

Mattias Johansson, CEO
Nils-Johan Andersson, CFO

28 April, 2016

BRINGING BUILDINGS TO LIFE

Today's presenters

Mattias Johansson, CEO and Group President



- ✦ CEO since 1 January, 2015 and with Bravida since 1998
- ✦ 19 years of industry experience

Nils-Johan Andersson, CFO



- ✦ Joined Bravida as CFO in October 2014
- ✦ 16 years of industry experience

About Bravida

Business highlights

Bravida is the premier multi-technical service provider in the Nordics

Represented in around 140 locations

> 50,000 customers – Top 5 customers represent 15% of sales

90% recurring customers

Median contract size: SEK 263,000

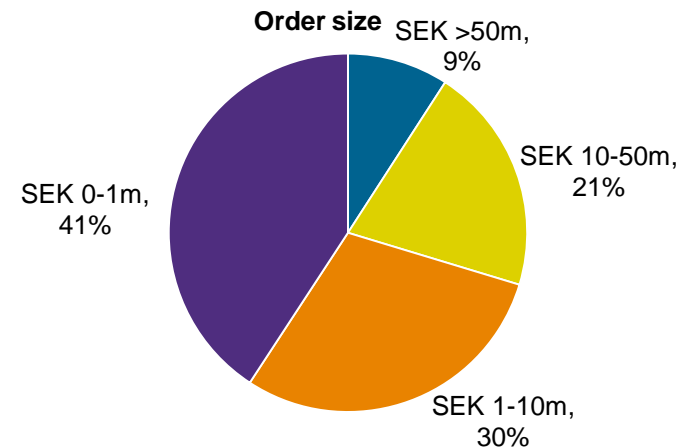
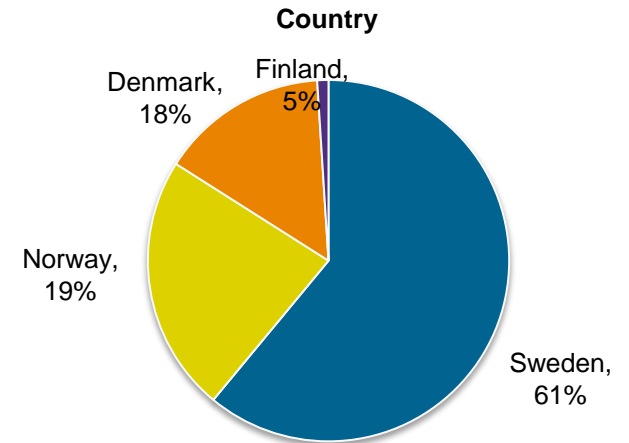
SEK
14.3bn*
Net sales

SEK 878m*
Adj EBIT

>9,400*
FTEs

* LTM Q1

Net sales split by segment



Key highlights Q1 2016

Sales

- Net sales up 3% to SEK 3,427m (SEK 3,325m)
- Sales impacted by fewer working days – Easter holiday – and slow down in Southwest Norway
- Estimated impact from Easter holiday: 4-5% lower sales in Q1

Order momentum

- Order backlog at record high level, SEK 7,135m
- Continued strong momentum, with order intake up 6% to SEK 3,469m
- Order backlog in Norway in local currency up 6%

EBIT

- Underlying EBIT margin up to 5.5% (5.3%) (excluding Finland) thanks to project selection
- Reported EBIT improved 15% up to SEK 175m (SEK 152m)
- Price discipline and margin over volumes

Cash flow

- Operating cash flow SEK 13m (SEK 289m), explained by strong cash flow in Q4 2015
- Working capital at same level as last year >SEK -1bn
- Net debt of SEK 2,416m (SEK 2,441m), 2.7x adjusted EBITDA (LTM basis)

M&A

- 2 acquisitions completed in Q1
- 1 in Norway and 1 in Denmark, added sales of SEK 107 million
- Promising pipeline in place

Market trends

Sweden

Strong market: construction activity +11% YoY

- Strong order backlog of construction companies
- Industry confidence indicator strong, at above historical average (at 110 points)

Norway

Public investments offset soft commercial building market

- Commercial building activity up +9.5% first 2 months in 2016 and residential building up +16%
- Slower activity in Southwest due to lower demand in the oil and gas industry

Denmark

Market supported by public investments

- Investments in healthcare, education and infrastructure driving volumes
- Construction confidence indicator still somewhat below LT average, but improving

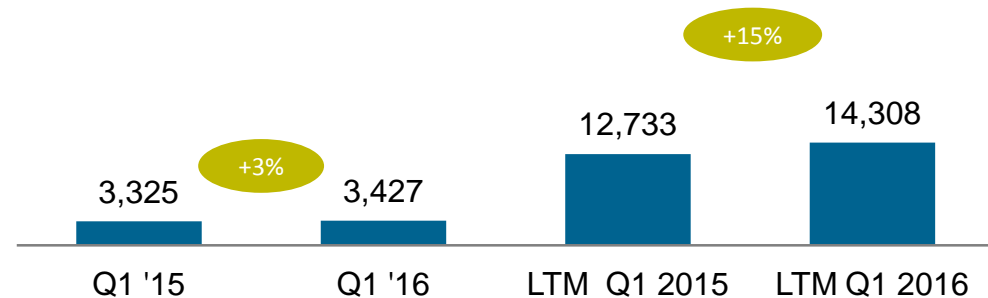
Finland

Construction market improving, albeit from low level

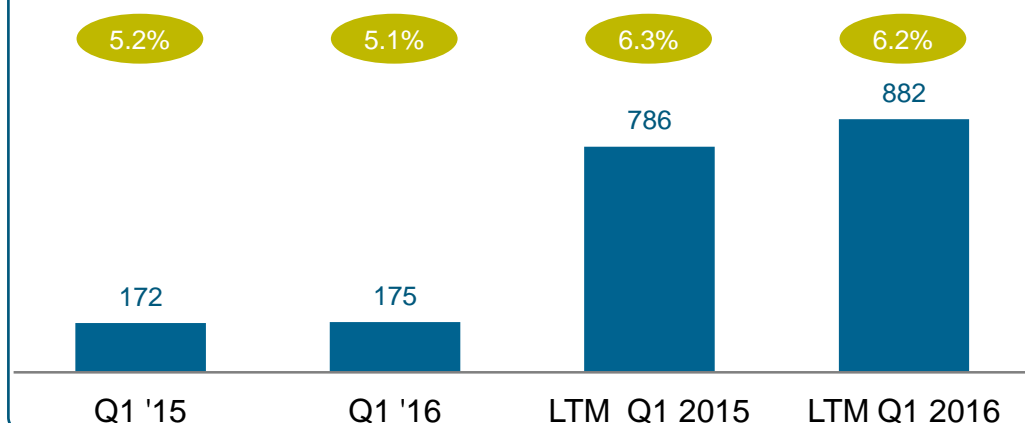
- Sales increase in construction companies, increasing building permits and building project starts
- Industry confidence indicator above historical average

Group sales & adjusted EBIT development

Sales & YoY reported growth (SEKm, %)



Adjusted EBIT & margin (SEKm, %)



Key highlights

Underlying organic growth 1-2%

- ✦ Easter effect (3-4 less working days), estimated to be 4-5% in Q1
- ✦ Underlying growth below medium term target due to:
 - Norway SW lower activity (actions in place)
 - Pricing discipline and focus on margin over volumes

EBIT margin excl. Finland up in Q1 to 5.5% (5.3%)

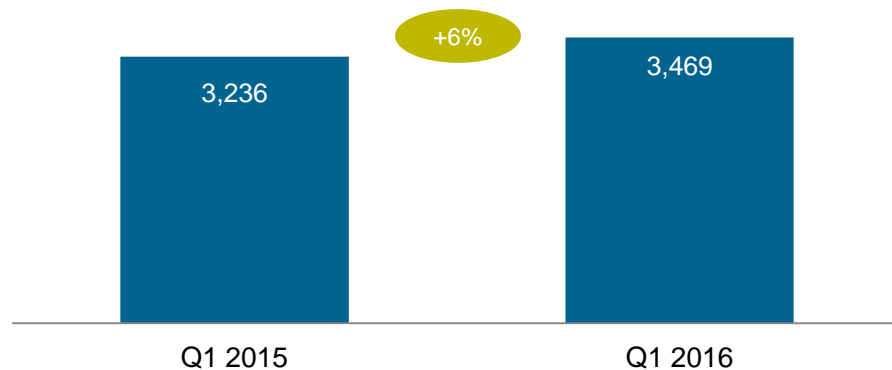
- ✦ Good performance in Sweden
- ✦ Reported EBIT +15% in Q1 to SEK 175m (SEK 152m)
- ✦ Lower margin in Denmark due to project write down (SEK -7m)

+3%
2016 sales

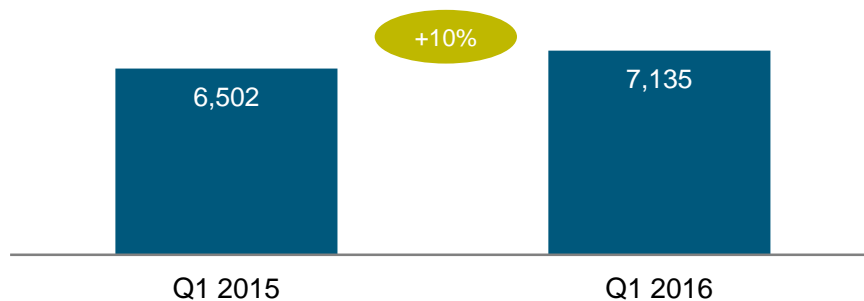
+2%
2016 adj.
EBIT

Order momentum

Order intake & YoY reported growth (SEKm, %)



Order backlog¹ & YoY reported growth (SEKm, %)



Selected contract wins

- ✦ **Order backlog at record high level: SEK 7,135m**
- ✦ Sweden: Värnamo hospital
- ✦ Norway: Several public office buildings
- ✦ Denmark: Industrial plant and renovation of apartments
- ✦ Finland: Tammerfors library

+6%
intake
growth

SEK
>7.1bn
order backlog

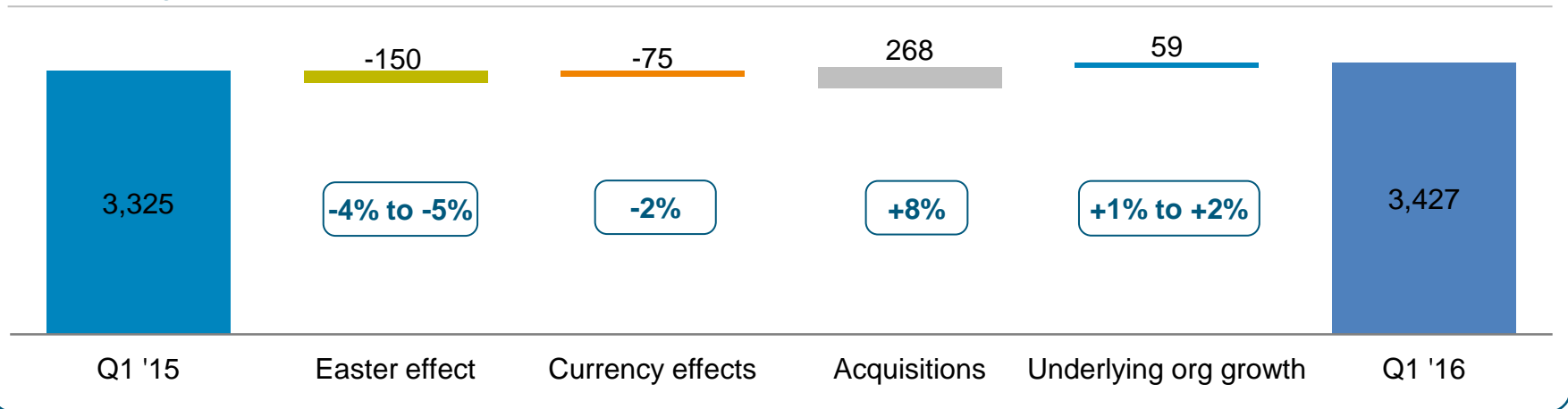
Note:
1. backlog includes installation business only

Operational efficiency: All 3 initiatives on track

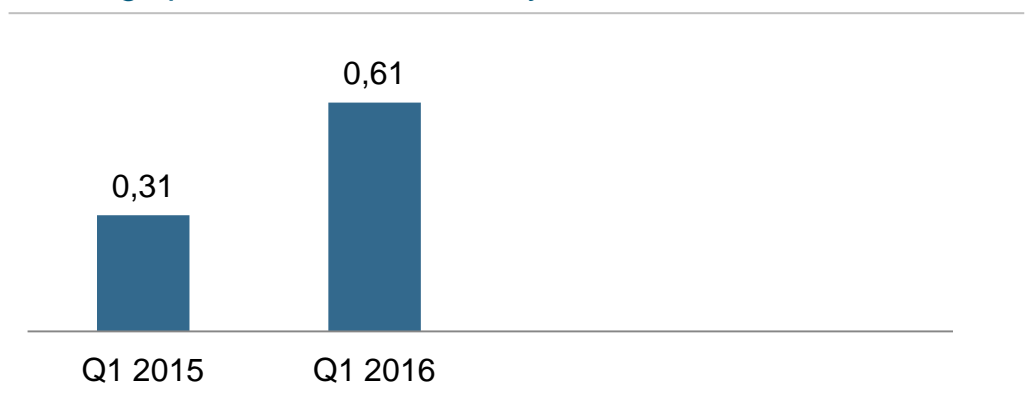
	1 Pricing & productivity	2 Procurement excellence	3 Service growth
Status	<ul style="list-style-type: none"> ➤ Launched in Q2 2013, full roll-out Q4 2014 ➤ 83% compliance today ➤ Improved accuracy in execution 	<ul style="list-style-type: none"> ➤ 65% of roll-out realized – local implementation towards branch certification started ➤ Expanded KPI tracking in place ➤ Initiative driven at divisional level ➤ New purchasing tools developed 	<ul style="list-style-type: none"> ➤ Launched in Q1 2016 ➤ Implementation being rolled out, training in progress, 24 % compliance today ➤ Increasing number of service agreements
Priority	<ul style="list-style-type: none"> ➤ Drive compliance ➤ Drive P&L impact 	<ul style="list-style-type: none"> ➤ Design new import process ➤ Drive P&L impact 	<ul style="list-style-type: none"> ➤ Complete roll-out, 80% in 2016 ➤ Drive P&L impact

Financial performance Q1 2016

Sales bridge (SEKm, %)



Earnings per share increased by 99 % to 0.61 SEK

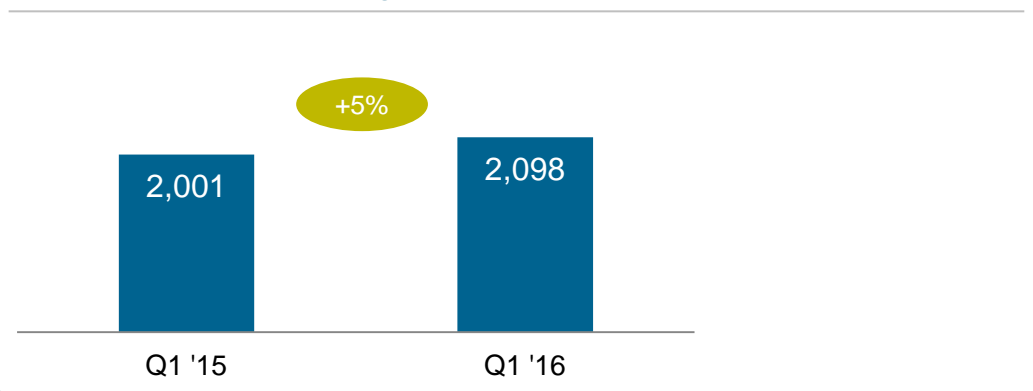


Key highlights

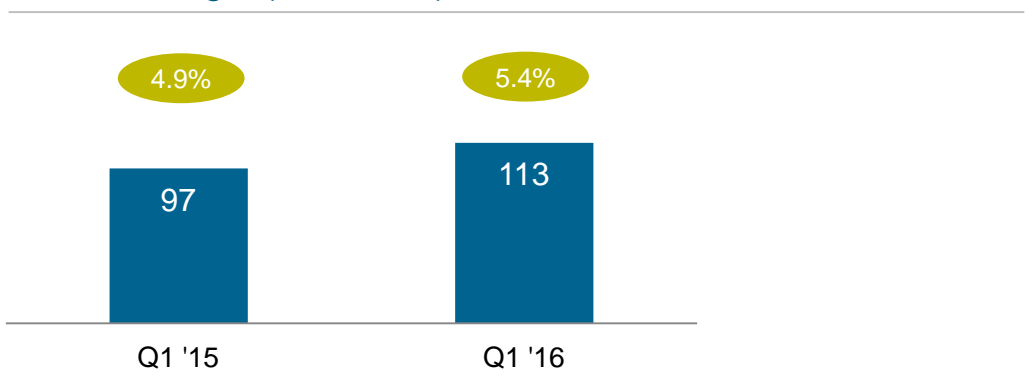
- ✦ No specific costs in Q1 2016, however, last year cost amounted to SEK 20m
- ✦ Margin impacted by Finland entry
- ✦ Financial items in Q1 amounted to SEK -15m (SEK -69m), effect from lower interest (SEK 46m) and revaluation of hedges (SEK 20m)

Sweden

Sales & YoY reported growth (SEKm, %)



EBIT & margin (SEKm, %)



Key highlights

Strong sales trend continues in Sweden, also improved profitability

- ✦ Sales up +5% YoY
- ✦ EBIT margin improved to 5.4%, a result of sound market and project selection

Strong market conditions as reflected in order backlog

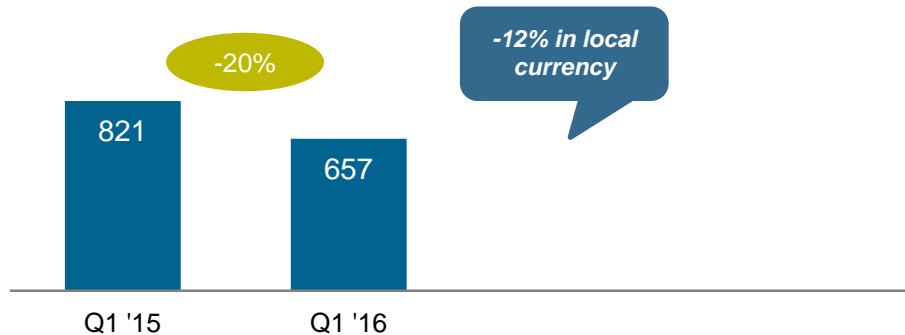
- ✦ Order intake up +2% YoY
- ✦ Backlog up +9% YoY

+5%
2016 Q1
sales

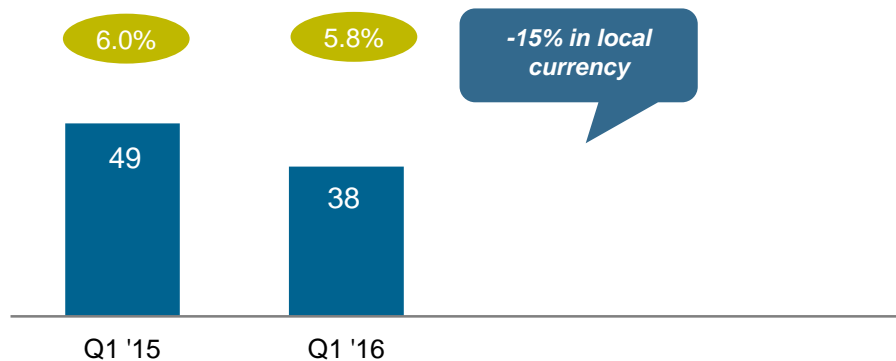
+16%
2016 Q1
EBIT

Norway

Sales & YoY reported growth (SEKm, %)



EBIT & margin (SEKm, %)



Key highlights

Easter effect

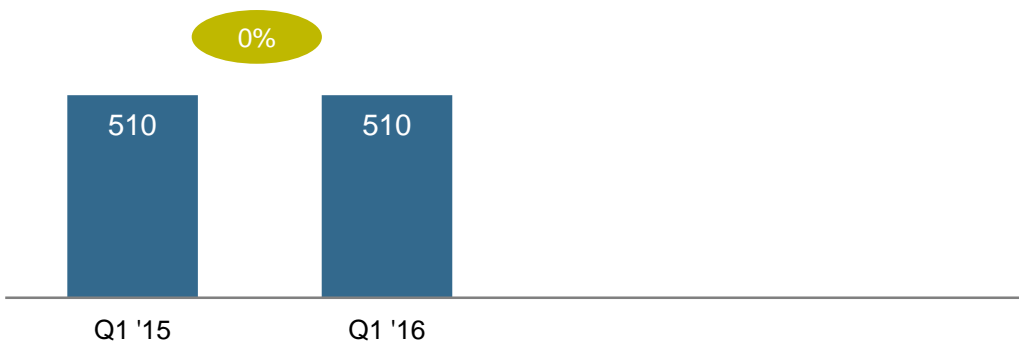
- ✦ Sales declined due to Easter effect and low activity in the Southwest area
- ✦ Actions taken to reduce cost in the Southwest area
- ✦ 8% less working hours in Q1 will be recovered in Q2
- ✦ Backlog up +6% YoY in local currency but down -2% in SEK

-12%
2016
Q1 sales

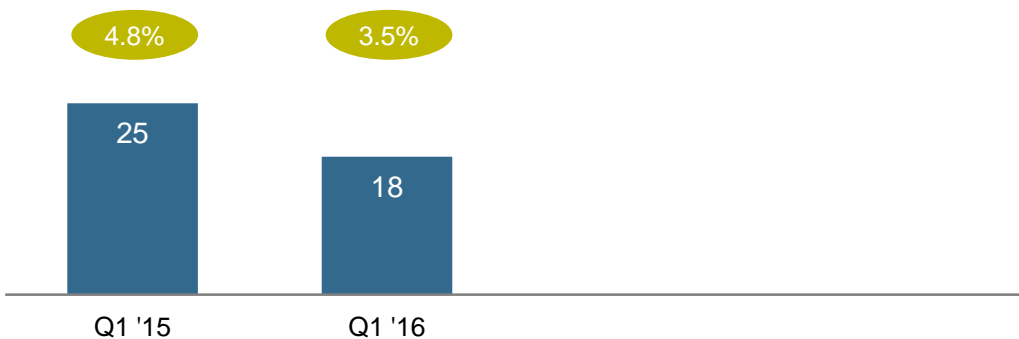
-15%
2016 Q1
EBIT

Denmark

Sales & YoY reported growth (SEKm, %)



EBIT & margin (SEKm, %)



Key highlights

Sales in line with last year

- ✦ Fewer working days in Q1 compared to last year
- ✦ Continued strong order intake, up +12%

EBIT impacted by write-down in projects (SEK 7m)

Backlog increased by +2%

Acquisition of EnergiMidt

+0%
Q1 sales

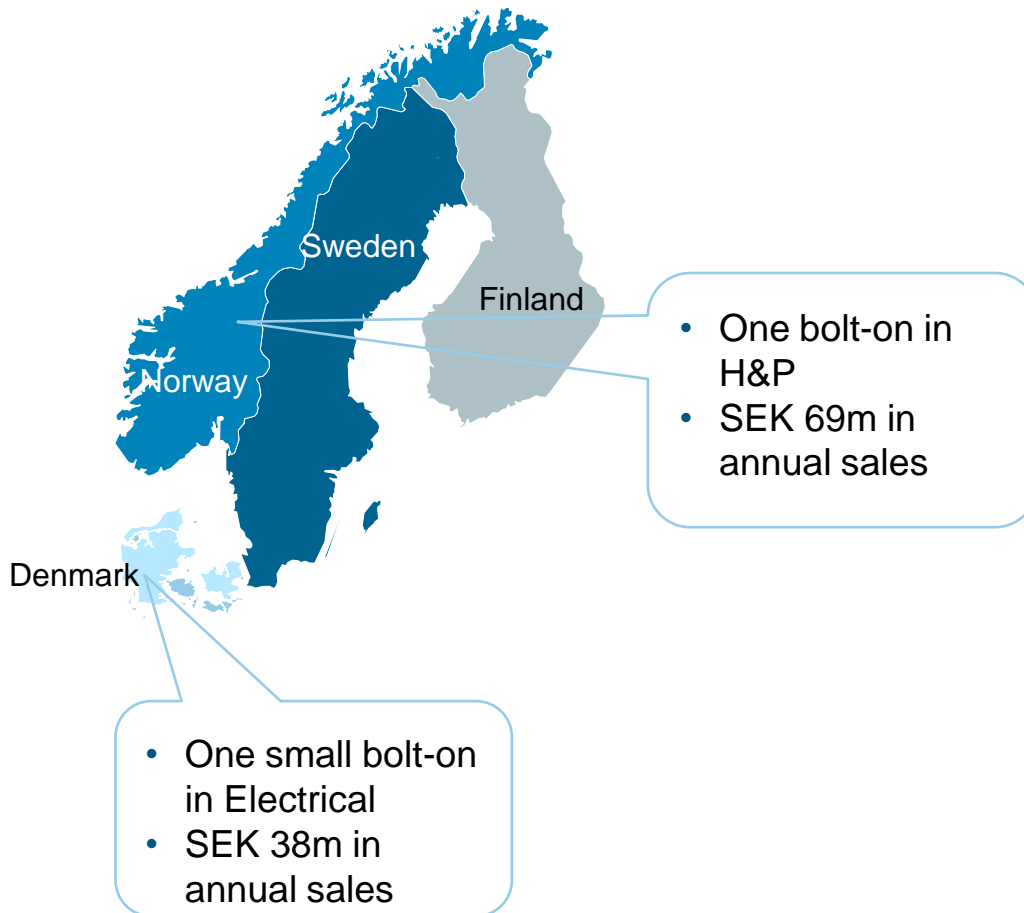
-28%
Q1 EBIT

Finland

Key highlights

- ✦ Top priority to implement “Bravida way”
- ✦ Continued focus on productivity – still room for improvement
- ✦ New organization in place since Q4 2015
- ✦ Market improving from low level

Acquisitions in 2016



Key highlights

- ✦ 2 acquisitions completed in Q1 2016, adding SEK 107m in annual sales
- ✦ Continued pipeline
- ✦ Acquisitions still at attractive multiples

#2

acquisitions in
2016 YTD

SEK 107m

acquired sales in
2016 YTD

Net debt

Financial position

SEKm	Q1 2016
Cash balances	390
Term loan and RCF	(2,800)
Overdraft facilities and other	(6)
Hedges at market value	-
Net debt	(2,416)
LTM EBITDA*	903
Net debt / LTM EBITDA	2.7x

Key highlights

- ✦ Refinancing in October 2015
- ✦ New SEK 4bn financing package
 - Term loan SEK 2,700m
 - RCF SEK 1,300m
- ✦ STIBOR +1.50% margin
- ✦ Maturity 5 years

* Adjusted for IPO, initiatives and acquisition expenses

Dividend proposal 2015 : 1 SEK per share

Key highlights

- ✦ Proposed dividend: 1 SEK per share, 52% of the adjusted net profit or 70% of reported net profit
- ✦ Annual general meeting: 3 May
- ✦ Ex-dividend: 4 May
- ✦ Expected pay out: 11 May

Financial targets



Sales

> 10% sales growth

- 5% p.a. organic growth
- 5%-7% p.a. contribution from bolt-on acquisitions



Adj. EBITA

> 7% group margin

- Higher organic margin in existing branches
- Including dilutive impact of bolt-on acquisitions



Cash Conversion & Dividend

- Cash conversion above 100%
- Target payout ratio of at least 50% of net profit



Net Debt

- Target leverage ratio of ~2.5x Net Debt / EBITDA
- New 5-year financing package
 - SEK 2.7bn term loan (Stibor +150 bps subject to ratchet)
 - SEK 1.3bn multi-currency overdraft facility

Current trends

Group

- Good underlying market, continue to balance organic growth versus margin improvement
- Margin improvement on track
- High cash flow generating business

Sweden

- Continued strong construction market – strong order backlog in construction companies
- Strong demand in metropolitan cities and university towns
- Declining iron ore prices affecting demand in Northern part of Norrland

Norway

- Lower activity in South West area – cut-backs necessary which will have a negative effect on organic growth and profitability, NOK 10m in one-off will be taken in Q2
- Limited impact in other geographical regions – strong market in Oslo and Northern part of Norway
- Order backlog up 6%

Denmark

- Market continues to improve mainly in the larger cities
- Difficulty finding skilled employees will have a negative impact on organic growth
- EBIT will recover in Q2 after negative write-down effects in Q1

Finland

- Focus on implementation of “Bravida way” – will have a positive impact from Q3

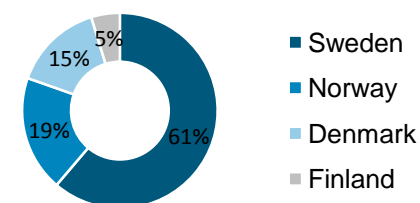
Q&A



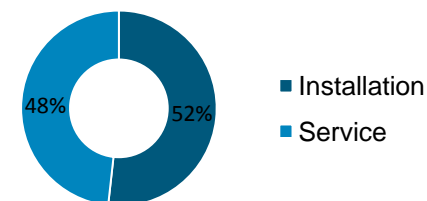
Key financial figures

SEKm	Q1 2016	Q1 2015	FY 2015	FY 2014
Order intake	3,469	3,236	14,249	12,149
Order backlog	7,135	6,502	7,092	6,580
Sales	3,427	3,325	14,206	12,000
Change %	3.1%	16.7%	18.3%	8.3%
Organic %	-3%	5%	7%	5%
Acquisitions %	8%	11%	12%	3%
Currency effects %	-2%	1%	-1%	0%
Adjusted EBIT	175	172*	878**	759***
Adjusted EBIT margin %	5.1%	5.2%	6.2%	6.3%
Net income	123	62	287	320
EPS	0.61	0.31	1.42	1.59
Operating cash flow	57	352	988	915
Net debt	2,416	2,441	2,433	2,595

Sales by division Q1 2016



Sales by business activity Q1 2016



* Adjusted for initiatives (SEK 20m)

** Adjusted for IPO, acquisition costs and initiatives (SEK 96m)

*** Adjusted SEK 54m

Income statement

Consolidated income statement summary

SEKm	Q1 2016	Q1 2015	FY 2015	FY 2014
Net sales	3,427	3,325	14,206	12,000
Production costs	2,948	2,854	12,081	10,173
Gross profit/loss	479	471	2,124	1,827
Administrative and selling expenses	305	318	1,342	1,123
Operating profit/ (EBIT)	175	152	782	705
Adjustment of costs of a specific nature	–	20	96	54
Operating profit/loss after adjustment of costs of a specific nature (Adjusted EBIT)	175	172	878	759
Operating profit (EBIT)	175	152	782	705
Net financial items	15	69	-360	-265
Profit/Loss after financial items (EBT)	159	84	422	440
Tax	-36	-22	-135	-120
Profit/loss for the period	123	62	287	320

Balance sheet

Consolidated balance sheet summary

SEKm	31 Mar 2016	31 Mar 2015	31 Dec 2015
Non-current intangible assets	7,239	7,016	7,211
Other non-current assets	141	367	219
Total non-current assets	7,379	7,384	7,429
Trade receivables	2,041	1,829	2,165
Income accrued but not invoiced	1,001	854	813
Other current assets	479	322	415
Cash and cash equivalents	390	991	573
Total current assets	3,911	3,996	3,967
Total assets	11,290	11,379	11,396
Equity	3,640	3,357	3,555
Non-current liabilities	2,874	3,814	2,877
Trade payables	1,226	1,104	1,399
Income invoiced but not accrued	1,328	1,278	1,287
Current liabilities	2,222	1,826	2,278
Total liabilities	7,650	8,022	7,842
Total equity and liabilities	11,290	11,379	11,396
Of which interest-bearing liabilities	2,805	3,397	3,005
Equity attributable to:			
Equity holders of the parent	3,632	3,349	3,543
Non-controlling interests	9	8	11
Total equity	3,640	3,357	3,555

Cash flow statement

Consolidated cash flow statement summary

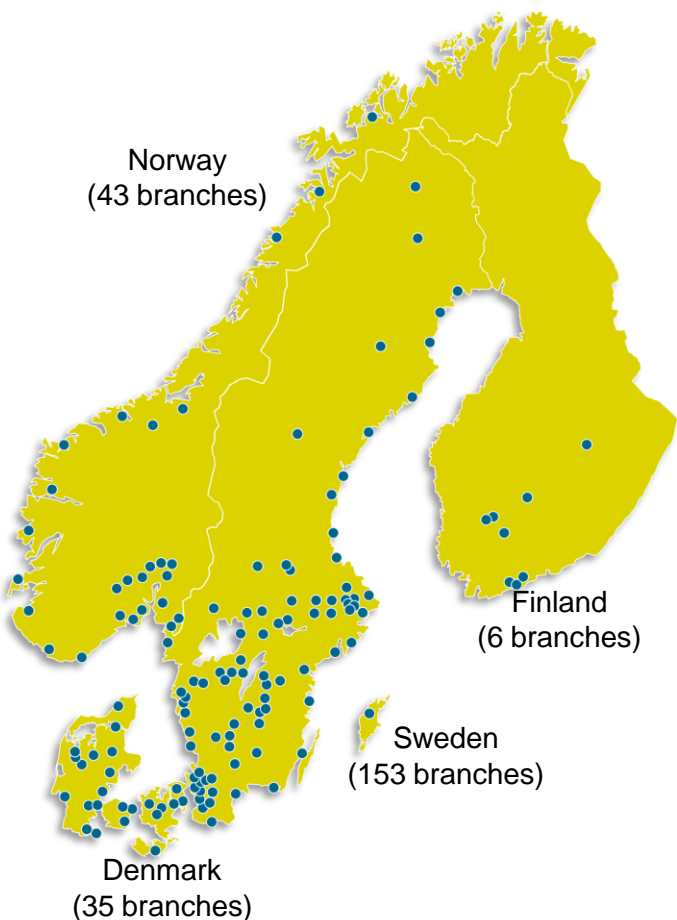
SEKm	Q1 2016	Q1 2015	FY 2015	FY 2014
Cash flow from operating activities				
Profit/loss before tax	159	84	422	440
Adjustment for non-cash items	-12	5	278	46
Income taxes paid	-30	-3	-10	-5
Changes in working capital	-105	203	150	179
Cash flow from operating activities	13	289	841	659
Acquisition of subsidiaries and businesses	-11	-66	-235	-122
Other	-1	1	-27	-15
Cash flow from investing activities	-13	-65	-262	-136
Repayment of loan to Group companies		-54	-	-
Amortization of loan	-200	-	-3 441	-
New loan	-	-	3,002	-
Payment related to refinancing	-	-	-46	-
Change in utilisation of overdraft facility	-	-3	-6	-
Dividend paid	-	-	-277	-500
Group contributions paid	-	-	-	-45
Cash flow from financing activities	-200	-57	-767	-545
Cash flow for the period	-200	167	-189	-22
Cash and cash equivalents at start of year	573	828	828	838
Translation difference in cash and cash equivalents	17	-4	-66	12
Cash and cash equivalents at end of period	390	991	573	828

Operating cash flow

SEKm	Q1 2016	Q1 2015	FY 2015	FY 2014
Operating profit/loss	175	152	782	705
Depreciation and amortisation	6	5	21	15
Other adjustments for non-cash items	-17	-10	62	31
Capital expenditure	-1	-1	-27	-15
Changes in working capital	-105	203	150	179
Operating cash flow	57	352	988	915

Leadership in a fragmented Scandinavian market

Dense regional network of branches with recent expansion into Finland



	Market position	Market share	Top 3 player market shares
Sweden (SEK73bn market)	No. 1	10%	<ul style="list-style-type: none"> Bravida 10% Imtech 8% Caverion 8% 74%
Norway (SEK76bn market)	No. 2	4%	<ul style="list-style-type: none"> Caverion 6% Bravida 4% Gunnar Karlsen 3% 87%
Denmark (SEK50bn market)	No. 2	4%	<ul style="list-style-type: none"> Kemp & Lauritzen 5% Bravida 4% Wicotec Kirkebjerg 3% 88%
Finland (SEK52bn market)	Acquisition of Peko Group in June 2015 with ~SEK 620m of sales followed by bolt-on Halmesvaara with ~SEK 210m of sales		

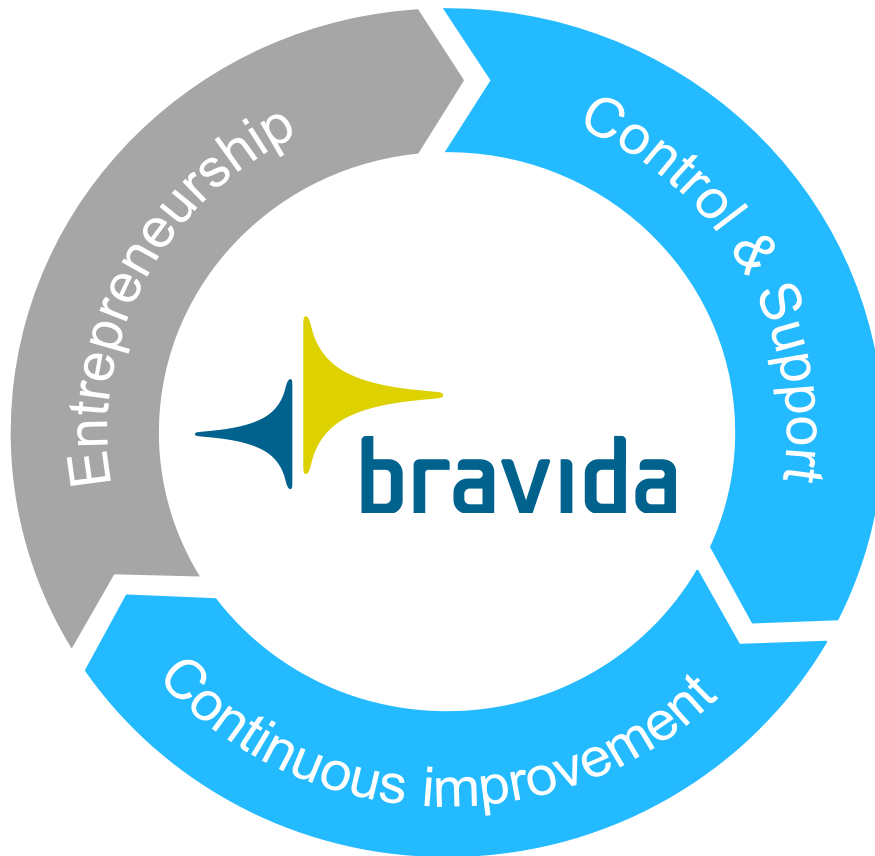
No. 1 in Electrical¹

National scale network density and local leadership drive significant competitive advantages

Note: Figures represent 2014 sizes; figures under countries represent market size for building (including maintenance and renovation) installation and service market excluding infrastructure market; FX rate used NOK / SEK1,08; DKK / SEK1,27; EUR / SEK9,09
 1. Management estimate
 Source: Company information

Bravida Way and operating model

A unique corporate culture



'Branch-first' entrepreneurial culture

- Branch manager pivotal role
- Incentivised to operate as owner – profitability and M&A
- Implements central initiatives

'Margin-first' control

- "Margin over volume"
- Standard operating model
- Central approval for M&A and large projects

Ongoing training and certification

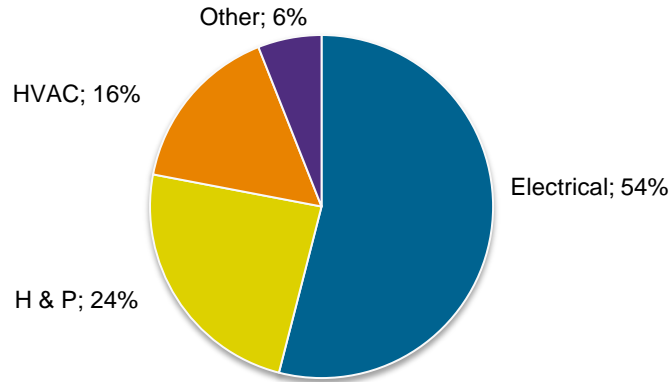
- Proprietary training and certification programme
- Best practice sharing
- Continuous focus on cost and cash

"We do what we have decided to do / We follow up on what we do / We continuously improve what we do"

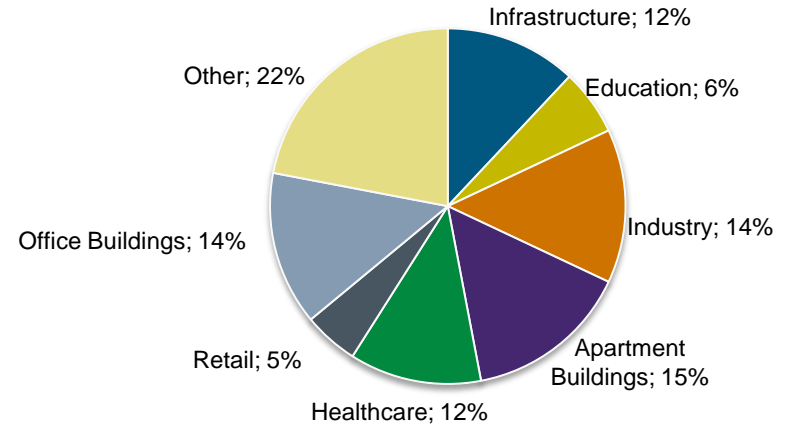
Bravida at a Glance

“Bringing buildings and infrastructure to life”

Revenue by technical vertical



Revenue by end-market



Note: Split based on 2015 sales
1. Management estimate

Complete housing solutions

Complete office solutions

Shopping centers

Hospitals

Safety and security solutions

Automation

Process cooling

Electrical substations

Rail electrification

Swimming pools

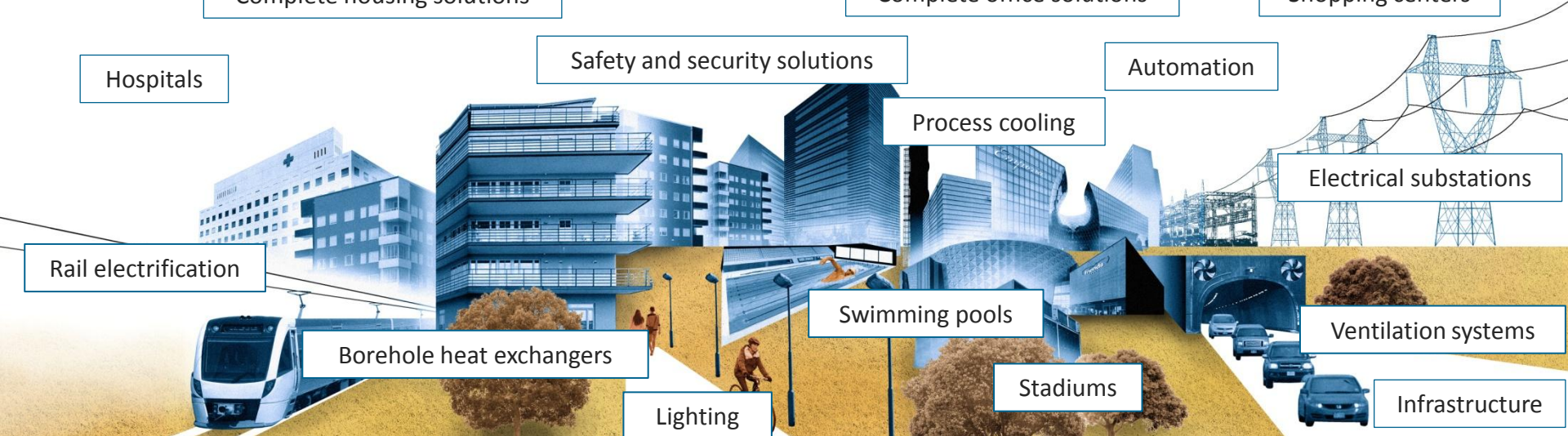
Ventilation systems

Borehole heat exchangers

Stadiums

Infrastructure

Lighting



Bravida at a Glance (cont'd)

Service

46% of sales



Monitoring / supervision on-site operations and improvements

Renovation & redevelopment

18% of sales



Renovation or larger maintenance projects

New build

36% of sales



New build or major redevelopment

Note: Split based on 2015 sales