

# ***Investor presentation***

Interim report January- September  
October 25, 2018

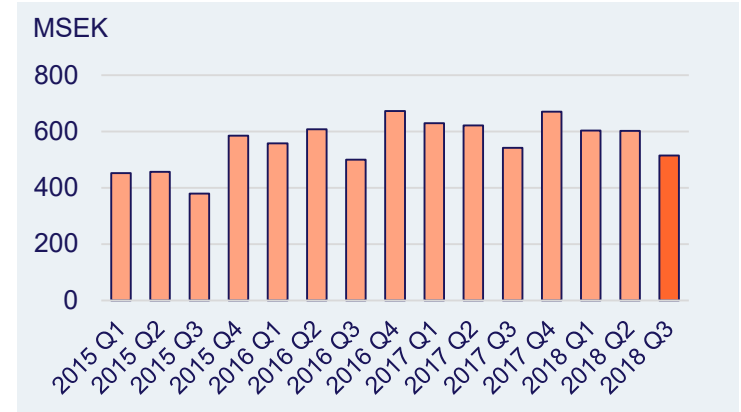
# Rejlers at a glance

Rejlers is a Nordic group offering technical consultancy services and IT solutions to customers in the areas of: Energy, Buildings, Industry, Infrastructure and Telecom

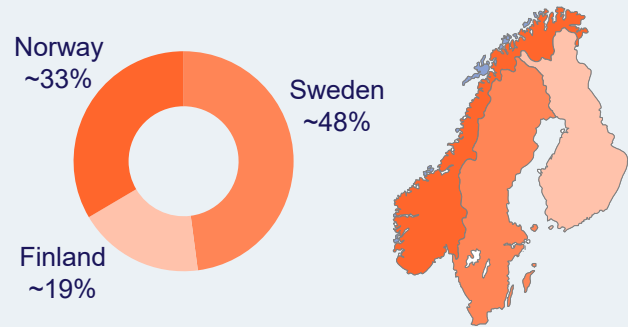
Nordic Presence

Rejlers has a strong foundation, with 75 years of history, about 2,000 qualified engineers, a growing network of partners and a high customer satisfaction

Strong Platform



Net Sales Development

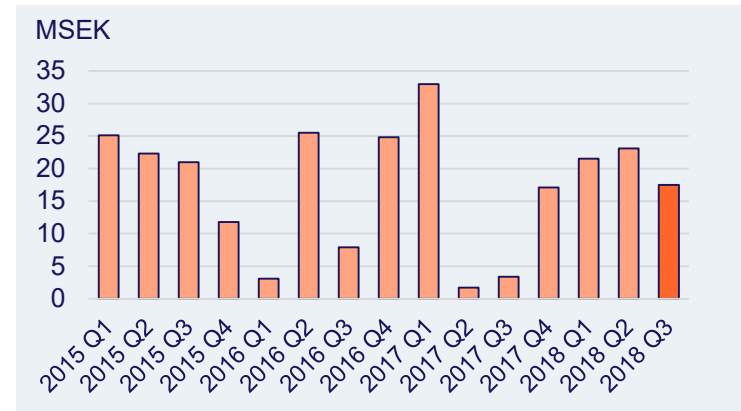


Refers to share of net sales FY 2017

Net Sales Distribution

- To accelerate value and profitability
- To increase turnover and profitability by designing and digitalising solutions for the future
- To transform business by being the engine in the project
- To contribute with innovation in the sectors we are dominating

Our Customer Offering



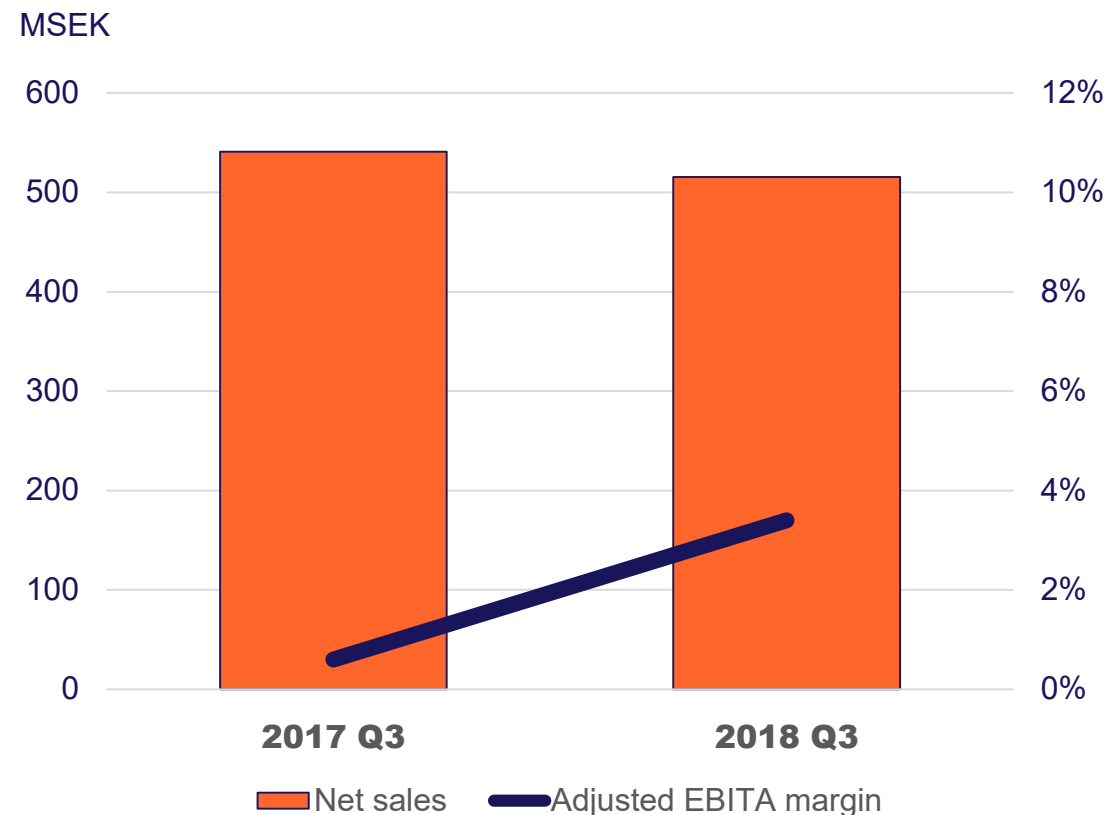
Adjusted EBITA Development

# Q3 2018 – Signs of underlying improvement

## → Financial Highlights

- Net sales was SEK 515.5 million (542.9)
- EBITA (adjusted) amounted to SEK 17.5 million (3.5) and the adjusted EBITA margin amounted to 3.4% (0.6)
- Operating profit (EBIT) amounted to SEK 14.6 million (0.5) and the operating margin was 2.8% (0.1)
- Profit after tax was SEK 13.4 million (-5.7)
- Earnings per share before and after dilution was SEK 0.73 (-0.37)
- Cash flow from operating activities totaled SEK -34.6 million (-35.0)

## → Net sales and adjusted EBITA margin



# ***Q3 2018 – Transmission for profitable growth***

## **→ Operational Highlights**

- First phase including organisational changes and efficiency measures finalised
- Second phase including updated vision and strategy initiated
- Rejlers Network launched in beginning of Q4
- Build up of professional recruitment organisation in our largest cities
- Shift in Rejlers Embriq – from hardware sales to service sales
- Several new orders during the quarter
- Continued positive underlying market development

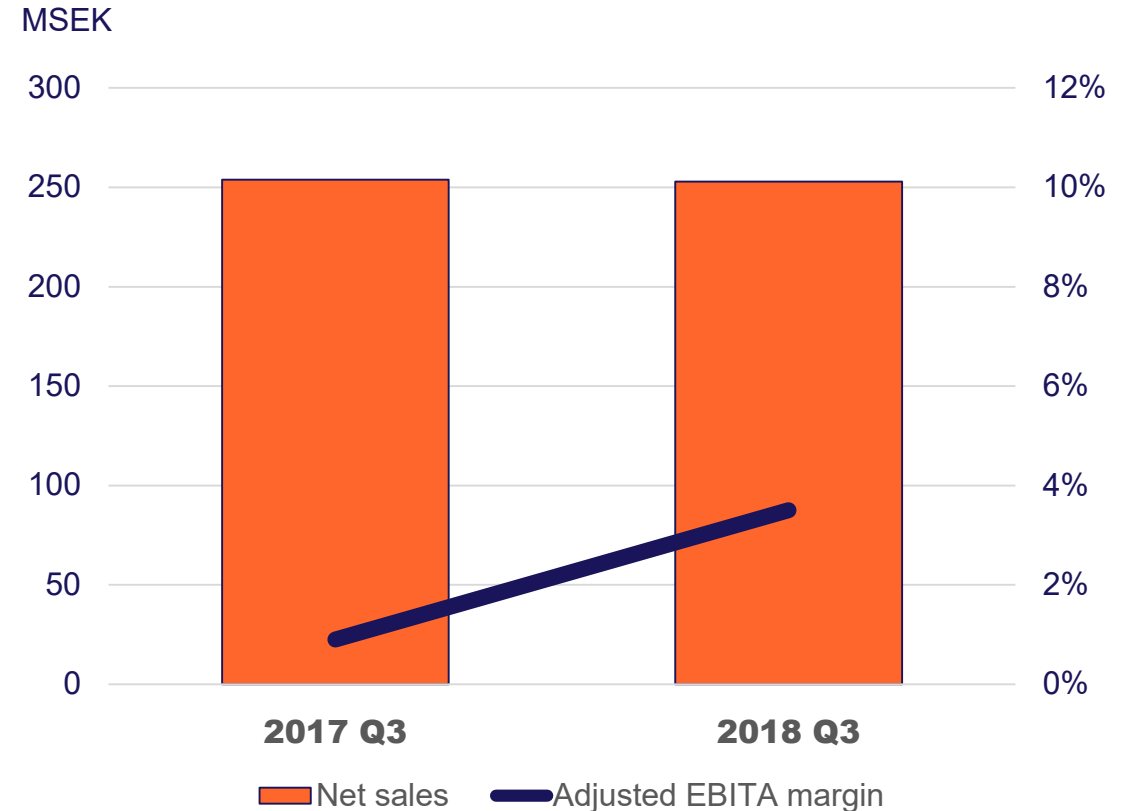


# Segment – Rejlers Sweden

## → Q3 Highlights

- Net sales was stable at SEK 252.9 million (253.8)
- EBITA (adjusted) amounted to SEK 8.9 million (2.4) and the adjusted EBITA margin amounted to 3.5% (0.9)
- Operating profit (EBIT) increased to SEK 7.4 million (1.1)
- Re-organisation and structural changes finalised according to plan – lower fixed cost
- Recruitment programme initiated
- Several new orders, SKB (Svensk Kärnbränslehantering), Svenska Kraftnät, FinGrid, Rolls Royce, Teracom and Trafikverket among others
- Continued strong underlying market conditions

## → Net sales and adjusted EBITA margin



# Segment – Rejlers Finland

## → Q3 Highlights

- Net sales increased to SEK 129.2 million (104.4)
- EBITA (adjusted) amounted to SEK 9.2 million (8.6) and the adjusted EBITA margin amounted to 7.1% (8.2)
- Operating profit (EBIT) amounted to SEK 8.7 million (8.1)
- Efficiency measures finalised according to plan
- Commercial agreement with ESA (European Space Agency) in connection with the JUICE satellite project – design and deliver ground equipment
- Continued underlying improvement in general market conditions

## → Net sales and adjusted EBITA margin



# Segment – Rejlers Norway

## → Q3 Highlights

- Net sales amounted to SEK 151.4 million (190.9)
- EBITA (adjusted) amounted to SEK 2.5 million (-7.0) and the adjusted EBITA margin amounted to 1.7% (-3.7)
- Operating profit (EBIT) amounted to SEK 1.8 million (-7.8)
- New and more efficient organization in place for the combined Rejlers Embriq and Rejlers Norway
- Sales shift in Rejlers Embriq from low margin hardware to recurring service revenues – initially affecting sales development negatively
- Continued strong underlying market conditions

## → Net sales and adjusted EBITA margin



# ***Operational focus***

## → Plan in three phases to reach full potential

- First phase – Leadership and business acumen
  - New organization and efficiency measures to ensure operational efficiency, greater focus on the market, leadership, profitability and future growth
- Second phase – Brand and employer branding
  - Improve recruitment processes to ensure strong employer branding
  - Review of vision and strategy
- Third phase – Cultural change
  - Performance measures and strengthen performance culture
  - Operational focus

## → Target to establish the industry's most attractive workplace with a clear focus on employees, customer benefit and shareholder value



# ***Achievements so far***

## → First phase completed

- Q1+Q2 restructuring costs of SEK 53 million - target to reach annual savings of SEK 30 million with full effect as of 2019
- Reorganisation in Sweden and Norway completed - reducing the number of management positions
  - Create operationally efficient Rejlers with greater focus on the market, profitability and growth
  - Focus on industry sector specialisation rather than geography
  - Five divisions Energy, Buildings, Industry, Infrastructure and Telecom, with a clear mandate
- Structural changes - colocation ,streamlining through divestment and disposal of unprofitable units in Sweden and Norway
  - Rejlers Embriq and Rejlers Norway combined into one operation
  - Divestment of Rejlers Telecom AS
- Key recruitments of CFO, Communications Director and Recruitment Manager

## → Second phase initiated

- Launch of Rejlers Network - A digital partner platform for wider expertise
- Build up of professional recruitment organisation in our largest cities to ensure future growth

***Thank you!***