

# Q1 Report 2018

Erik-Jan Jansen, CEO  
Mats Norberg, CFO  
May 9 2018



# We are a strong company

Global property damage restoration service provider with clear European leadership position

**280,000**  
yearly assignments

**3**

continents

**531**

million € sales  
LTM Q1 2018

**13**

countries

**24/7**

service

**3,500**

specialists

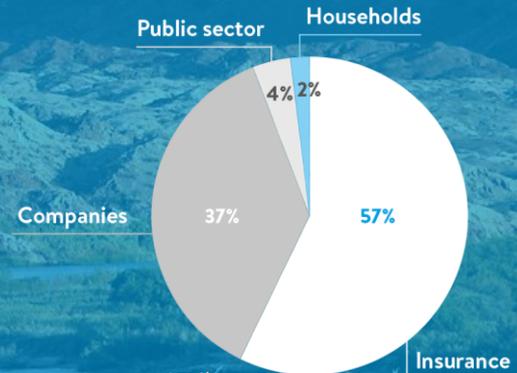
**60**

years experience

**300**

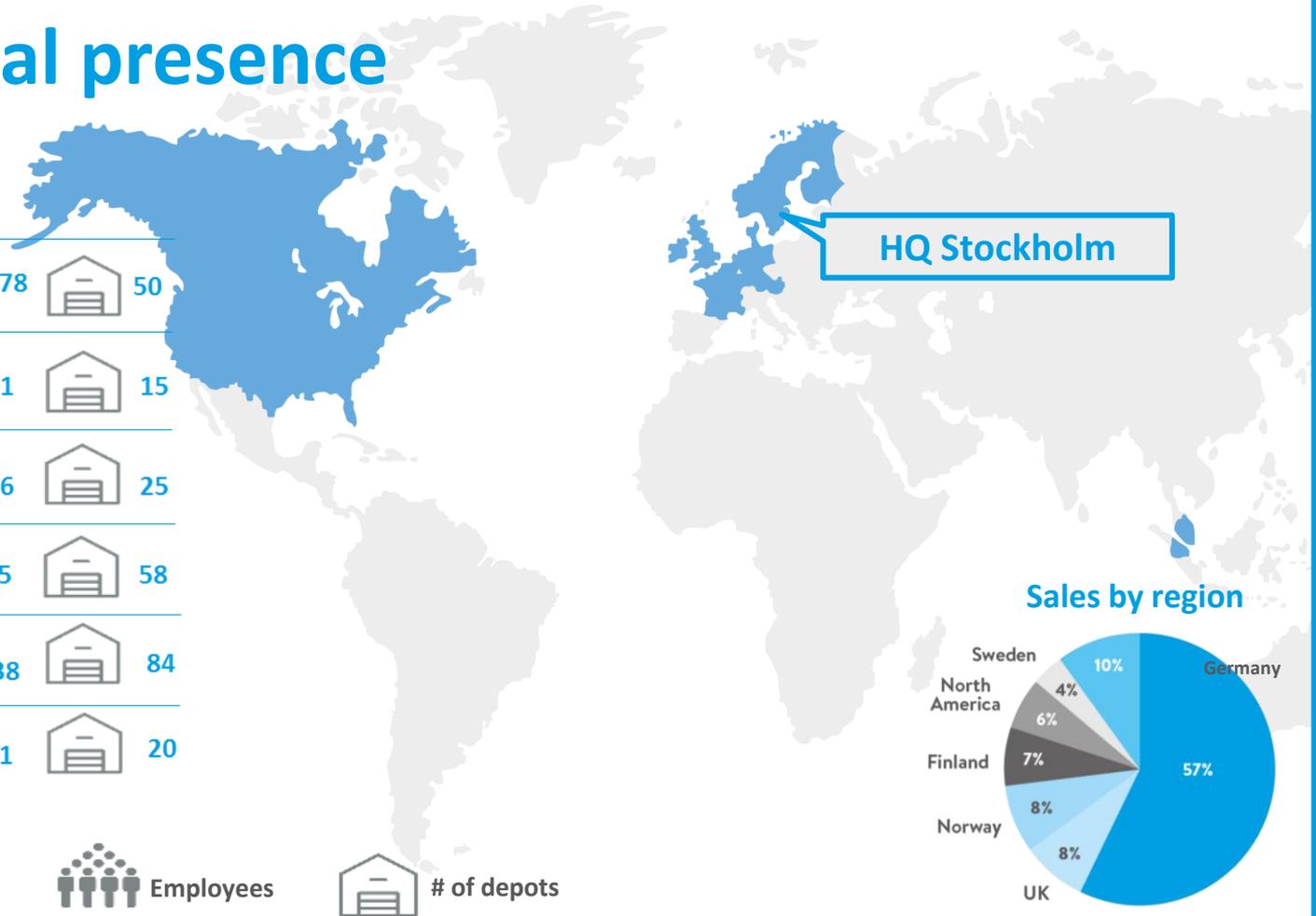
depots

## Sales by customer segment



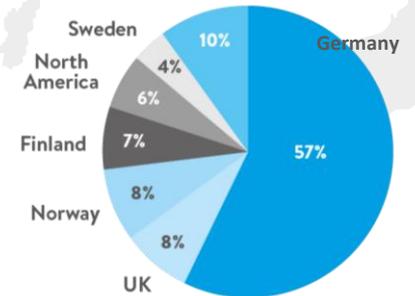
# Geographical presence

	Germany		1,378		50
	UK		391		15
	Finland		276		25
	Norway		445		58
	Rest of Europe		638		84
	NA & Singapore		151		20



HQ Stockholm

Sales by region



Note: FY 2017 numbers

# Offering One-stop-shopping

SERVICES	Water	Fire	Climate
PREVENT	Consulting	Consulting	Consulting
CONTROL			Temporary climate solutions
MITIGATE	Water damage restoration Leak detection Document restoration Technical reconditioning	Fire damage restoration Document restoration Technical reconditioning	Document restoration
Gross Margin	(+) (+)	(-) (-)	(++) (++)

# Business Highlights Q1 2018

**Sales +14%**

+3% Organic growth

+13% Acquired growth

-2% Currency

**Adjusted**

**EBITA+14%**

- ✓ Successful on Cross Border co-operation / continuous gain of market share
- ✓ 12 acquisitions executed last twelve months
- ✓ Integration of acquisitions progress as planned
- ✓ Strongest winter in the last five years (good inflow of jobs)
- ✓ Progress on the digital agenda

# Cross-Border co-operation kicking in...

Major Loss Polygon Nord / PolygonVatro

1. Fish Industry
2. Industrial site
3. Oslo Airport

Major Loss in Denmark / PolygonVatro

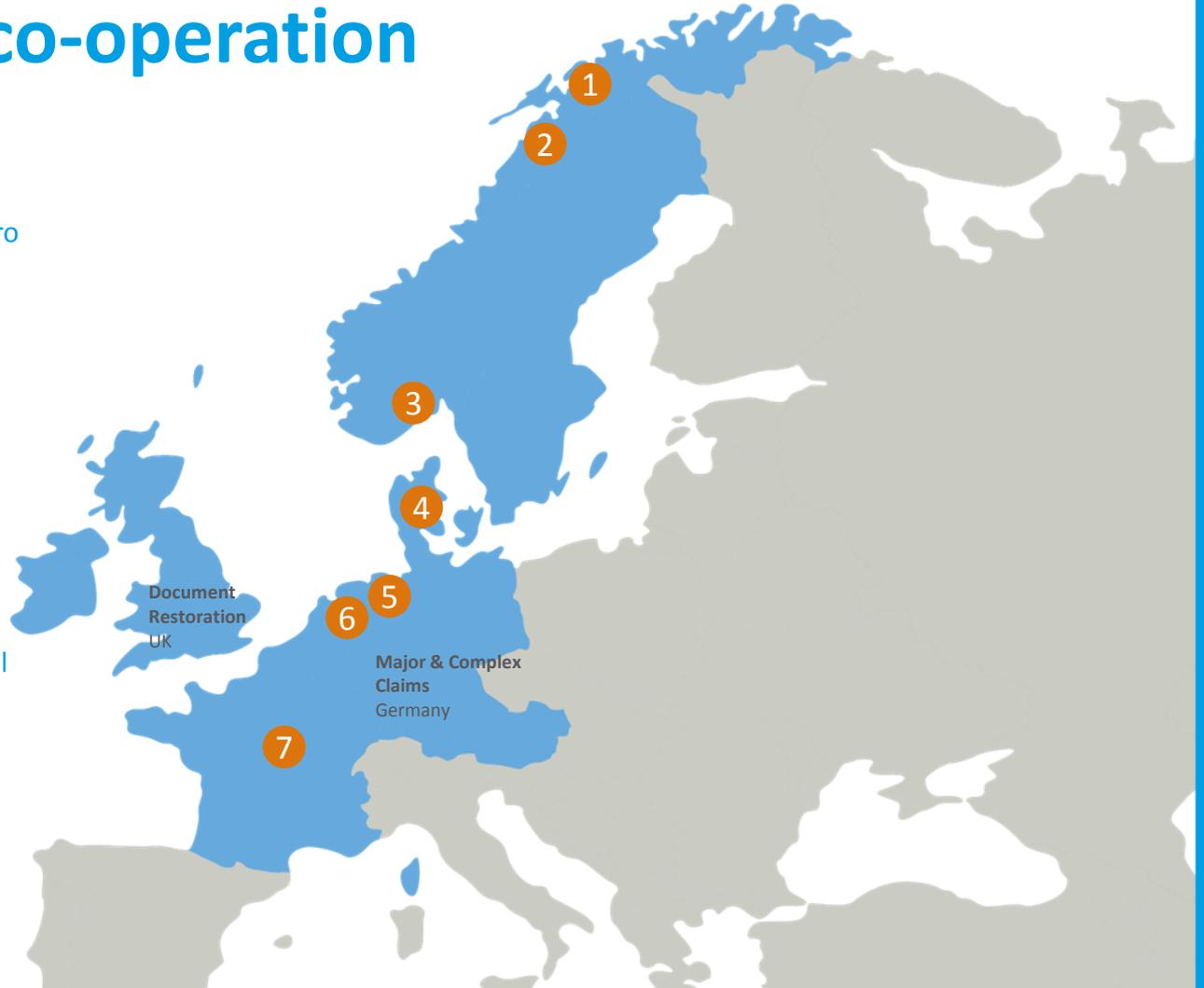
4. Industrial site

Major Loss in Holland / PolygonVatro

5. Vessel Tech. Recondition
6. Fire Steel plant

Document Restoration France / Harwell

7. Public segment



# Completed acquisitions

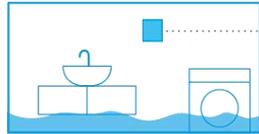
Date	Target		Annual Sales	No of employees	Comments
March 2017	Villaklimat OBM		2	14	
Sep 2017	Polygon Nord		5	47	
Sep 2017	Skadegruppen/Coor		27	208	
Oct 2017	Dansk Bygningskontrol		29	236	
Oct 2017	Von der Lieck		4	25	
Dec 2017	BBN		5	47	
Jan 2018	Metodia		0.4	4	
Jan 2018	Franchise Norway (Drammen & Kongsberg)		4.4	34	Minority share 20%
Jan 2018	Franchise Norway (Haugesund)		1.2	13	Minority share 49%
Jan 2018	Franchise Norway (Hamar, Brumendal)		2.6	37	Minority share 40%
Jan 2018	Caption Data		NA	NA	Minority share 20%
Jan 2018	Caliber		2.5	18	
<b>Total</b>			<b>82.8</b>	<b>683</b>	

# The Spark App

## Potential Damage

Ananya Borah

HOMEOWNER



TENANT

## Property Manager



Anders Jenegård

PROPERTY MANAGER



PROPERTY MANAGER

## Notification to Polygon



Theresa Nilsson

BACKOFFICE



POLYGON

## Inspection



### Key Benefits

#### Tenant

- Faster help
- Proactivity
- Peace of mind

#### Property Manger

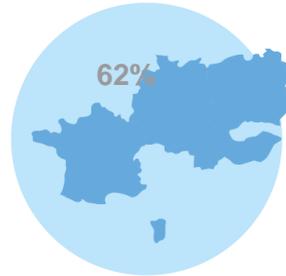
- Less manual work
- 15% lower admin
- Can rely on partner

#### Polygon

- More business (only partner needed)



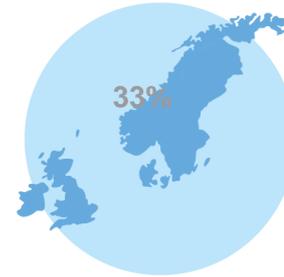
# Segment Overview



## Continental Europe

EUR million			
Sales	92,1		7%
Adjusted EBITA	6,1		6%
%	6,6%		-0,1%

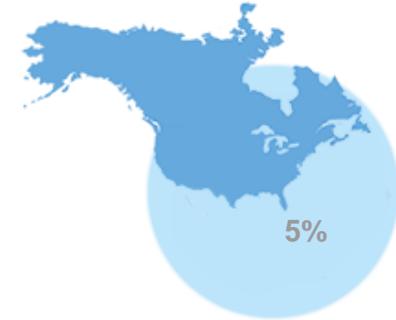
- Stable performance in Germany
- Leverage from PolygonVatro expertise (MCC) in Europe
- Smooth integration of executed acquisitions in Germany and France



## Nordics & UK

EUR million	2018	Chg.
Sales	48,2	32%
Adjusted EBITA	1,9	13%
%	3,9%	-0,7%

- Integration well underway in Denmark and Norway
- Good order intake in the later part of the quarter (after a strong winter)
- Entrance into FDR in Sweden
- Stable performance in UK



## North America

EUR million			
Sales	7,9		7%
Adjusted EBITA	0,8		60%
%	3,5%		-0,1%

- Continuous growth after refocusing of the US business in 2015
- Good quarter in Canada after several years with declining business
- Expansion of the franchise network in Canada

# Profit & Loss Statement

EUR million	Q1			12 Months		
	2018	2017	Chg.	LTM	2017	Chg.
Sales of services	148,2	129,7	14,3%	531,0	512,4	3,6%
<b>EBITDA</b>	<b>11,5</b>	<b>10,8</b>	<b>6,4%</b>	<b>40,8</b>	<b>40,1</b>	<b>1,7%</b>
<i>EBITDA, %</i>	<i>7,7</i>	<i>8,3</i>	<i>-0,6</i>	<i>7,7</i>	<i>7,8</i>	<i>-0,1</i>
<b>Adjusted EBITDA</b>	<b>12,9</b>	<b>10,9</b>	<b>18,5%</b>	<b>45,0</b>	<b>43,0</b>	<b>4,7%</b>
<i>Adjusted EBITDA, %</i>	<i>8,7</i>	<i>8,4</i>	<i>0,3</i>	<i>8,5</i>	<i>8,4</i>	<i>0,1</i>
<b>EBITA</b>	<b>8,3</b>	<b>8,5</b>	<b>-1,7%</b>	<b>30,0</b>	<b>30,1</b>	<b>-0,5%</b>
<i>EBITA, %</i>	<i>5,6</i>	<i>6,5</i>	<i>-0,9</i>	<i>5,6</i>	<i>5,9</i>	<i>-0,2</i>
<b>Adjusted EBITA</b>	<b>9,8</b>	<b>8,6</b>	<b>13,7%</b>	<b>34,2</b>	<b>33,0</b>	<b>3,6%</b>
<i>Adjusted EBITA, %</i>	<i>6,6</i>	<i>6,6</i>	<i>-0,0</i>	<i>6,4</i>	<i>6,4</i>	<i>-0,0</i>



# Cashflow

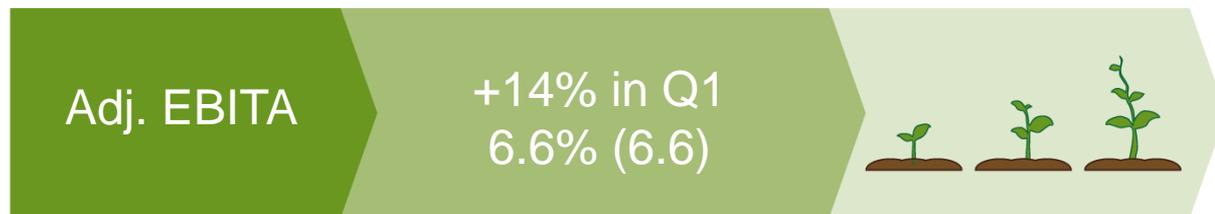
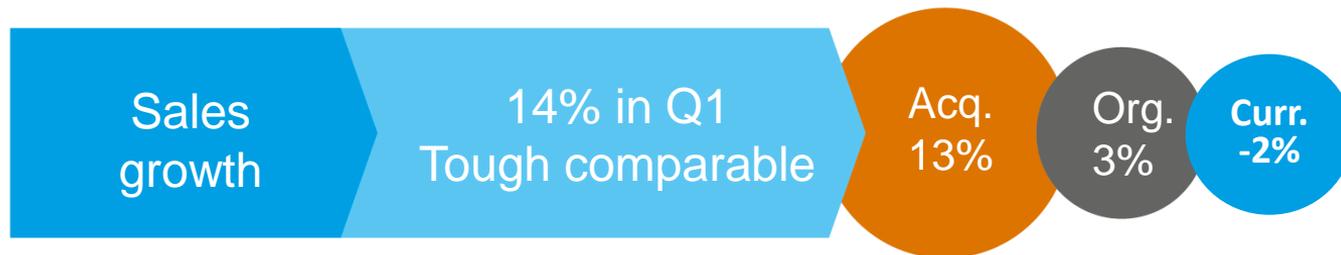
EUR million	Q1			2017
	2018	2017	Chg.	
EBIT	6,8	7,3	-0,5	25,4
Non Cash items	4,8	3,2	1,6	9
Income tax paid	-0,9	-0,1	-0,8	-3
<b>Operating Cash Flow before change in Working Capital</b>	<b>10,7</b>	<b>10,4</b>	<b>0,3</b>	<b>31,4</b>
Change in Working Capital	-15,7	-8,3	-7,4	9,3
<b>Operative Cash Flow</b>	<b>-5,0</b>	<b>2,1</b>	<b>-7,1</b>	<b>40,7</b>
Investing activities	-26,2	-4,4	-21,8	-26,4
<b>Cash Flow before fin.activities</b>	<b>-31,2</b>	<b>-2,3</b>	<b>-28,9</b>	<b>14,3</b>

# Balance Sheet

EUR million	Q1			2017
	2018	2017	Chg.	
Net Working Capital	28,7	27,6	-1,1	12,9
NWC, % of NS (LTM)	5,4%	5,4%	-	2,5%
Cash	32,4	32,3	-0,1	42,5
Net debt	183,6	149,6	-34,0	141,9
Leverage	4,1	3,4	-0,7	3,3
Liquidity buffer	68,3	42,1	26,2	60,9



# Summary



## Agenda

1. Develop people and culture
2. Increase share of wallet
3. Utilise our strength in MCC
4. Grow Managed Property
5. Boost productivity
6. Accelerate M&A

# Q & A

