

CARMEN SYSTEMS

AGIFORS IN CANCUN, MEXICO

APRIL 30, 2001

BY

PER NORÉN

PRESIDENT & CEO



Mission

**“To make transportation more cost effective,
reliable and environmentally friendly”**

Core competence 1



OPTIMIZATION

Core competence 2



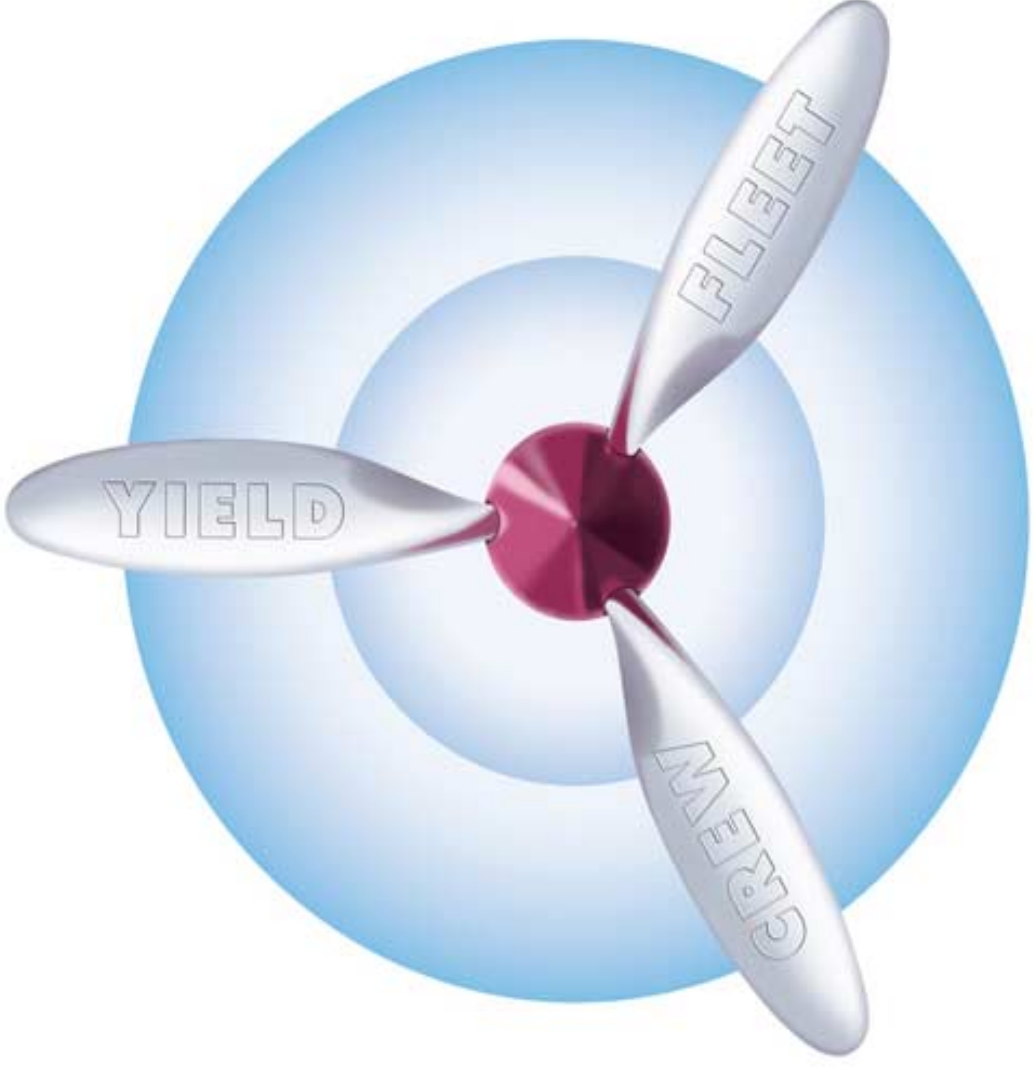
Deliver

I believe....



Great software empowers organizations to change

I also believe....












CARMEN SYSTEMS
RESOURCES IN BALANCE

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Branch offices:
Montreal
Madrid
Mexico
Stockholm
Copenhagen

What has happened since last year....

-  Crew Assignment/PBS – under delivery
-  EuroGatwick CAS/PBS – new order delivered
-  Crew Assignment/PBS - delivered
-  Crew Assignment/PBS - delivered
-  Crew Tracking - under delivery
-  Tail Assignment - delivered
-  Descartes - under development

What has happened since last year....

- Strong organic growth with 32% under profit



- New offices in North America, Europe and Mexico
- IQ visit performed at all clients

Crew Assignment/PBS



Carmen Crew Tracking





“We are still pioneers”

Stefan Karisch & Niklas Kohl
Carmen Systems

R&D

- The best R&D group in the industry
- Average of 33% of revenue spent on R&D the last 10 years
- Academic partnership with at least 8 universities world wide
- Applied research - clients as part of R&D
 - Paros
 - Parrot
 - Descartes



Summary

- Good optimization is much, much better than just optimization
- Change is constant, if you can't handle it you end up solving yesterday's problem
- Integration makes it possible to avoid sub-optimization
- Always look for, and connect, best of breed applications

Carmen at Agifors 2001

- Come see us in the conference rooms Bosco and Sorolla
- Today's outing: Gathering at 8 pm in the reception
Spouses warmly welcome – it's optimized: no cost.