 318M (265), an improvement of 20 per cent. Operating earnings were negatively affected by exchange rates fluctuations of SEK 5M. The

operating margin amounted to 9.4 per cent (9.4). Amortisation of goodwill and surplus values are included by SEK 22M (11) and SEK 2M (0), respectively. For comparable units, the operating margin was 10.0 per cent (9.4).

Consolidated earnings before taxes increased by 18 per cent to SEK 300M (255). Net earnings for the period improved by 17 per cent to SEK 181M (155) after an effective tax rate of 39 per cent (39). Earnings per share increased to SEK 7.24 (6.19).

Net sales increased through acquisitions within MCS and HumiCool. The earnings improvement is due to increased net sales, a favourable product mix and implemented rationalisation programme primarily on indirect costs.

FINANCIAL POSITION

The equity ratio fell during the reporting period as a result of implemented acquisitions, and amounted to 38.0 per cent on 30 September (31 December 2001: 45.4 per cent). Liquid funds were SEK 112M (120) and interest-bearing liabilities (including PRI pensions) were SEK 637M (442). During the year, the net debt has increased by SEK 329M, of which financing of acquisitions (including refinanced loans) accounts for SEK 313M and buy back of own shares for SEK 25M. Net debt amounted to SEK 525M at the end of the reporting period. The Group has unutilised loan facilities of approximately SEK 140M.

From 3 October 2002, Alecta has temporarily stopped repayment of previously paid SPP premiums (so-called company-linked funds). At the end of the reporting period, there was a claim for SEK 6.6M in Munters Group relating to repayment of these funds.

INVESTMENTS

The Group's capital expenditure amounted to SEK 135M (91). The majority relates to investment in equipment for the MCS operation and production and IT equipment. Depreciation amounted to SEK 96M (70) during the period.

During the period, a new production plant was completed in China. At the end of the reporting period, the total investment of SEK 24M had been implemented.

PERSONNEL

At the end of the reporting period, the number of staff was 3,216, an increase of 637 during the year. Within Region Europe, the number increased by 521; within Region Americas by 73; and within Region Asia by 43. Product area MCS reported the largest increase in the number of staff, up by 476, of which approximately 400 relate to personnel in the acquired companies – Polygon AS, Alfa Service Senter, Svt and Polygon Kristiansand.

BUY-BACK OF SHARES

In connection with the year's call-option scheme, Munters bought back 114,700 own shares at an average price of SEK 218.50 per share, equivalent to SEK 25.1M in total.

REGIONS

EUROPE

During the reporting period, order intake in Europe increased by 40 per cent to SEK 2,010M (1,441). Net

sales rose by 38 per cent to SEK 1,917M (1,388). When adjusted for currency fluctuations, the sales increase was 10 per cent for comparable units. Operating earnings improved by 50 per cent and amounted to SEK 164M (109). Of this, acquired units, excluding goodwill amortisation, contributed SEK 34M. Earnings were affected positively by increased net sales within all the divisions.

The Dehumidification division reported increased order intake, sales and improved operating earnings after a normal start to the year. Growth was high in Northern Europe, whereas Southern Europe reported slightly weaker growth. Growth is mainly driven by strong demand in the food and pharmaceutical industries.

The MCS division enjoyed continued organic growth which was strengthened still further by acquisitions implemented during the year. Order intake, sales and operating earnings improved significantly compared with the corresponding period in the previous year. Following the floods in Europe during the third quarter, Munters is continually receiving orders for water damage restoration.

The HumiCool division reported increased order intake, sales and improved operating earnings. Growth remains high in cooling systems for the poultry industry and for mist eliminators. The water treatment operation and products for cooling of inlet air to gas turbines reported a weak trend. *AMERICAS*

During the reporting period, order intake in the Americas rose by two per cent to SEK 1,239M (1,217). Net sales increased by one per cent to SEK 1,190M (1,180) during the reporting period. When adjusted for currency fluctuations net sales fell by four per cent for comparable units. Operating earnings amounted to SEK 154M (148). Earnings during the reporting period were positively affected by material-cost reductions.

The Dehumidification division reported continued strong order intake, sales and operating earnings with the exception of the Zeol operation which mainly sells to the semiconductor industry. During the third quarter, order intake for Zeol was on a par with the corresponding period in the previous year, whereas sales fell by SEK 25M. Order intake for dehumidification units for industrial applications and department stores showed continued high growth.

The MCS division reported a significant fall in order intake. During the third quarter of 2001 it reported sales of approximately SEK 69M as a result of Hurricane Allison. Industrial applications for temporary dehumidification enjoyed a continued positive trend. As a result of the previous year's effects of Hurricane Allison, order intake, net sales and operating earnings have fallen significantly. The operating margin remains on a good level.

The HumiCool division reports continuing growth. Order intake, sales and operating earnings improved significantly compared with the previous year. Sales of components for mist eliminators showed a significant growth.

ASIA

Munters' operations in Region Asia reported a positive trend in order intake, sales and earnings despite a low level of activity in Japan. During the reporting period, order intake increased by 11 per cent to SEK 334M (301). Net sales rose by seven per

cent to SEK 325M (304). When adjusted for currency fluctuations, it represented an increase of 15 per cent. Operating earnings increased by three per cent to SEK 37M (36).

The Dehumidification division reported a fall in order intake, sales and operating earnings, mainly due to the delayed start-up of the new production unit in China and low demand in Japan.

The MCS division reported continued growth in order intake and sales. Operating earnings improved during the second and third quarters.

The HumiCool division enjoyed a continued increase in order intake, sales and operating earnings. The HumiCool operations in Thailand and Australia, in particular, reported a strong trend. The positive development of the poultry industry in Thailand and China has a positive effect on the HumiCool operation. Components for evaporative cooling systems also showed a positive trend.

FUTURE INFORMATION DATES

25 February 2003 - Year-End Report 2002

25 April 2003 - Interim Report

January-March 2003

7 May 2003 - Annual General Meeting

Stockholm, 28 October 2002

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Comments on the accounts

The applied accounting principles and calculation methods correspond with the latest Annual Report with the addition of the Swedish Accounting Standards Council's recommendations which came into force on 1 January 2002. The application of these recommendations has not had any significant effect on the company's results and position. The alternative, to re-calculate goodwill in accordance with the transitional regulations in RR 1:00, has not been applied as such re-calculation would not involve any significant change.

This Interim Report has not been examined by the company's auditors.

Income statement, SEK M	9 mo	nths	12 months			
	2002	2001	2001/02 2001			
	Jan-Sep	Jan-Sep	Oct-Sep Jan-Dec			
Order intake	3 531	2 916	4560 3945			
Net sales	3 380	2 830	4443 3 894			
Operating expenses *	-3 062	-2 565	-3 989 -3 493			
Operating expenses Operating earnings	318	-2 303 265	454 401			
Operating earnings	310	203	434 401			
Earnings from participation in associated companies	-	5	4 9			
Financial net	-18	-15	-24 -21			
Earnings before taxes	300	255	434 389			
Minority share	-1	-	-1 -			
Taxes	-118	-100	-167 -149			
Net earnings for the period	181	155	266 240			
* Democription	440	0.4	454 405			
* Depreciation	118	81	151 125			
of which amortisation of goodwill	22	11	25 14			
Earnings per share before dilution, SEK, Note 2	7.24	6.19	10.63 9.57			
Earnings per share after dilution, SEK, Note 2	7.24	6.19	10.63 9.57			
Number of shares at period-end, million, Note 2	25	25	25 25			
Balance sheet, SEK M	2002	2001	2001			
Assets						
	30 Sep	30 Sep	31 Dec			
Fixed assets	_					
Patents, licenses and similar rights	6	13	13			
Goodwill	445	185	176			
Buildings and land	234	167	171			
Machinery and plant	204	220	219			
Equipment, tools, fixtures and fittings	205	151	155			
New construction in progress and advances	34	14	18			
Shares and participations	1	36	38			
Long-term receivables	23	20	14			
Total fixed assets	1 152	806	804			
Total lixed assets	1 102	000	004			
Current assets						
Inventories	384	324	264			
Trade receivables	924	872	861			
Current receivables	159	117	147			
Liquid funds	112	120	152			
Total current assets	1 579	1 433	1 424			
Total assets	2 731	2 239	2 228			
Shareholders' equity and liabilities						
Shareholders' equity (no of shares 25 000 000), Note 1 and 2	1 037	908	1 012			
		300	1012			
Minority interest	5 177	-	-			
Long-term liabilities and provisions	177	93	131			
Long-term liabilities, interest-bearing	325	75	81			
Advances from customers	49	64	77			
Current liabilities	826	731	660			
Current liabilities, interest-bearing	312	368	267			
Total shareholders' equity and liabilities	2 731	2 239	2 228			
Key figures	2002	2001	2001/02 2001			
	Jan-Sep	Jan-Sep	Oct-Sep Jan-Dec			
Operating margin, %	9.4	9.4	10.2 10.3			
Return of capital employed, %	e.m.	e.m.	32.5 34.0			
Return of shareholders' equity, %	e.m.	e.m.	27.3 26.1			
Equity ratio, %	38.0	40.5	38.0 45.4			
Net debt, SEK M	525	322	525 196			
Net debt ratio	0.51	0.36	0.51 0.19			
Interest coverage ratio	17.9	15.7	19.8 18.2			
Investments in fixed assets, SEK M	135	91	184 140			
	41.49	36.30				
Equity per share, SEK						
Number of employees at period-end	3 216	2 563	3216 2579			

QUARTERLY SUMMARY											
Income statement, SEK M	1	20	00			20	01			2002	
	Jan-Mar	•	Jul-Sep		Jan-Mar			Oct-Dec		Apr-Jun	
Order intake	791	884	784	863	960		982	1 029	1 144	1 159	
Net sales	707	741	799	932	851	960	1 020	1 063	1 052	1 149	1 179
Operating expenses 17	-656	-676	-723	-818	-779		-920	-926	-966	-1 035	-1 061
Items affecting comparability	-	-	15	-	-	-	400	407	-	-	- 440
Operating earnings Earnings from participations in associated companies	51 1	65 2	91 2	114 1	72 2		100 2	137 3	86	114	118
Financial net	-4	-7	-6	-7	-7	-3	-5	-6	- -5	-8	- -5
Earnings before taxes	- 4 48	-7 60	-0 87	108	-7 67	-3 91	-5 97	134	81	106	113
Minority share	-40	-	-	-	-	-	-	-	0	0	-1
Taxes	-19	-23	-35	-42	-26		-38	-49	-32	-41	-45
Net earnings for the period	29	37	52	66	41	55	59	85	49	65	67
of which depreciation	24	25	26	28	28		33	33	36	38	44
Balance sheet, SEK M	24 Mar	20	00 30 Sep	24 Das	24 Mar	20	01 30 Sep	24 Daa	24 Mar.	2002	20.0
Assets Fixed assets	31 Mar	30 Jun	30 Sep	31 Dec	31 Mar	30 Jun	30 Sep	31 Dec	31 Mar	30 Jun	30 Sep
Intangible assets	162	162	161	163	174	174	190	189	250	281	451
Plants	447	461	491	513	538		560	563	670	635	677
Shares and participations	34	35	32	34	33		36	38	1	1	1
Long-term receivables	10	11	20	19	19	20	20	14	23	23	23
Total fixed assets	653	669	704	729	764	788	806	804	944	940	1 152
Current assets											
Inventories	214	239	263	254	291	319	324	264	326	309	384
Trade receivables	623	630	696	789	773		872	861	888	894	924
Current receivables	92	102	122	133	101	103	117	147	136	151	159
Liquid funds	127	107	90	88	98		120	152	151	65	112
Total current assets	1 056	1 078	1 171	1 264	1 263	1 304	1 433	1 424	1 501	1 419	1 579
Total assets	1 709	1 747	1 875	1 993	2 027	2 092	2 239	2 228	2 445	2 359	2 731
Shareholders' equity and liabilities											
Shareholders' equity (25 000 000 shares)	676	651	733	821	864	877	908	1 012	1 029	991	1 037
Minority share	-	-	-	-		-	-	-	4	4	5
Long-term liabilities and provisions	81	68	69	106	88	84	93	131	181	104	177
Long-term liabilities, interest-bearing	70	68	72	74	75	73	75	81	82	134	325
Advances from customers	38	39	43	50	50	42	64	77	52	45	49
Current liabilities	529	531	591	595	612	673	731	660	683	769	826
Current liabilities, interest-bearing	315	390	367	347	338	343	368	267	414	312	312
Total shareholders' equity and liabilities	1 709	1 747	1 875	1 993	2 027	2 092	2 239	2 228	2 445	2 359	2 731
Key figures	2000			2001			2002				
excl items affecting comparability	Jan-Mar		Jul-Sep		Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	•	Jul-Sep
Operating margin, %	7.3	8.7	9.6	12.2	8.5		9.8	12.8	8.2	9.9	10.0
Equity, %	39.5	37.3	38.8	41.2	42.6		40.5	45.4	42.1	42.0	38.0
Net debt, SEK M	258	351	349	333	316		322	196	345	381	525
Net debt ratio	0.38	0.54	0.48	0.41	0.37		0.36	0.19	0.33	0.38	0.51
Interest coverage ratio	11.6	10.5 33	12.9 33	13.8 49	11.3		18.9	26.1 49	19.6	17.7 53	17.0 42
Investments in fixed assets. SEK M	33	33	33	49	31	33	27	49	40	53	42

14Ct debt fallo	0.00	0.04	0.70	0.71	0.07	0.00	0.00	0.15	0.00	0.00	0.01		
Interest coverage ratio	11.6	10.5	12.9	13.8	11.3	18.0	18.9	26.1	19.6	17.7	17.0		
Investments in fixed assets, SEK M	33	33	33	49	31	33	27	49	40	53	42		
Number of shares at period-end, million	25	25	25	25	25	25	25	25	25	25	25		
Earnings per share, SEK	1.17	1.45	1.73	2.63	1.62	2.21	2.35	3.39	1.97	2.61	2.66		
Equity per share, SEK	27.03	26.06	28.97	32.83	34.56	35.10	36.30	40.49	41.16	39.27	41.49		
Number of employees at period-end	2 249	2 326	2 346	2 374	2 419	2 488	2 563	2 578	2 916	3 043	3 216		
Regions		2000				2001				2002			
Net sales, SEK M	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar /	Apr-Jun	Jul-Sep		
Europe	392	383	406	493	435	477	476	562	605	630	682		
The Americas	261	300	312	358	331	400	449	412	364	419	407		
Asia	67	77	95	96	100	95	109	104	96	125	104		
Eliminations/adjustments	-13	-19	-14	-15	-15	-12	-15	-15	-13	-25	-14		
Total	707	741	799	932	851	960	1 020	1 063	1 052	1 149	1 179		
Operating earnings, SEK M													
Europe	29	21	33	71	34	42	33	73	47	51	66		
The Americas	26	40	33	46	34	52	62	50	40	58	56		
Asia	7	10	16	11	13	10	13	15	9	14	14		
Group overhead	-4	-2	-3	-2	-5	-7	-2	-4	-1	-4	-6		
Eliminations/adjustments/provisions	-7	-4	-3	-12	-4	-5	-6	3	-9	-5	-12		
Op.Earnings before items affecting comparability	51	65	76	114	72	92	100	137	86	114	118		
Items affecting comparability	-	-	15	-	-	-	-	-	-	-	-		
Op.Earnings after items affecting comparability	51	65	91	114	72	92	100	137	86	114	118		

Statement of changes in Financial Position, SEK M	_	9 n	nonths		12 months			
	2	2002	2001		2001/02	2001		
	Jan-	-Sep	Jan-Sep		Oct-Sep	Jan-Dec		
Earnings after financial items excl associated companies	i	300	250		429	379		
Depreciations according to plan		118	92		151	125		
Change in working capital								
trade receivables		62	-83		73	-72		
inventories		-28	-70		32	-10		
trade payables		-32	22		-33	21		
advances from customers		-31	14		-18	27		
Investments in tangible assets	:	<u>-135</u>	<u>-91</u>		<u>-184</u>	<u>-140</u>		
Operating cash flow		254	134		450	330		
Changes in other working capital		-40	69		-78	31		
Investments in intangible assets		- 4 0	-16		-70 -5	-21		
Effect from acquired unit		-313	-10		-313	-21		
Buy-back of own shares, payment for call options, net		-313 -22	-39		-313 -22	-39		
Dividend paid		-22 -74	-59 -57		-22 -74	-59 -57		
Taxes paid	,	-132	-87		-169	-124		
Other, incl translation differences		<u>-2</u>	Z		8 8	<u>17</u>		
Change in net debt		-329	11		-203	137		
_		0_0	•					
The Group's net debt is defined as follows:	_							
		2002	2001			2001		
SEK M	<u>30</u>	Sep	<u>30 Sep</u>			31 Dec		
Current loans		312	368			267		
Long-term loans		246	2			7		
Pensions		79	72			74		
Cash and bank	;	<u>-112</u>	<u>-120</u>			<u>-152</u>		
Net debt		525	322			196		
REGIONS	2002		2001	2001/02	2001			
Net sales, SEK M	Jan-Sep	Jar	n-Sep	Oct-Sep	Jan-Dec			
Europe	1 917		1 388	2 478	1 950			
The Americas	1 190		1 180	1 602	1 592			
Asia	325		304	429	408			
Eliminations/adjustments	-52		-42	-66	-56			
Total	3 380	2	2 830	4 443	3 894			
Operating earnings, SEK M								
Europe	164		109	237	182			
The Americas	154		148	204	198			
Asia	37		36	52	51			
Group overheads	-11		-14	-15	-18			
Eliminations/adjustments/provisions	-26		-14	-24	-12			
Operating earnings	318		265	454	401			
NOTES								
Note 1								
Change in equity, Group (SEK M)					2002 30 Sep	2001 <u>Jan-Dec</u>		
Opening balance					<u>30 Sep</u> 1 012	<u>3an-Dec</u> 821		
Effect of change in accounting principle						_5		
Opening balance adjusted in accordance with new accounting	principle				1 012	826		
Dividend	F.11101P10				-74	-57		
Received payment for warranty program					3	3		
Buy-back of shares Net earnings for the period					-25 181	-41 239		
Translation difference					-60	42		
Closing balance					1 037	1 012		

Note 2

Staff in Munters has subscribed during May 2000 for 202,700 call options, equivalent to approximately 0.8 per cent of the share capital. The warrants can be utilized for subscription of corresponding number of shares in Munters AB during the period 3 January – 31 March 2005, at a set price of SEK 145 per share.

3 January – 31 March 2005, at a set price of SEK 145 per share.

Staff in Munters has subscribed during May 2001 for 245,500 warrants, equivalent to approximately 1.0 per cent of the share capital. The warrants can be utilized for subscription of corresponding number of share in Munters AB during the period 1 May - 20 October 2004, at a set price of SEK 263 per share.

Staff in Munters has subscribed during May 2002 for 114.000 call options, equivalent to approximately 0.5 per cent of the share capital. The warrants can be utilized for subscription of corresponding number of share in Munters AB during the period 1 September 2005- 31 March 2006, at a set price of SEK 315 per share.

Munters has bought back 562,200 shares, equivalent to the aforementioned warrant schemes, to ensure that the schemes will not lead to any dilution for existing shareholders.