



PROACT

Delivering Business Agility

Q1 2016

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CEO

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Investment in Core Regions

Acquire and/or scale specialist skill > Value

Resolve problem areas

Services Growth, maximise product sales

Strengthen Functions & Governance

Operational Efficiency



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Q1 Focus

- Outlining Vision
- Management Framework to execute
- Setting objectives and review points
- Smaller country analysis and planning
- Driving Efficiency initiatives
- Accelerating strategic projects to deliver greater growth and profitability
- Working with acquisitions

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Q1 Trends

- Increase in Recurring Services
- Financial Performance in all Core regions
- Increase in PBT 3.5-3.7%
- Reduced spend from large enterprise year-on-year
- Revenue growth lower than last year
- Solid first quarter



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FINANCIAL REPORT

January – March 2016

Income statement January – March 2016

(MSEK)	Jan-Mar 2016	Jan-Mar 2015
System Sales	467.4	510.1
Services	254.6	228.6
Other	0.7	0.7
Revenue	722.7	739.4
Products and services	-549.5	-567.8
Gross profit	173.1	171.6
Sales and marketing	-94.5	-95.8
Administration	-47.7	-47.7
Non-recurrent items	-5.8	-
Operating profit	25.1	28.1
Financial net	-3.8	-2.4
Profit before tax	21.2	25.7
<i>Margin</i>	2.9%	3.5%
Tax	-6.4	-8.0
Profit after tax	14.8	17.7
<i>Net margin</i>	2.1%	2.4%

Revenue Growth	
Total revenue	-2%
<i>Currency adjusted</i>	0%
System sales	-8%
<i>Currency adjusted</i>	-6%
Services	11%
<i>Currency adjusted</i>	14%

	Jan-Mar 2016		Jan-Mar 2015	
EBITDA	39.0	5.4%	42.8	5.8%
EBITA	32.5	4.5%	34.4	4.7%
EBIT	25.1	3.5%	28.1	3.8%

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Income statement rolling 12 months

(MSEK)	Apr-Mar 2015/2016	Apr-Mar 2014/2015
System Sales	1,840.9	1,624.9
Services	940.1	843.0
Other	4.0	4.9
Revenue	2,785.0	2,472.8
Products and services	-2,109.0	-1,865.3
Gross profit	676.0	607.6
Sales and marketing	-368.6	-347.2
Administration	-182.8	-165.3
Non-recurrent items	-14.1	-2.0
Operating profit	110.5	93.0
Financial net	-10.9	0.4
Profit before tax	99.6	93.4
<i>Margin</i>	3.6%	3.8%
Tax	-24.0	-26.6
Profit after tax	75.6	66.8
<i>Net margin</i>	2.7%	2.7%

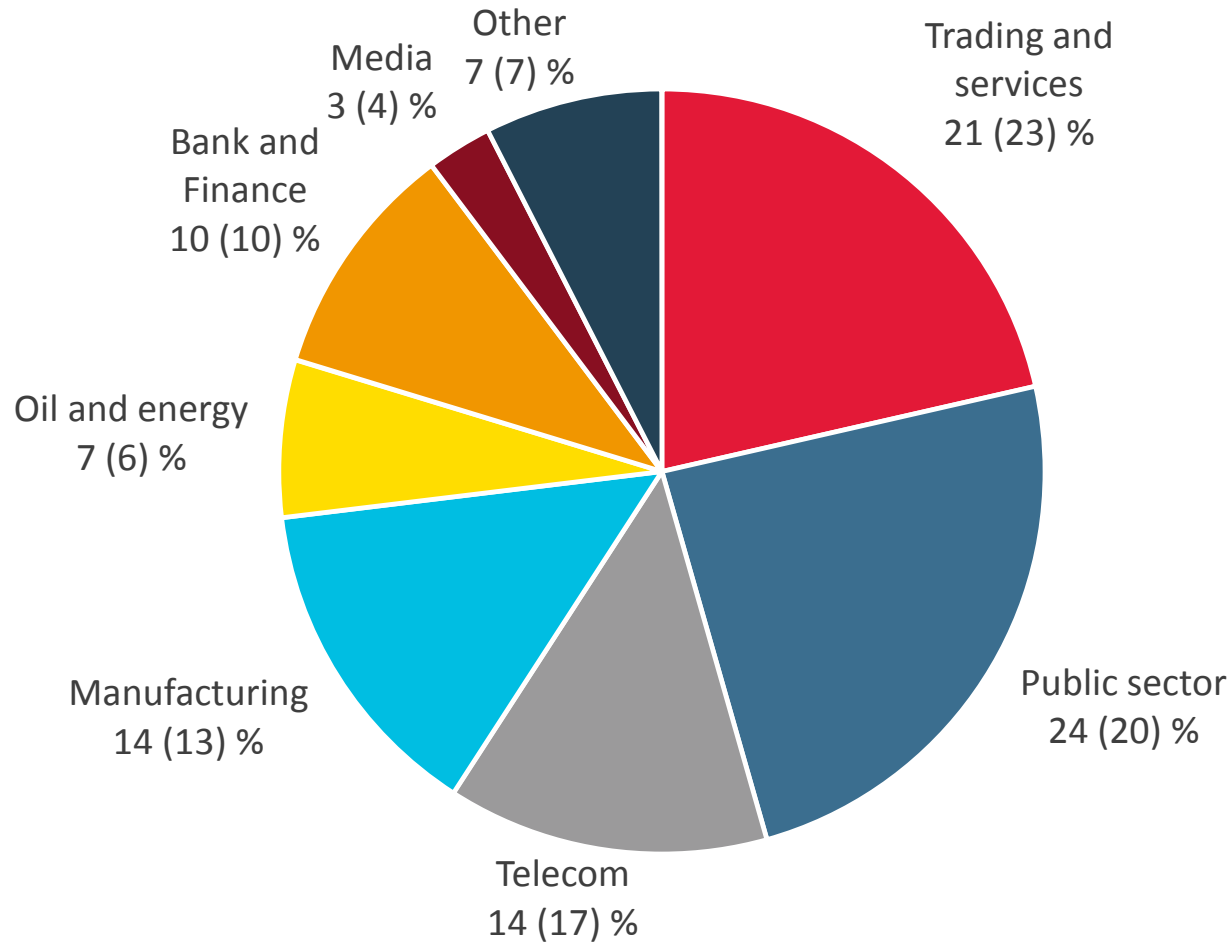
Revenue Growth

Total revenue	13%
<i>Currency adjusted</i>	11%
System sales	13%
<i>Currency adjusted</i>	12%
Services	12%
<i>Currency adjusted</i>	10%

	Apr-Mar 2015/2016		Apr-Mar 2014/2015	
EBITDA	165.4	5.9%	151.9	6.1%
EBITA	138.4	5.0%	118.0	4.8%
EBIT	110.5	4.0%	93.0	3.8%

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Revenue per industry 12 months Apr-Mar 2015/2016



Cash flow January – March 2016

Liquid Funds December 31, 2015		159
Cash-flow from current operations		-50
Current operations	-80	
Change in working capital	30	
Cash-flow from investment activities		-16
Fixed assets	-16	
Acquisitions	-	
Other	-	
Cash-flow from financial activities		6
Bank overdraft facilities / Contract financing	22	
Bank loans	24	
Acquisitions from holdings without controlling influence	-40	
Change in liquid funds		-60
<i>Currency translation difference in liquid funds</i>		3
Liquid Funds March 31, 2016		102

Key ratios – Balance sheet

(MSEK)	2016 Mar 31	2015 Dec 31	2015 Mar 31
Total Assets	1,546	1,651	1,516
whereof Goodwill	318	334	286
whereof Intangible fixed assets	130	122	120
whereof Accounts receivables	482	539	496
Equity	291	317	286
Solidity	19 %	19 %	19 %
Cash and bank deposits	102	159	126
Bank loan, overdraft facilities etc.	206	164	160
Net debt / Net cash	-104	-6	-34
Bank overdraft facilities, unutilized	150	171	147
Bank overdraft facilities, total	171	173	163

Revenue and profit before tax per Business Unit

(MSEK)	January – March 2016			January - March 2015		
	Revenue	P.b.t	Net margin	Revenue	P.b.t	Net margin
Nordics	407	23.0	5.6%	441	22.5	5.1%
UK	172	5.8	3.4%	176	6.1	3.5%
West	97	-1.3	Neg.	101	1.6	1.6%
East	49	3.9	8.0%	28	0.6	2.1%
Proact Finance	17	0.9	5.5%	16	0.9	5.6%
Other	-19	-5.3		-23	-6.0	
One time costs		-5.8			-	
Group	723	21.2	2.9%	739	25.7	3.5%

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Proact share – Top 10 owners March 31, 2016

	2016 March 31	2015 December 31
Livförsäkrings AB Skandia	11.2 %	11.3 %
IGC Industrial Growth Company AB	6.0 %	6.0 %
Fondita Nordic Micro Cap SR	5.5 %	3.1 %
Swedbank Robur Småbolagsfond Sverige	5.4 %	5.4 %
Svolder Aktiebolag	5.0 %	8.0 %
Fjärde AP-Fonden	4.9 %	4.9 %
Grenspecialisten Förvaltning AB	4.8 %	4.2 %
Swedbank Robur Ny Teknik BTI	4.2 %	3.7 %
Unionen	4.0 %	4.0 %
Skandia Sverige	3.9 %	4.0 %
Others	45.1 %	45.7 %
Total	100 %	100 %

After earlier buyback of own shares, the company holds as per March 31, 2016, 40.144 shares

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