

Mattias Johansson, CEO
Nils-Johan Andersson, CFO

10 May 2017

BRINGING BUILDINGS TO LIFE

Today's presenters

Mattias Johansson, CEO and Group President



✦ CEO since 1 January 2015 and with Bravida since 1998

Nils-Johan Andersson, CFO



✦ Joined Bravida as CFO in October 2014

About Bravida

Business highlights

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

Represented in around 150 locations

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

> 90% recurring customers

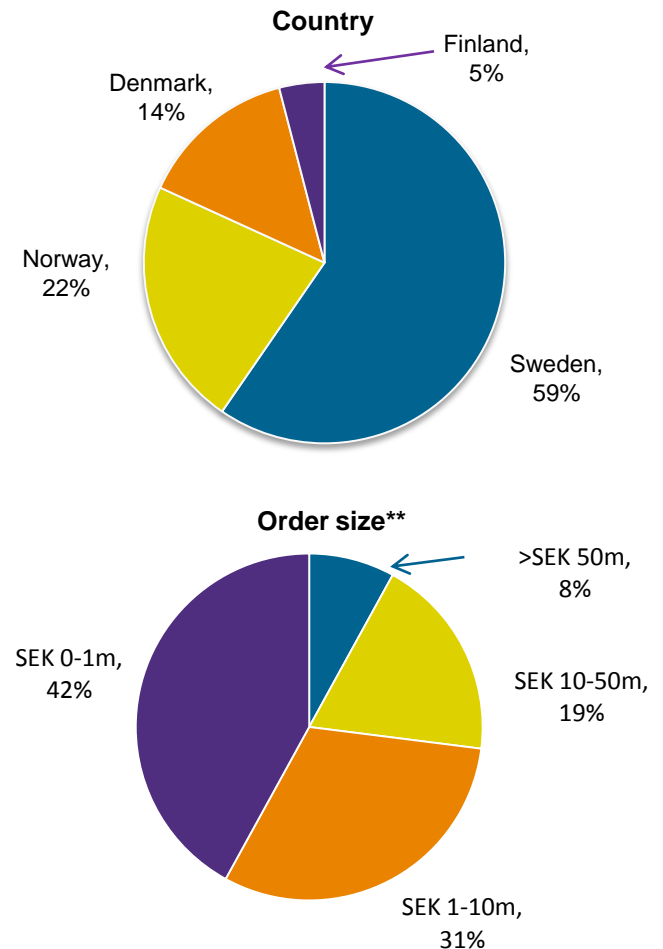
Median contract size: SEK 354,000

SEK 15.5bn*
net sales

SEK 988m*
adj. EBIT

>9,800
FTEs

Net sales



* LTM Q1 2017 **2016
Source: Company information

Key highlights Q1 2017

Sales

- Net sales growth 20% to SEK 4,115m (SEK 3,427m), organic growth +12% and M&A +6%
- Estimated calendar effect 5-6%
- Service sales growth 14%
- Sales impacted by organic growth in Norway, Denmark and Sweden

Order momentum

- Order backlog at record high level, SEK 9,000m, +26%
- Continued strong momentum with order intake +29% to SEK 4,471m
- Strong order intake in Norway and Sweden

EBIT

- Price discipline and margins over volumes
- EBIT up to SEK 209m (SEK 175m) and margin unchanged 5.1%
- EBIT margin affected by change in net sales mix towards more installation with lower margin

Cash flow

- Cash flow from operating activities to SEK 381m (SEK 13m)
- Working capital of SEK -1,064m or -6.9% of sales
- Net debt of SEK 2,058m (SEK 2,416m), 2.0x adjusted EBITDA (LTM basis)

M&A

- 1 acquisition signed in Q1 in Denmark will add SEK 130m, approved by the competition authority in April
- Acquisition of Oras in Norway signed in April will add SEK 1,200m, approved by competition authority on 2 May and closing took place on 8 May

Market trends

Sweden

Strong market: Buildings construction activity strong

- ✦ Good order backlog in construction companies
- ✦ Industry confidence indicator at high level
- ✦ Main growth drivers are housing but also public buildings and infrastructure

Norway

Market stable: Increasing housing construction starts and stable market for premises

- ✦ Overall buildings construction activity up driven by public investments
- ✦ Improved activity for public buildings will balance a decline for commercial buildings

Denmark

Market supported by public investments and housing

- ✦ Investments in healthcare, infrastructure and housing driving volumes
- ✦ Activity level for commercial buildings low, vacancy rate still high
- ✦ Construction confidence indicator still somewhat below average

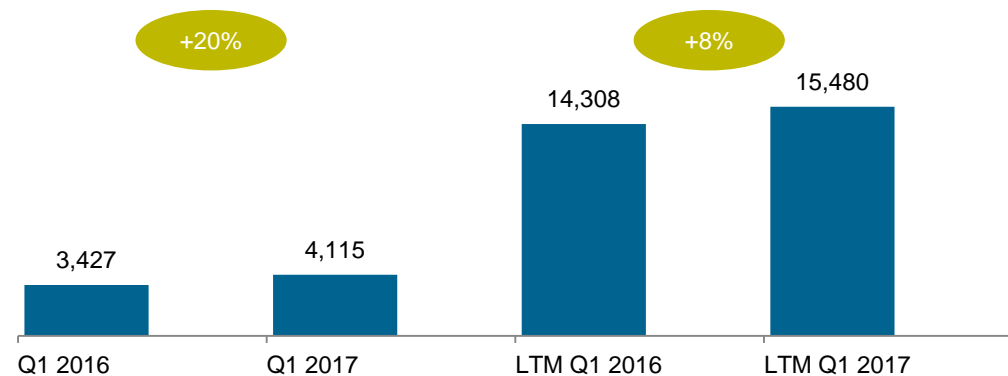
Finland

Construction market improving, albeit from low level

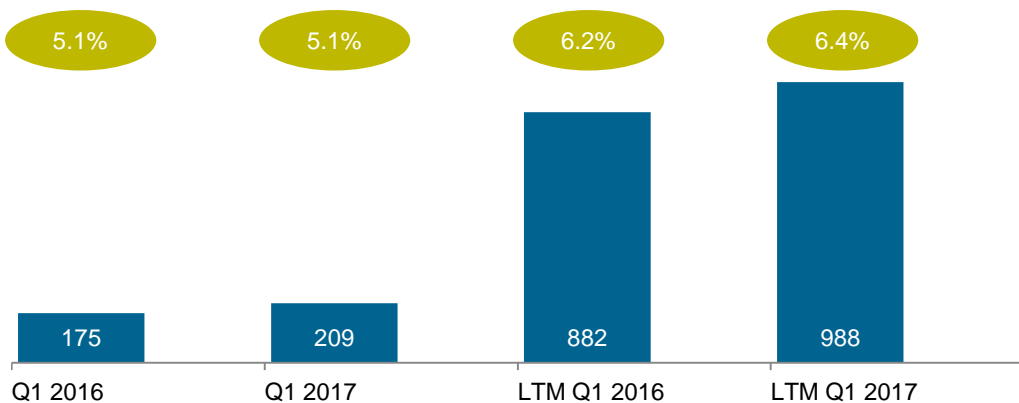
- ✦ Sales increase for construction companies, increasing building permits and building project starts
- ✦ Growth mainly in larger cities
- ✦ Stable confidence indicator

Group sales & adjusted EBIT development

Sales & YoY reported growth (SEKm, %)



Adjusted EBIT & margin (SEKm, %)*



Key highlights Q1

Strong sales growth

- Sales growth 20%, of which 12% organic
- Strong sales growth in all countries, positively supported by calendar effects mainly due to Easter
- Organic growth in Stockholm and Southwest of Norway

EBIT margin unchanged 5.1%

- Negative effect from change in sales mix toward more installation
- Improvement in Finland and Denmark
- Reported EBIT +19% in Q1 to SEK 209m (SEK 175m)

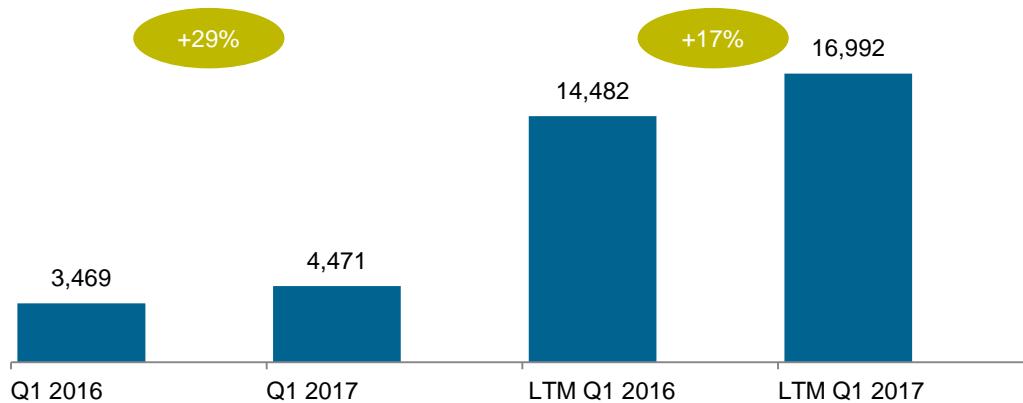
+20%
Q1 2017
sales

+19%
Q1 2017
EBIT

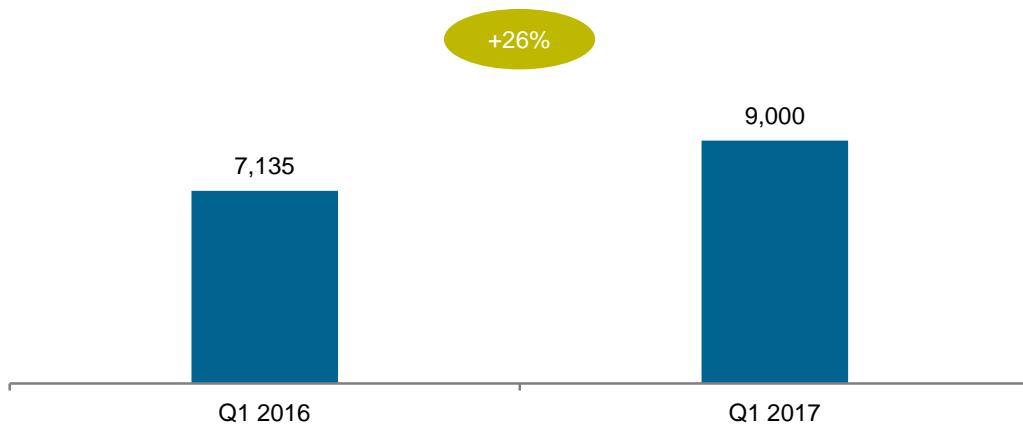
*No specific costs in Q1 2017 or Q1 2016
Source: Company information

Order momentum

Order intake & YoY reported growth (SEKm, %)



Order backlog* & YoY reported growth (SEKm, %)



Selected contract wins

Order backlog at record high level: SEK 9,000m

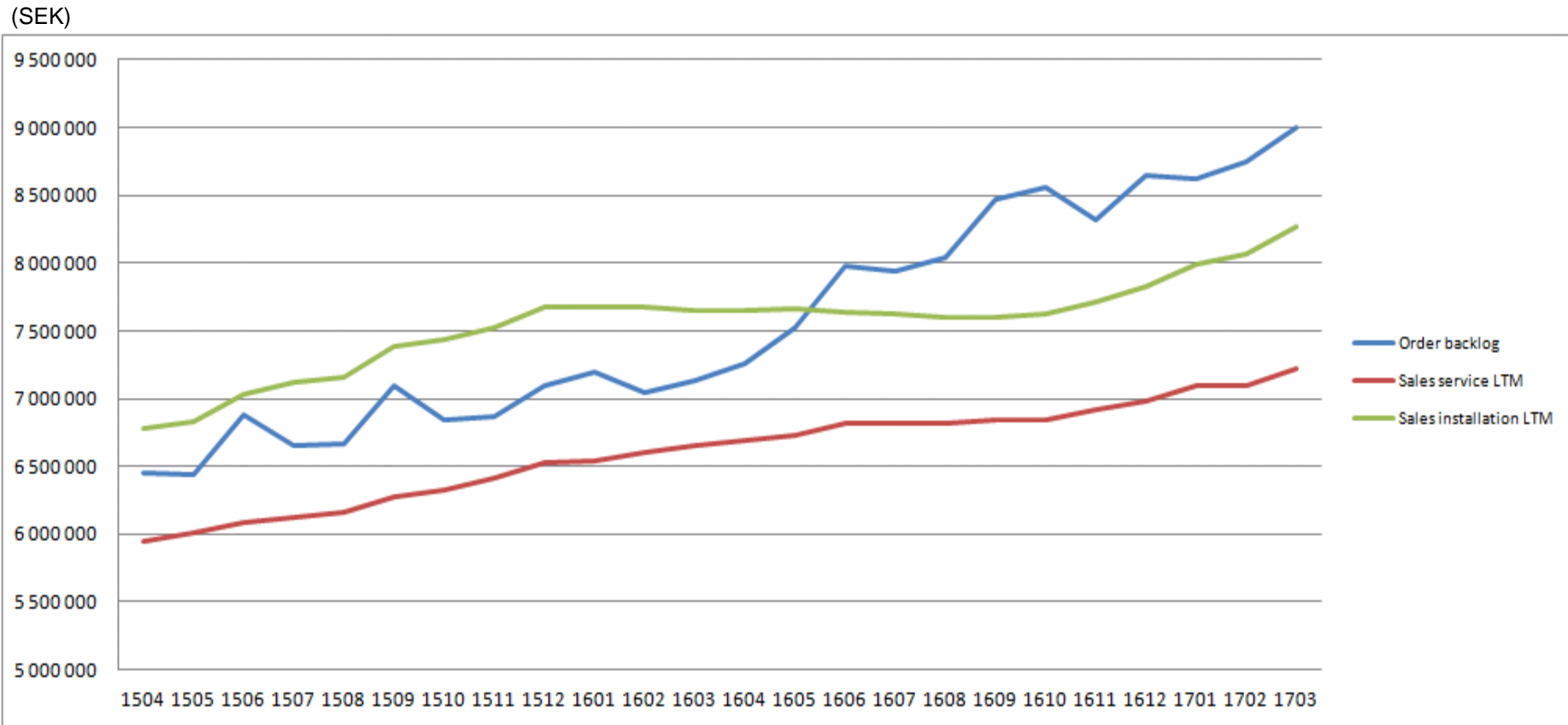
- ✦ Order backlog increased by +26% in Q1 YoY and includes a couple of larger orders:
 - Sweden: hospital, industry building, public transport building and housing
 - Norway: hospital and museum
 - Denmark: small and mid sized projects
 - Finland: small and mid sized projects

+29%
intake growth

SEK 9.0bn
order backlog

* Backlog includes installation business only
Source: Company information

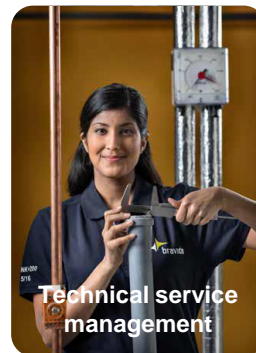
Order backlog still above net sales installation LTM



Source: Company information

New division National established in Sweden from April

- ✦ Specialist areas gathered in new division – more focus and core business
- ✦ New division including: security, sprinkler, technical service management, cooling, project management, power supply
- ✦ The division will operate on a national level, with branches all over Sweden, and report under segment Sweden
 - ✦ Currently 6 percent of Bravida's net sales
 - ✦ Growth and profitability potential
 - ✦ Take more advantage of synergies
 - ✦ Strengthens Bravida's offer as a multi-technical service provider
- ✦ Head of the new division is Sven Klockare, former regional manager for security, sprinkler and Erfator Project Management. He will be a part of the Group's Management



Acquisition of Oras

Oras in brief

- ✦ Oras is the leading installation and service company within heating & plumbing and HVAC in Norway
- ✦ Oras has more than 700 employees and annual sales of approx. SEK 1,200m. With ten heating & plumbing and HVAC branches, the company has presence throughout Norway
- ✦ Since a few years back, Oras has delivered weak results due to high cost levels and losses in some projects, but the underlying business is strong

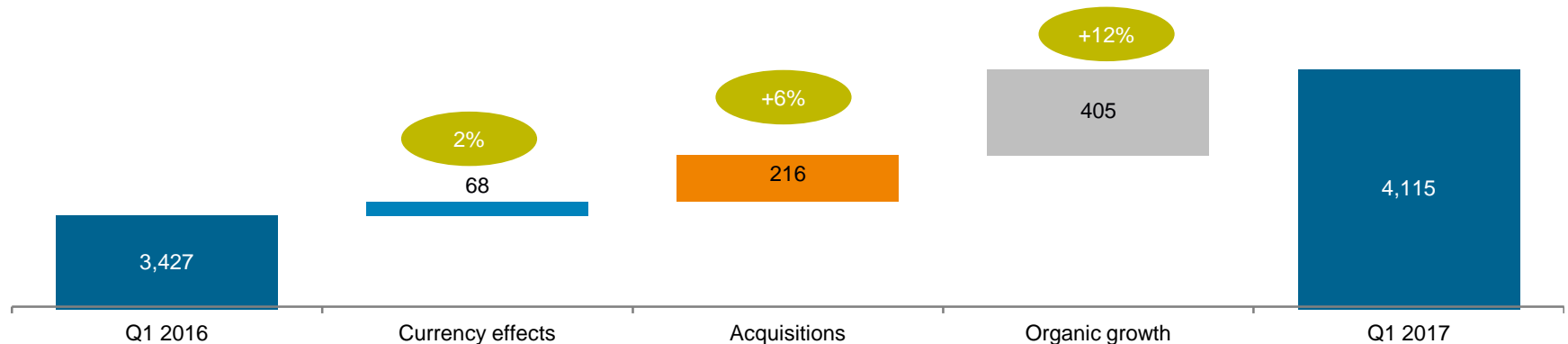


Rationale and transaction details

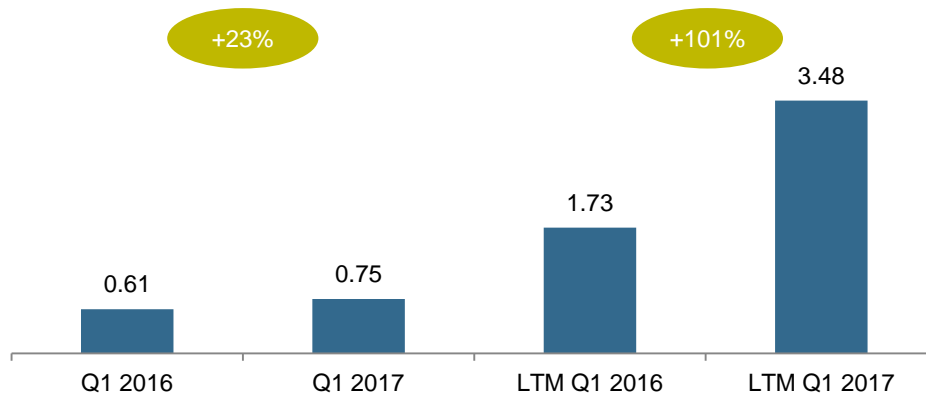
- ✦ Growth within heating & plumbing and HVAC in the Norwegian market has long been part of Bravida's strategic plan for growth
- ✦ The acquisition makes Bravida the market leading integrated supplier in installation and service in the Norwegian market and will generate clear cost and purchasing synergies
- ✦ EV amounts to SEK 152m and equity value SEK 122m
- ✦ Acquisition costs of approximately SEK 10m will be included in Q2 2017 and total restructuring costs of approx. SEK 20m will be included in Bravida's result for 2017

Financial performance Q1 2017

Sales bridge (SEKm, %)



Earnings per share (SEK, %)*



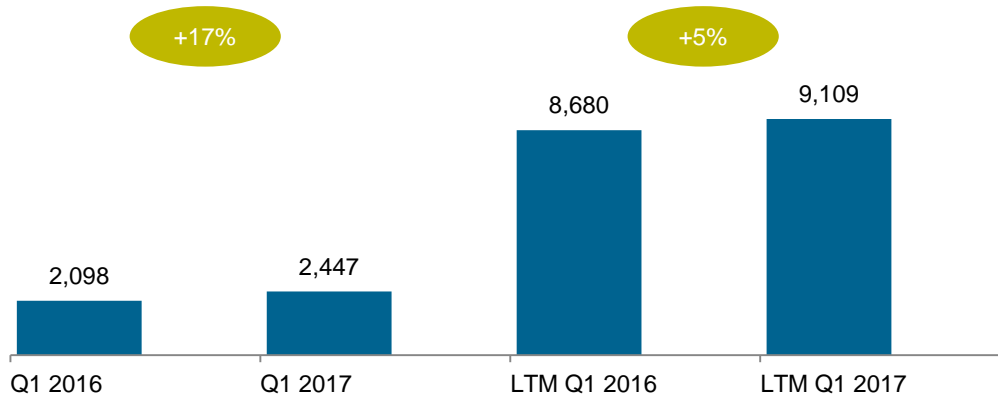
Key highlights in Q1

- ✦ All countries reported sales growth, strong growth in Norway
- ✦ Organic growth 12% derived from Sweden, Norway and Denmark
- ✦ EBIT margin unchanged, improved in Finland and Denmark
- ✦ EBIT margin negatively affected by increased net sales from installation business with in general lower margin

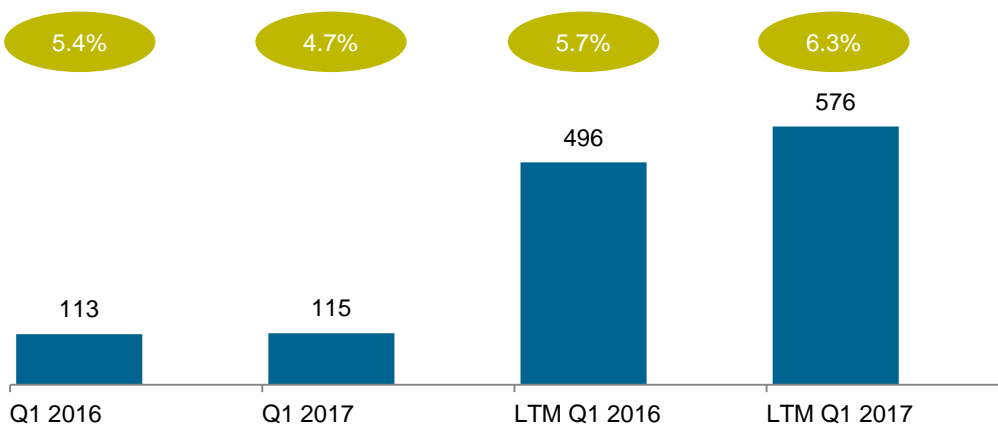
* IPO refinancing impacted financial items in Q4 2015, hence also LTM 2016
Source: Company information

Sweden

Sales & YoY reported growth (SEKm, %)



EBIT & margin (SEKm, %)



Key highlights

Improved net sales and margin

- ✦ Sales +17% YoY in Q1 due to good growth in South Sweden and in Stockholm
- ✦ EBIT margin decreased to 4.7% due to change in the sales mix towards more installation as well as investments in the organisation

Good market conditions reflected in an increasing order backlog

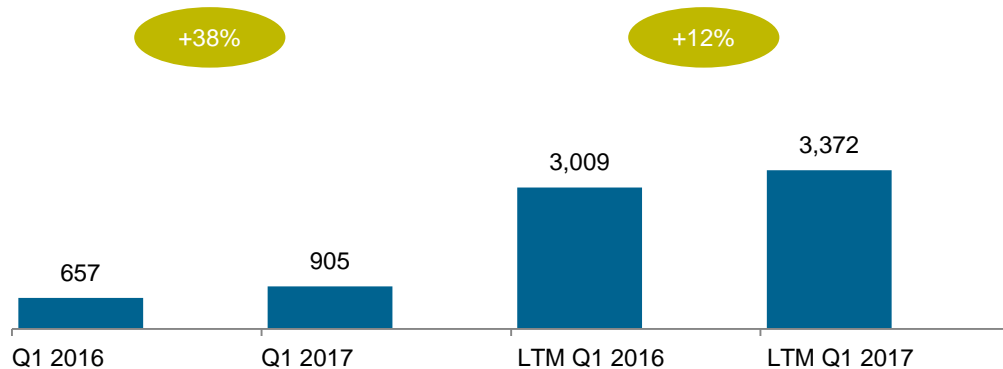
- ✦ Order intake +20% YoY
- ✦ Order backlog +25% YoY

+17%
Q1 2017
sales

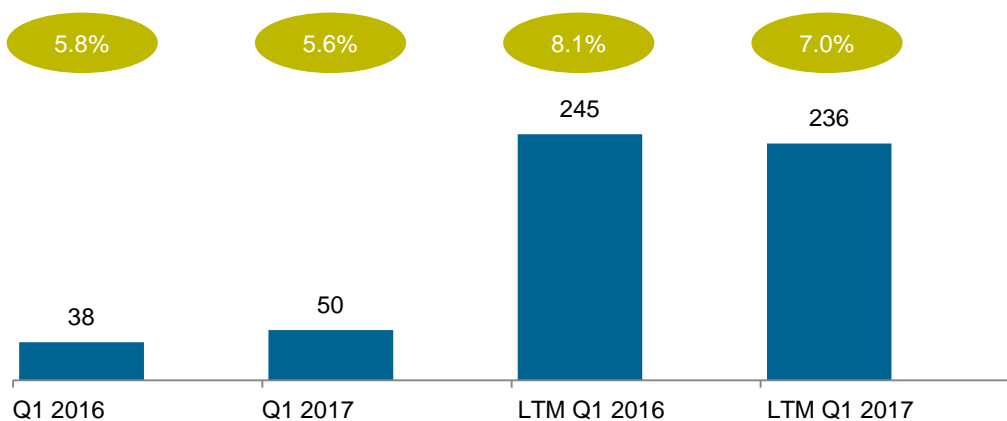
+2%
Q1 2017
EBIT

Norway

Sales & YoY reported growth (SEKm, %)



EBIT & margin (SEKm, %)



Key highlights

Sales growth improvement and strong order backlog

- ✦ Good performance in all regions
- ✦ Positive effect from currency and working days (mainly due to Easter) although good underlying organic growth
- ✦ Highest margin in the Group

Strong order intakes and backlog

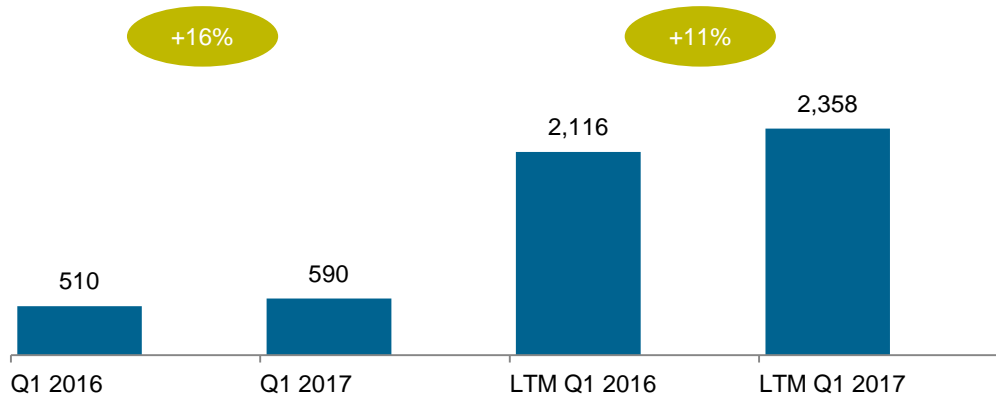
- ✦ Strong order intake +63% YoY
- ✦ Order backlog +44% YoY

+38%
Q1 2017
sales

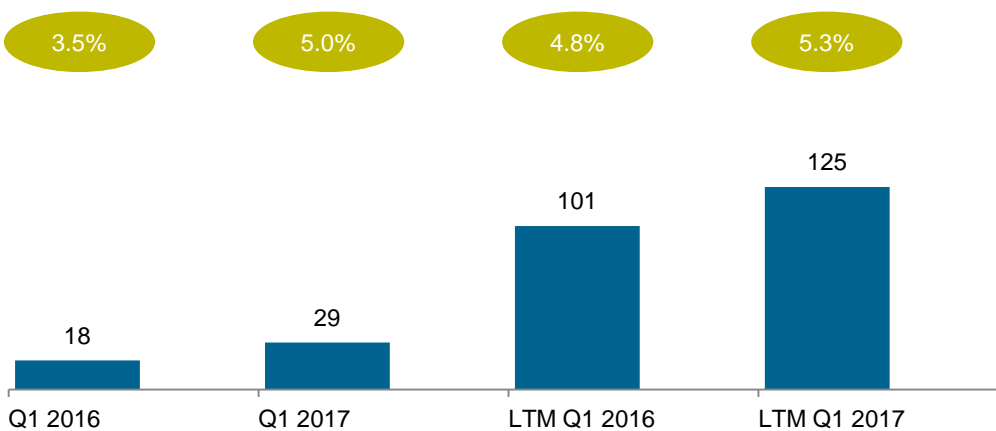
+33%
Q1 2017
EBIT

Denmark

Sales & YoY reported growth (SEKm, %)



EBIT & margin (SEKm, %)



Key highlights

Strong sales growth and improved margin

- ✦ Sales increase explained by high production in large installation projects and increasing service sales
- ✦ Improved margin in region Infrastructure, 2016 impacted by write-downs in Q1

Increasing order backlog

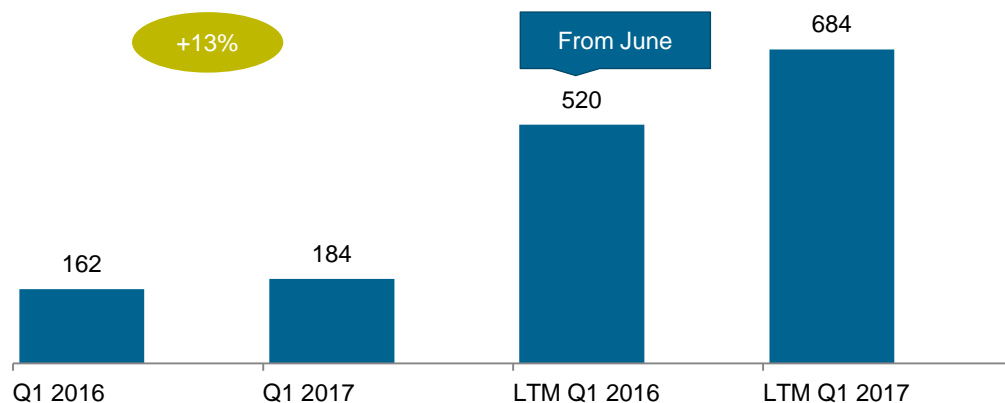
- ✦ Order intake +5% YoY
- ✦ Order backlog +14% YoY

+16%
Q1 2017
sales

+61%
Q1 2017
EBIT

Finland

Sales & YoY reported growth (SEKm, %)

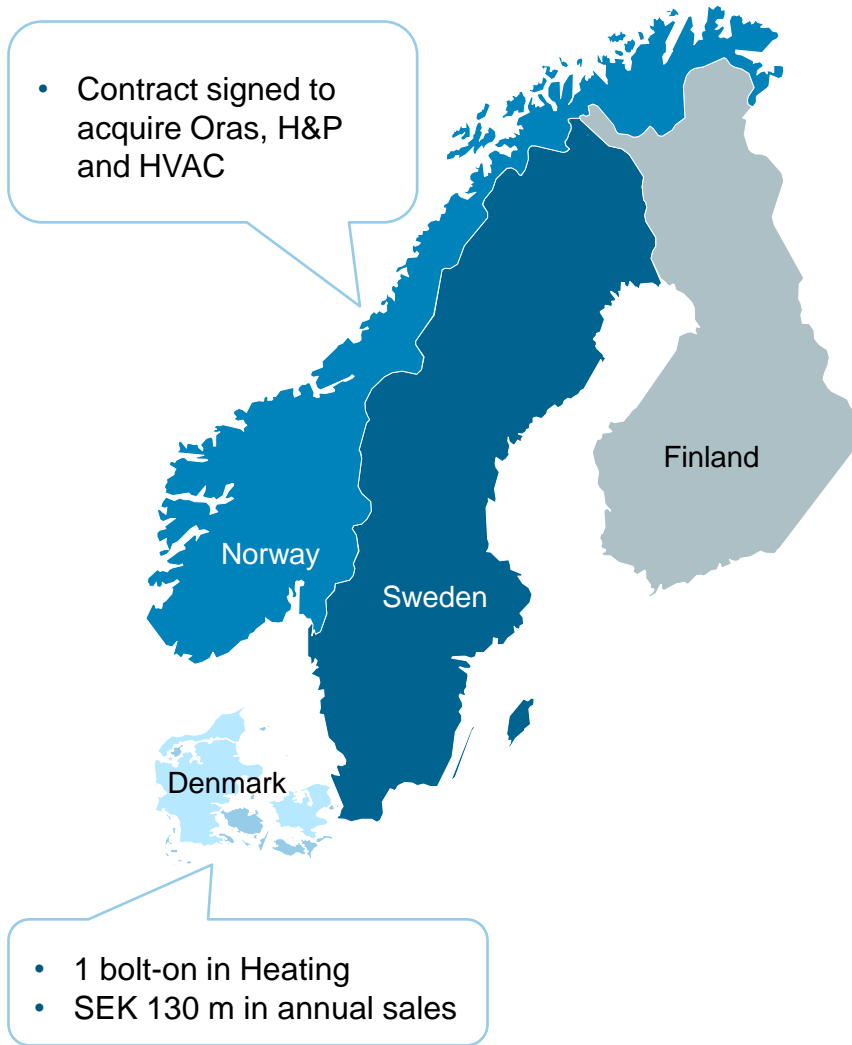


- ✦ Bravida Finland was formed in 2015 through the acquisition of the installation and service divisions of Peko Group in June 2015 and Halmesvaara Oy in July 2015 and Asentaja Group in December 2016

Key highlights

- ✦ Improved EBIT in Q1 2017 of SEK 0m (SEK -3m)
- ✦ Acquisition of Asentaja Group contribute to growth
- ✦ Order backlog growth 77% to SEK193m
- ✦ Top priority to implement “Bravida Way”, net sales and order backlog coming down explained by project selection – Bravida Way
- ✦ Continued focus on productivity – still room for improvement
- ✦ Market improving from low level

Acquisitions in 2017



Key highlights

- ✦ 1 acquisition completed in Denmark 3 April, adding approx. SEK 130m in annual sales
- ✦ Acquisition of Oras in Norway completed 8 May, adding approx. SEK 1,200m in annual sales
- ✦ Continued strong pipeline
- ✦ Acquisitions still at attractive multiples

2
acquisitions
2017

SEK ~1.3bn
acquired sales
2017

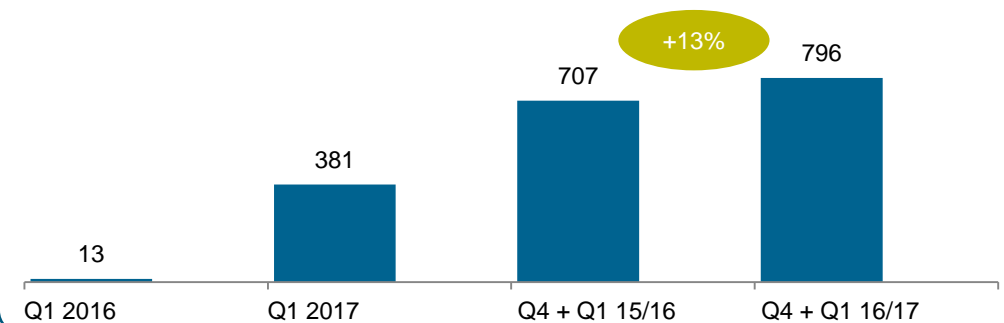
Source: Company information

Net debt

Financial position

SEKm	Q1 2017
Cash balances	645
Term loan and RCF	-2,700
Overdraft facilities and other	-3
Net debt	-2,058
LTM adjusted EBITDA	1,016
Net debt / LTM adjusted EBITDA	2.0x

Operating cashflow (SEKm)



Source: Company information

Key highlights

- Refinancing in October 2015
- SEK 4bn financing package
 - Term loan SEK 2,700m
 - RCF SEK 1,300m
- STIBOR +1.50% margin
- Maturity 5 years
- New term loan SEK 500m signed 17 February 2017 with SEK (Svensk Exportkredit), has been used to repay term loan with current bank group

- Improved operating cash flow in Q4 and Q1

Dividend 2016: SEK 1.25 per share, increase with 25%

Key highlights

- ✦ Proposed dividend: SEK 1.25 per share (SEK 1.00), 37% of the net profit, total amount SEK 252m (SEK 201m)
 - Financial target – dividend of at least 50% of net profit
 - Continued good M&A pipeline, hence retained flexibility
- ✦ Annual general meeting: 10 May 2017, pay-out day 17 May 2017

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
- 5-year financing package signed in October 2015
 - SEK 2.7bn term loan (Stibor +150 bps subject to ratchet)
 - SEK 1.3bn multi-currency overdraft facility

Summary

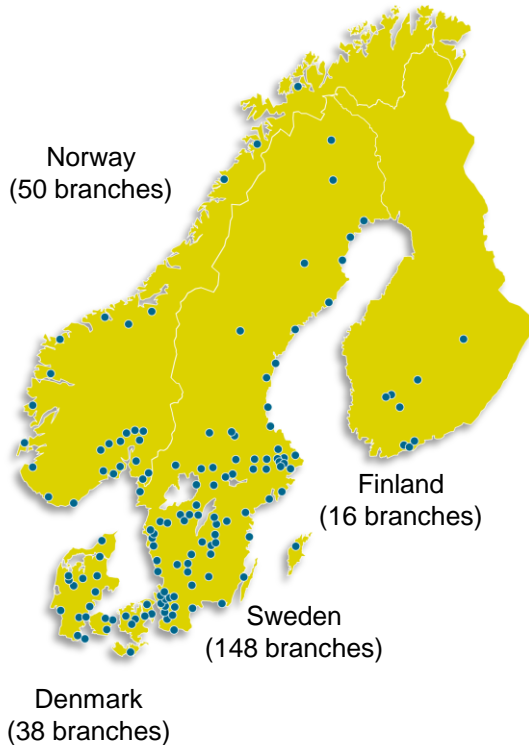
- Stable to good market conditions continue
- Installation order backlog and Service business momentum will support organic growth and cash flow coming quarters
- EBIT improvement on track, supported by initiatives and implementation of Bravida Way
- Acquisition of Oras makes Bravida the market leading integrated supplier in installation and service in the Norwegian market and will generate clear cost and purchasing synergies
- M&A execution on track with a healthy pipeline

Q&A



Leadership in a fragmented Scandinavian market

Dense regional network of branches with recent expansion into Finland



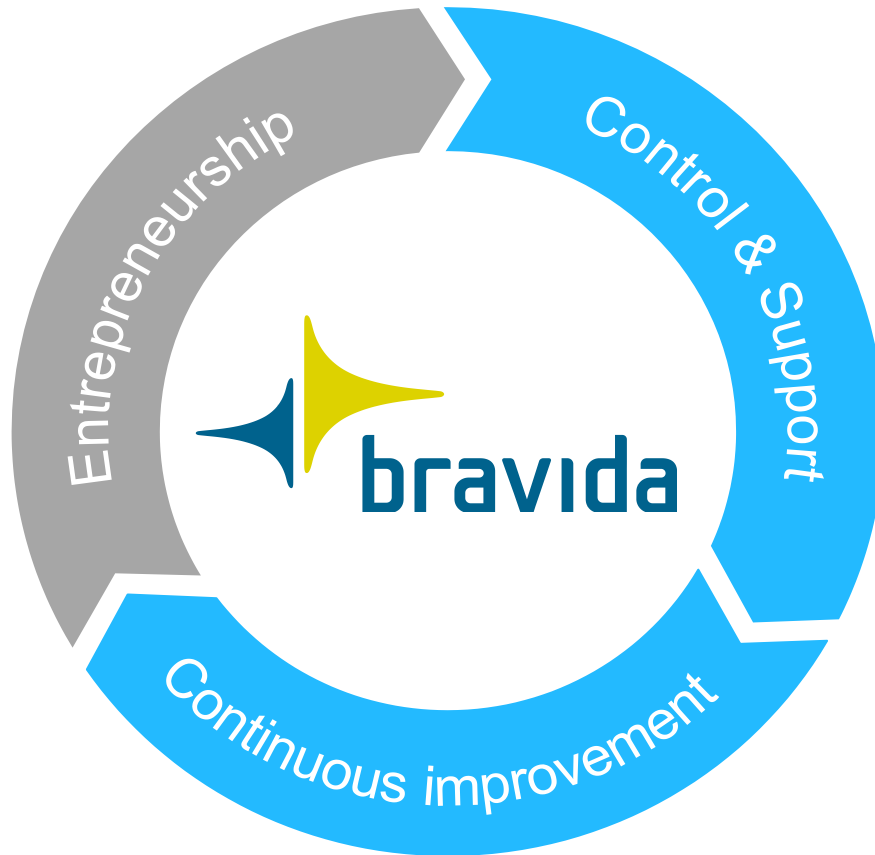
	Market position	Market share	Top 3 player market shares
Sweden (SEK 88bn market)	No. 1	10%	Bravida 10% Assemblin 8% Caverion 8% 74%
Norway (SEK 72bn market)	No. 2*	4%	Caverion 6% Bravida 4% Gunnar Karlson 3% 87%
Denmark (SEK 46bn market)	No. 2	4%	Kemp & Lauritzen 5% Bravida 4% Wicotec Kirkebjerg 3% 88%
Finland (SEK 50bn market)	Acquisition of Peko Group in June 2015 with ~SEK 620m of sales followed by bolt-on Halmesvaara with ~SEK 210m of sales and Asentaja (December 2016) with ~SEK 130m of sales		

National scale network density and local leadership drive significant competitive advantages

* Pre acquisition of Oras
 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

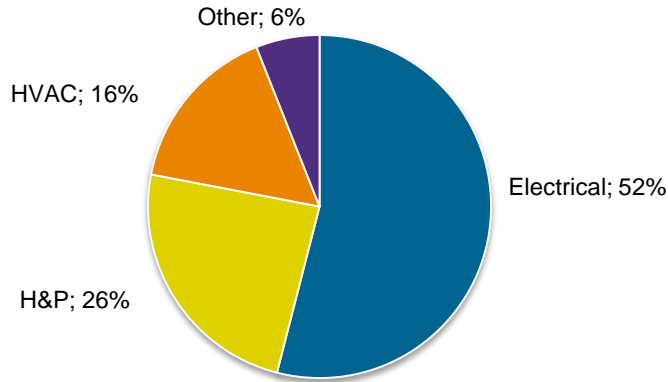
- Proprietary training and certification programme
- Best practice sharing
- Continuous focus on cost and cash

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

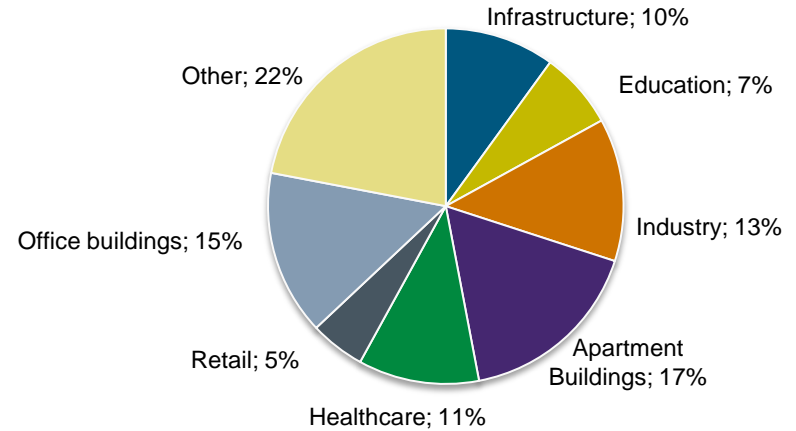
Bravida at a glance

“Bringing buildings and infrastructure to life”

Revenue by technical vertical



Revenue by end-market



Complete housing solutions

Complete office solutions

Shopping centres

Hospitals

Safety and security solutions

Automation

Process cooling

Electrical substations

Rail electrification

Swimming pools

Ventilation systems

Borehole heat exchangers

Stadiums

Infrastructure

Lighting

Note: Split based on 2016 sales
Source: Company information

Bravida at a glance (cont'd)

Service

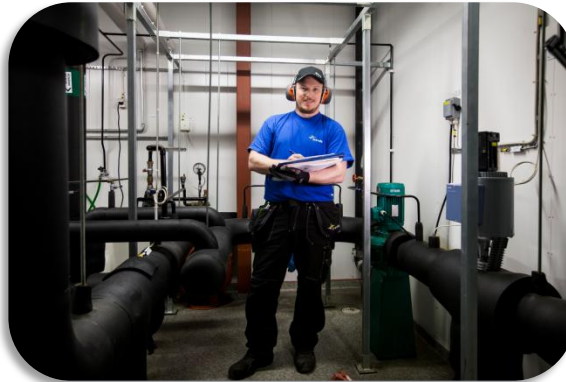
47% of sales



Monitoring / supervision on-site operations and improvements

Renovation & redevelopment

18% of sales



Renovation or larger maintenance projects

New build

35% of sales



New build or major redevelopment