



The Board of Directors' proposal for implementation of a share savings program 2011 and transfer of shares under the share savings program (item 17)

Background

The board of directors of Acando AB ("Acando" or the "Company") would like to increase the potential for recruiting and retaining key employees, and therefore proposes that the AGM approve the implementation of a share savings program 2011 (the "Program") for senior executives and other key employees within the Acando Group. The Program has a similar structure to the share savings programs approved by the annual general meetings ("AGMs") held in 2008, 2009 and 2010.

The Program

Aims

The board of directors' main aim is to use the Program to increase the ability of the Company to recruit and retain key employees, and to create an individual long-term ownership commitment among the participants in the Program which is expected to stimulate greater interest in the Company's business operations and results, improve motivation, and increase the feeling of affinity within the Company. The Program will cover in total no more than 40 senior executives and other key employees in the Acando Group based in Sweden and other countries. Participants will, after a qualifying period of three years and assuming an investment of their own in Acando shares, be given the opportunity to receive allotments of additional Acando shares without consideration, the number of shares depending partly on the number of Acando shares they have purchased themselves and partly on whether certain performance conditions have been fulfilled. The term of the Program is proposed to be three years.

Conditions for participation

Participation in the Program assumes that the participant, during the period 12 May 2011 – 17 June 2011, acquires and locks into the Program class B Acando shares ("Savings Shares"). The board can, however, in certain cases, allow class B Acando shares acquired before this period to qualify as Savings Shares, on condition that they are locked into the Program and are not included in any other option or share saving program or similar program.

The allotment of Performance Shares under the Program will take place within a period of 30 trading days from the day after that on which the Company publishes its interim report for the second quarter of 2014.

A prerequisite for the participant's right to receive Performance Shares is that the participant continues to be employed within the Acando Group throughout the qualification period until the day of allotment and that the participant, during this period, has retained the Savings Shares that have been locked into the Program. The employee shall be able to produce the contract note for each Savings Share, as proof that the Savings Share was purchased during the period 12 May 2011 – 17 June 2011, or before that date if the board has allowed this in

accordance with the above, and that the employee still owns the Savings Share in question. The allotment of Performance Shares requires, in addition, that certain performance conditions are fulfilled.

Scope

The Program shall comprise no more than 1,000,000 Performance Shares of Acando class B shares, of which no more than 333,333 shall comprise each of Performance Shares 2011, Performance Shares 2012 and Performance Shares 2013. A resolution on participation in the Program and the maximum number of Performance Shares each participant may be allotted, will be adopted by the board of directors no later than 30 June 2011. On that occasion, the employee's position within and importance to the Acando Group will, among other items, be taken into consideration.

The key people within the framework of the Program will be able to acquire Savings Shares and receive Performance Shares without consideration, in accordance with the following four categories.

- Category A (the managing director): a maximum of 15,000 Savings Shares and 150,000 Performance Shares,
- Category B (maximum 5 individuals) each a maximum of 10,000 Savings Shares and 80,000 Performance Shares,
- Category C (maximum 15 individuals) each a maximum of 7,000 Savings Shares and 42,000 Performance Shares, and
- Category D (maximum 19 individuals) each a maximum of 3,000 Savings Shares and 9,000 Performance Shares.

However, the Program in total may not exceed a maximum of 250,000 Savings Shares and 1,000,000 Performance Shares.

Any resolution on participation in the Program shall be conditional on that it, in the Company's judgement, can be offered with reasonable administrative costs and financial contribution. Prior to the allotment of Performance Shares, the board of directors shall assess whether the allotment is reasonable in relation to the Company's financial results, position and performance compared with competitors, as well as other factors. In this regard, the participant's maximum gross profit per Performance Share shall be limited to four times the share price of the class B Acando share at the time of the commencement of the qualification period¹, for which reason the number of Performance Shares allotted to the participant may be reduced proportionally in order to achieve such limitation.

The maximum number of class B Acando shares included in the Program amounts to approximately 1.3 percent of the number of issued shares after dilution and approximately 0.9 percent of the number of votes after dilution.

¹ Calculated in accordance with the official exchange list quoted average volume-weighted price paid on the specified date for class B Acando shares on NASDAQ OMX Nordic.

The board of directors, or a committee appointed by the board of directors shall, by applying the above guidelines, have the right to adopt more detailed terms for the Program. Minor deviations may be made from the above guidelines should the board deem that special grounds prevail in individual cases.

Performance conditions

The allotment of Performance Shares, in addition to the requirements mentioned above, shall be dependent on the fulfilment of certain performance conditions related to the Acando Group's earnings per share after tax and after dilution (“EPS”) for the financial years 2011-2013. The exact number shall be calculated as a linear interpolation between the breakpoints in the table below. Acando’s overall financial target, of increasing EPS by at least 15 percent per annum is the basis on which the performance conditions in the table have been determined.

Performance target	No allotment	25 percent allotment	75 percent allotment	100 percent allotment
Performance Share 2011 - EPS 2011, SEK	< 1.26	1.26	1.37	≥ 1.58
Performance Share 2012 - EPS 2012, SEK	< 1.44	1.44	1.58	≥ 1.82
Performance Share 2013 - EPS 2013, SEK	< 1.66	1.66	1.82	≥ 2.09

Long-term ownership – minimum qualification holding for future programs

For the purpose of ensuring long-term ownership in Acando, a minimum qualification condition is to be introduced for participation in future programs. The intention is that the minimum level be increased over time, partly through participation in the 2010 program and partly through participation in this and future incentive programs. The minimum level is defined as the aggregate volume of allocated Savings Shares and Performance Shares, i.e. there is no requirement for additional investment in shares by the participants. During the period until the minimum level has been attained, the participant does not have the right to sell Savings Shares or Performance Shares.

The minimum level shall be limited to a maximum;

- Category A – 200 percent of basic annual salary (fixed salary)
- Category B – 150 percent of basic annual salary (fixed salary)
- Category C – 100 percent of basic annual salary (fixed salary)
- Category D – No minimum holding requirement

When the minimum holding has been attained, the participant has the right to sell shares above that level.

Hedging

The Program involves some financial risk to the Company resulting from fluctuations in the price of class B Acando shares. To ensure that the Program can be implemented in a cost-effective and flexible manner, the board of directors considered a number of methods to facilitate the transfer of class B Acando shares under the Program, such as the transfer of already acquired shares in the Company and a share swap agreement with a third party.

The board of directors considers that the most cost-effective and flexible method to facilitate the transfer of class B Acando shares under the auspices of the Program is the transfer of already acquired shares in the Company. At present, Acando holds 2,430,000 shares, which are judged not to be required for the fulfilment of the conditions in the three ongoing share savings programs. Should the necessary majority not be obtained for this proposal, the board of directors proposes to hedge the transfer through entering into a share swap agreement with a third party.

Estimated expense and value of the Program

Generally accepted accounting principles (IFRS 2) require that the value of the right to Performance Shares under the Program shall be recognised as a personnel cost in the income statement during the qualifying period. The rights which accrue to the participants under the Program do not constitute securities and cannot be pledged, transferred or disposed of other than through being exercised. It is, however, possible to estimate the value of each right to a Performance Share. The board of directors has estimated the value of each right to a Performance Share at SEK 13.50. The estimate is based on generally accepted valuation principles, using the closing price for the class B Acando shares on 28 March 2011, and deducting the present value of estimated dividends for financial years 2011-2013. The total estimated value of the Performance Shares which are expected to be transferred under the Program, based on the above-mentioned special performance conditions being 75 percent achieved and with an estimate of staff turnover, is around SEK 7.8 million. This is equivalent to about 0.7 percent of Acando's market capitalization on 28 March 2011.

Social security contributions will be recognised as an expense in the income statement through regular provisions in accordance with generally accepted accounting principles. The amount of these regular provisions will be revalued in line with the trend in the value of the right to Performance Shares, and the contributions payable on the allotment of Performance Shares.

The total cost of the Program including social security contributions is estimated, based on an annual share price rise of 10 percent, administrative expenses and advisory expenses, at around SEK 11.7 million, which is equivalent on an annual basis to approximately 0.4 percent of Acando's personnel costs for 2010.

The Company's theoretical maximum cost for the Program, in respect of social security contributions, can be determined since the participants maximum potential earnings per share is four times the share price at the time of the commencement of the qualification period. If all the participants in the Program remain as employees during the life of the Program, and the Company's earnings per share exceed the condition for maximum allocation each year of the life of the Program, the Company's total expense for social security contributions will be $4 \times \text{SEK } 15.40 \text{ per share (share price as at 28 March 2011)} \times 1,000,000 \text{ shares} \times 31.42 \% = \text{SEK } 19.4 \text{ million}$.

To the extent that a share swap agreement is entered into to hedge the obligations under the Program, the estimated expense will rise by about SEK 3.4 million. Any fluctuations in the value of the swap agreement during the life of the Program will be recognised as an income or expense in the income statement.

In the view of the board of directors, the positive effects expected to arise from the senior executives and other key employees increasing their shareholdings and, in addition, further increasing their holdings through Performance Shares, outweigh the costs associated with the Program.

Impact on key ratios

On a proforma basis, the expense of the Program will have a negative effect equivalent to a reduction in earnings per share of around SEK 0.05.

Preparation of the proposal

The proposal to the annual general meeting on the Program has been prepared by the remuneration committee with the help of external advisors, and in consultation with certain major shareholders. At the board meeting of 23 March 2011, the board of directors resolved that a new incentive program should be proposed to the annual general meeting. With the exception of members of staff who prepared the material for the remuneration committee, no employee who may be covered by the Program has participated in drawing up the conditions for the Program.

THE PROPOSAL OF THE BOARD OF DIRECTORS

The board of directors proposes that the annual general meeting pass a resolution on the implementation of the Program in accordance with the guidelines given below in section A.

Since the board of directors considers that the most cost-effective and flexible method of transferring Class B shares under the Program is to transfer already acquired shares, the board proposes that the transfer be hedged in this way, in accordance with item B below.

Should the necessary majority not be obtained for this proposal, the board of directors proposes that the transfer be hedged by entering into a share swap agreement with a third party in accordance with item C below.

A. Implementation of a share savings program

With reference to the above, the board of directors proposes the implementation of a share savings program based on the main terms and principles stated below.

- a) The Program will cover in total no more than 40 senior executives and other key employees in the Acando Group based in Sweden and other countries. Participants will, after a qualifying period of three years and assuming an investment of their own in Acando shares, be given the opportunity to receive allotments of additional Acando shares without consideration, the number of shares depending partly on the number of Acando shares they have purchased themselves and partly on whether certain performance conditions have been fulfilled.
- b) The term of the Program is proposed to be three years.
- c) Participation in the Program assumes that the participant, during the period 12 May 2011 – 17 June 2011, acquires and locks into the Program class B Acando shares ("Savings Shares"). The board can, however, in certain cases, allow class B Acando shares acquired before this period to qualify as Savings Shares, on condition that they are locked into the Program and are not included in any other option or share saving program or similar program. Dependent on the fulfilment of certain performance conditions linked to Acando's earnings per share after taxes and after dilution ("EPS") for the financial years 2011-2013, the participant shall be entitled, without consideration, to receive an allotment of class B Acando shares (Performance Shares 2011, Performance Shares 2012 and Performance Shares 2013), provided that that conditions for Savings Shares have been met.
- d) The allotment of Performance Shares under the Program will take place within a period of 30 trading days from the day after that on which the Company publishes its interim report for the second quarter of 2014.

- e) A prerequisite for the participant's right to receive Performance Shares is that the participant continues to be employed within the Acando Group throughout the qualification period until the day of allotment and that the participant, during this period, has retained the Savings Shares that have been locked into the Program. The employee shall be able to produce the contract note for each Savings Share, as proof that the Savings Share was purchased during the period 12 May 2011 – 17 June 2011, or before that date if the board has allowed this in accordance with the above, and that the employee still owns the Savings Share in question. The allotment of Performance Shares requires, in addition, that certain performance conditions be fulfilled.
- f) The Program shall comprise no more than 1,000,000 Performance Shares, of which no more than 333,333 shall comprise each of Performance Shares 2011, Performance Shares 2012 and Performance Shares 2013, corresponding in total to no more than 1,000,000 class B Acando shares. A resolution on participation in the Program and the maximum number of Performance Shares each participant may be allotted, will be adopted by the board of directors no later than 30 June 2011. On that occasion, the employee's position within and importance to the Acando Group will, among other items, be taken into consideration.
- g) The key people within the framework of the Program will be able to acquire Savings Shares and receive Performance Shares without consideration, in accordance with the following four categories.
- Category A (the managing director): a maximum of 15,000 Savings Shares and 150,000 Performance Shares,
 - Category B (maximum 5 individuals) each a maximum of 10,000 Savings Shares and 80,000 Performance Shares,
 - Category C (maximum 15 individuals) each a maximum of 7,000 Savings Shares and 42,000 Performance Shares, and
 - Category D (maximum 19 individuals) each a maximum of 3,000 Savings Shares and 9,000 Performance Shares.

However, the Program in total may not exceed a maximum of 250,000 Savings Shares and 1,000,000 Performance Shares.

- h) Any resolution on participation in the Program shall be conditional on that it, in the Company's judgement, can be offered with reasonable administrative costs and financial contribution. Prior to the allotment of Performance Shares, the board of directors shall assess whether the allotment is reasonable in relation to the Company's financial results, position and performance compared with competitors, as well as other factors. In this regard, the participant's maximum gross profit per Performance Share shall be limited to four times the share price of the class B Acando share at the time of the commencement of the qualification period,² for which reason the number

² Calculated in accordance with the official exchange list quoted average volume-weighted price paid on the specified date for class B Acando shares on NASDAQ OMX Nordic.

of Performance Shares allotted to the participant may be reduced proportionally in order to achieve such limitation.

- i) The number of Performance Shares may be subject to recalculation as a result of an intervening bonus issue, split, rights issue and/or similar events.
- j) The board of directors, or a committee appointed by the board of directors shall, by applying the above guidelines, have the right to adopt more detailed terms for the Program. Minor deviations may be made from the above guidelines should the board deem that special grounds prevail in individual cases.
- k) The maximum number of class B Acando shares included in the Program shall amount to approximately 1.3 percent of the number of issued shares after dilution and approximately 0.9 percent of the number of votes after dilution.
- l) For the purpose of ensuring long-term ownership, a minimum qualification condition is to be introduced for participation in future programs. The intention is that the minimum level be increased over time, partly through participation in the 2010 and 2011 program and partly through participation in future incentive programs. The minimum level is defined as the aggregate volume of allocated Savings Shares and Performance Shares, i.e. there is no requirement for additional investment in shares by the participants. The minimum level shall be limited to a maximum of 200 percent of basic annual salary (fixed salary) for Category A, 150 percent of basic annual salary (fixed salary) for Category B and 100 percent of basic annual salary (fixed salary) for Category C. For Category D there is no minimum holding requirement. During the period until the minimum level has been attained, the participant does not have the right to sell Savings Shares or Performance Shares. When the minimum holding has been attained, the participant has the right to sell shares above that level.

B. That the transfer of already acquired own class B shares may take place

Background

The Company holds 4,057,831 class B shares, of which 2,971,131 shares are held as security within the framework of previous years' share savings programs. The board of directors estimates that 1,620,000 of the reserved shares can be utilised to meet the conditions in the three current share saving programs. Of the remaining 2,430,000 class B shares, the board of directors proposes that the AGM resolve that the transfer of approximately 1,000,000 shares under the Program may take place in accordance with the conditions stated below.

A decision to transfer the Company's own class B shares may be taken on the following conditions:

- a) Transfer may only be made of class B Acando shares, whereby 1,000,000 class B shares may be transferred without consideration to the participants in the Program.
- b) The right to obtain class B shares without consideration shall lie with persons within the Acando Group who are participants in the Program. Furthermore, subsidiaries shall be entitled to acquire class B shares without consideration, upon which such companies shall be obliged, in accordance with the conditions of the Program,

immediately to transfer the shares to persons within the Acando Group who participate in the Program.

- c) Transfers of class B shares shall be made without consideration on the date and on the other conditions on which participants in the Program are entitled to acquire shares, i.e. within a period of 30 trading days counted as of the day after the Company publishes the interim report for the second quarter of 2014.
- d) The number of class B shares that may be transferred within the framework of the Program may be subject to recalculation as a result of an intervening bonus issue, split, rights issue and/or similar events.

C. Equity swap agreement with a third party

The board of directors proposes that the annual general meeting, should the necessary majority not be obtained for item B above, resolve to hedge the financial exposure to which the Program is expected to give rise by the Company entering into a share swap agreement with a third party, whereby the third party in its own name on NASDAQ OMX Nordic shall acquire and transfer shares in the company for employees who are participants in the Program.

Conditions

The resolution adopted by the shareholders' meeting regarding the implementation of the Program according to item A above shall be conditional on the shareholders' meeting resolving either in accordance with the board of directors' proposal under item B above or in accordance with the board of directors' proposal under item C above.

Majority requirements

The resolution adopted by the shareholders' meeting regarding the implementation of the Program according to item A above shall require a majority of more than half of the votes cast at the meeting. A valid resolution under item B above shall require that shareholders representing not less than nine-tenths of the votes cast as well as the shares represented at the meeting approve the resolution. A valid resolution under item C above shall require a majority of more than half of the votes cast at the meeting.

The board of directors' explanatory statement

The board of directors wishes to increase the ability of the Company to recruit and retain key employees. Moreover, an individual long-term ownership commitment among the participants in the Program is expected to stimulate greater interest in the Company's business operations and results, improve motivation, and increase the feeling of affinity within the Company. The board of directors believes that the implementation of an incentive program as above will benefit the Company and its shareholders. The program will provide a competitive and motivation-improving incentive for senior executives and other key employees within the Group.

The Program has been designed to reward the participants for increased shareholder value by allotting class B shares, based on the fulfilment of conditions in respect of results and operations. Allotments shall also require a private investment by each respective participant through the acquisition of class B shares by them at market price. By linking the employees' remuneration to an improvement in the Company's results and value, the long-term value growth of the Company is rewarded. Based on these circumstances, the board of directors considers that the implementation of the Program will have a positive effect on the Acando Group's continued development, and will thus be beneficial to the shareholders and the Company.

The transfer of already acquired class B shares in accordance with item B above, forms part of the implementation of the proposed Program.

In the light of what has been set out above, the board of directors believes that it will be beneficial to the Company and its shareholders for participants in the Program to be encouraged to become shareholders in the Company.

The board of directors or the person appointed by the board of directors are authorised to make any minor adjustments to the above resolutions that may be necessary in connection with the registration with the Swedish Companies Registration Office and Euroclear Sweden AB/VPC respectively.

Stockholm, March 2011

The Board of Directors

Summary of incentive programs

1. An incentive program with a similar structure to the program proposed above by the board of directors was approved by the annual general meeting held on 19 May 2008 ("2008 program"). The 2008 program involved 1,000,000 class B shares. Acando holds all these shares with the aim of transferring them without consideration to the participants in the 2008 program during the period of 10 trading days from the day after that on which the Company publishes its interim report for the period January-March 2011. The 2008 program was subscribed to by 47 senior executives. The estimated number of shares that will be utilised for this program is about 295,000.
2. An incentive program with a similar structure to the program proposed above by the board of directors was approved by the annual general meeting held on 27 April 2009 ("2009 program"). The 2009 program involved 1,000,000 class B shares. Acando holds all these shares with the aim of transferring them without consideration to the participants in the 2009 program during the period of 10 trading days from the day after that on which the Company publishes its interim report for the period January-March 2012. The 2009 program was subscribed to by 46 senior executives.

3. An incentive program with a similar structure to the program proposed above by the board of directors was approved by the annual general meeting held on 4 May 2010 ("2010 program"). The 2010 program involved 1,000,000 class B shares. Acando holds all these shares with the aim of transferring them without consideration to the participants in the 2010 program during the period of 10 trading days from the day after that on which the Company publishes its interim report for the period January-March 2013. The 2010 program was subscribed to by 29 senior executives.