



**Presentation**  
**3. quarter 2017**  
**Jørgen Waaler, CEO**  
**October 20<sup>th</sup> 2017**

# Agenda

- 🛡️ Highlights 3<sup>rd</sup> quarter 2017
- 🛡️ Segment financials and status
- 🛡️ Our Vision - Where are we?
- 🛡️ StrongPoint market positions and outlook
- 🛡️ Our Click & Collect view
- 🛡️ 2017 summary
- 🛡️ Q & A



# Mission

**Driving retailers productivity by providing innovative technology solutions**



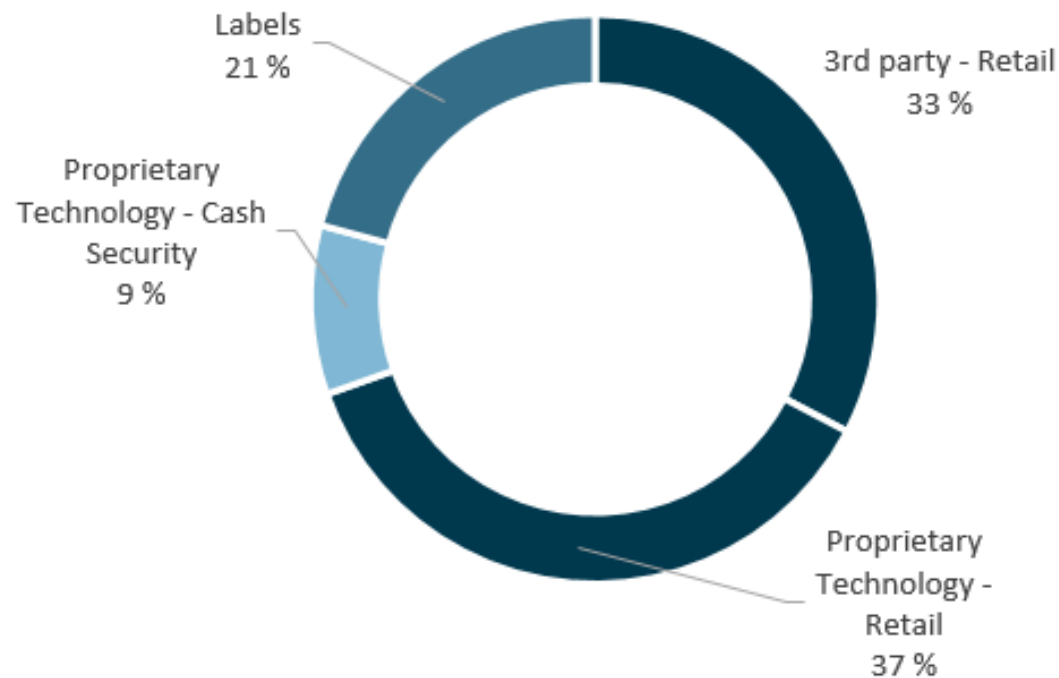
**StrongPoint**

## Highlights 3<sup>rd</sup> quarter

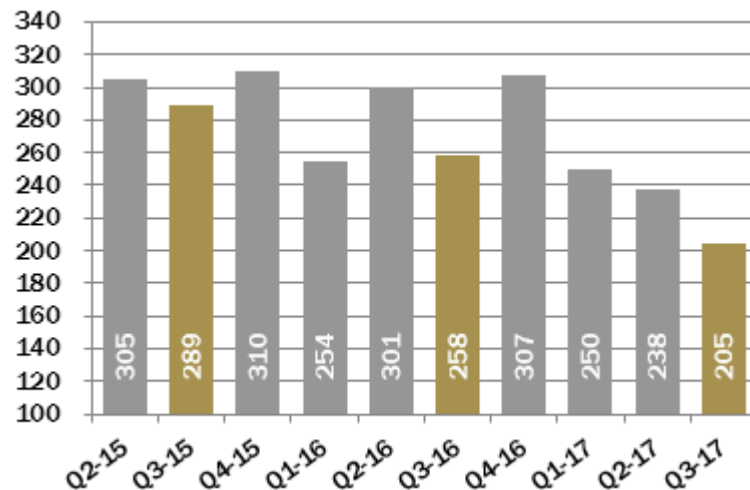
- Group operating revenues MNOK 204.8 (MNOK 258.0)
- Group EBITDA MNOK 14.1 (MNOK 36.2)
- Cash flow from operations MNOK – 2.2 (MNOK 23.8)
- Strengthens the position within Click & Collect
- Significant growth in Spain
- Significant improvements in Labels



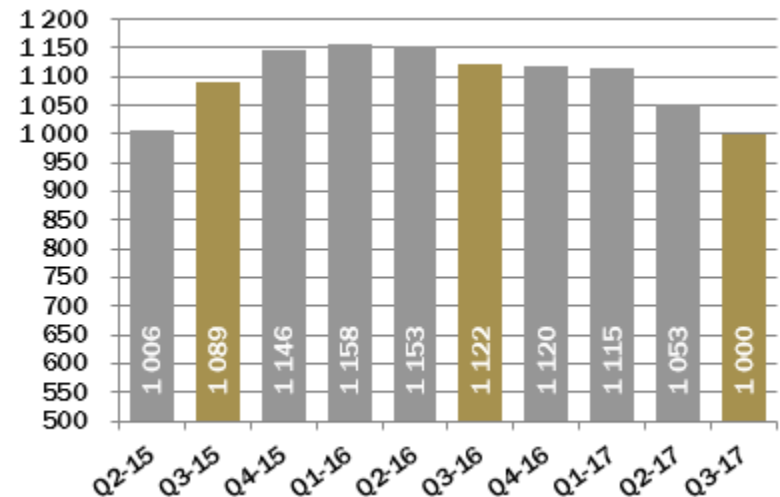
# Operating revenue per business area in the third quarter



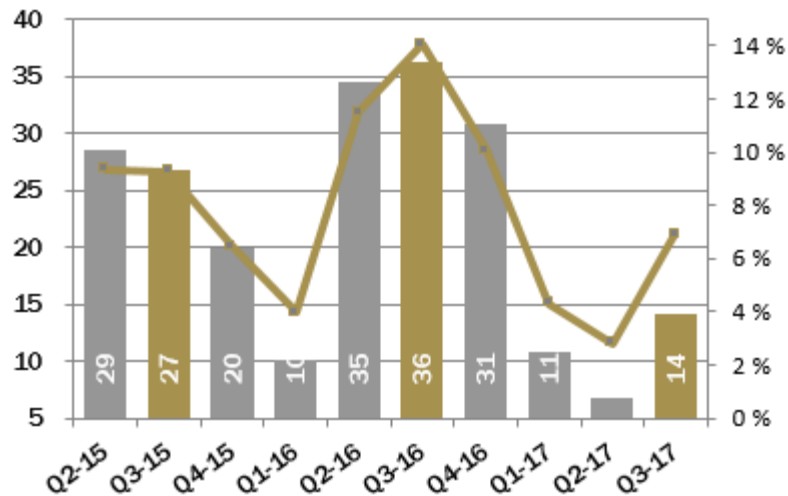
## Revenues per quarter



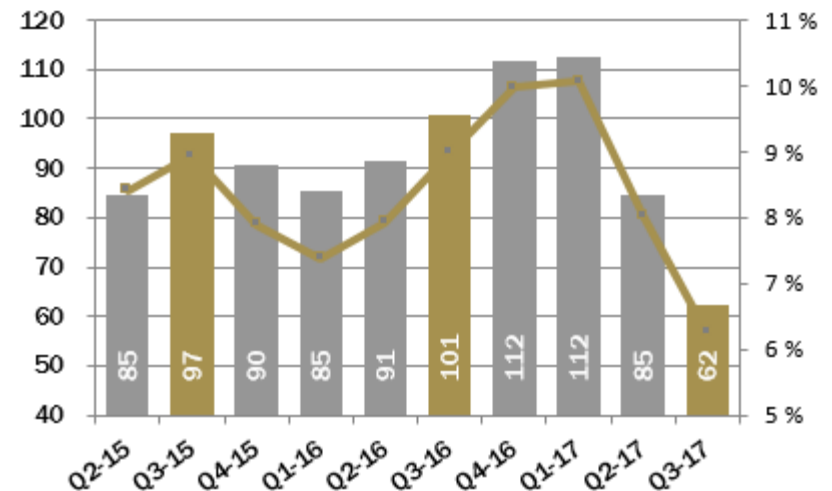
## 12 months rolling



## EBITDA per quarter



## 12 months rolling





## 3<sup>rd</sup> quarter 2017 revenues by solutions

MNOK	Q3 2017			Q3 2016		
	Revenue	EBITDA	EBT	Revenue	EBITDA	EBT
Proprietary Technologies	97,1	4,1	0,8	139,5	30,5	27,4
3rd Party Technologies	68,3	4,8	3,4	82,0	5,4	3,0
Labels	43,5	8,6	4,7	39,5	4,3	1,1
Eliminations / ASA	-4,1	-3,3	-4,4	-3,0	-3,9	-2,9
<b>Total</b>	<b>204,8</b>	<b>14,1</b>	<b>4,5</b>	<b>258,0</b>	<b>36,2</b>	<b>28,6</b>



**StrongPoint**

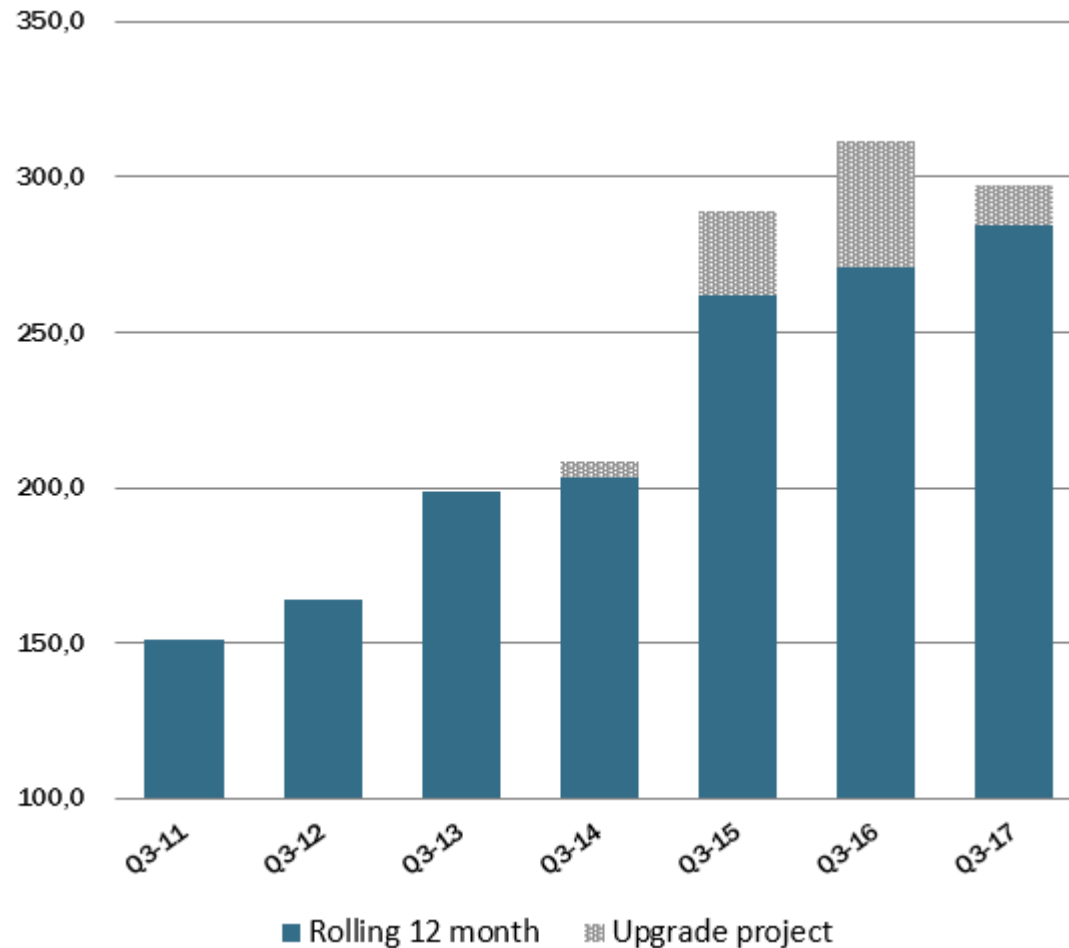


## 3<sup>rd</sup> quarter 2017 revenues by categories

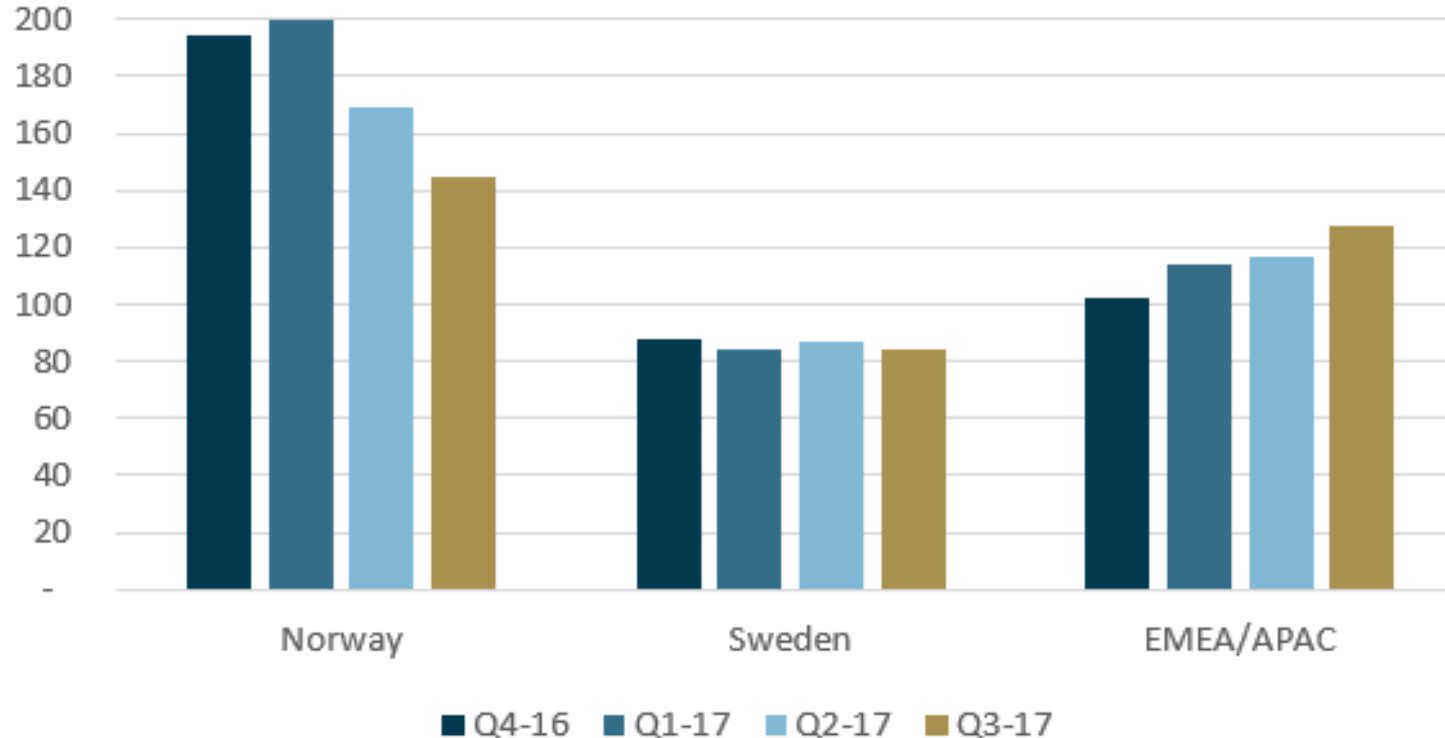
MNOK	Q3 2017		Q3 2016	
	New sales	Service	New sales	Service
Proprietary Technologies	51,0	46,0	91,9	47,6
3rd Party Technologies	47,3	21,0	59,0	23,0
Labels	0,0	43,5	0,0	39,5
Eliminations / ASA	-4,1	0,0	-3,0	0,0
<b>Total</b>	<b>94,3</b>	<b>110,5</b>	<b>148,0</b>	<b>110,1</b>



# Aftermarket revenue



# Operating revenue 12 month rolling Retail Proprietary Technologies per region



# Group balance sheet - Total assets – 30.9.2017

- Inventory up by MNOK 11.3 from end Q2
- A/R up by MNOK 9.0 compared to Q2

KNOK	30.09.2017	30.09.2016	30.06.2017	31.12.2016
<b>ASSETS</b>				
Intangible assets	47 050	55 138	51 311	55 903
Goodwill	116 088	116 199	118 060	113 253
Tangible assets	82 298	53 666	84 017	85 440
Long term investments	1 412	1 546	1 940	1 625
Deferred tax	29 763	19 563	31 992	31 445
<b>Non-current assets</b>	<b>276 611</b>	<b>246 111</b>	<b>287 321</b>	<b>287 665</b>
Goods	113 648	92 582	102 391	101 200
Accounts receivable	162 355	198 841	153 363	161 202
Prepaid expenses	11 149	11 479	14 517	10 799
Other receivables	23 111	11 286	22 616	31 367
Bank deposits	24 329	11 781	30 232	67 090
<b>Current assets</b>	<b>334 592</b>	<b>325 968</b>	<b>323 120</b>	<b>371 658</b>
<b>TOTAL ASSETS</b>	<b>611 203</b>	<b>572 079</b>	<b>610 440</b>	<b>659 323</b>



# Group balance sheet – Total equity & liabilities

- Net interest bearing debt MNOK 68.9 – up with 8.5 from end Q2
- Disposable liquidity MNOK 37.8
- 104 544 own shares, representing 0.2 per cent
- A/P MNOK 82.0 – up by 11.0 from end Q2

KNOK	30.09.2017	30.09.2016	30.06.2017	31.12.2016
<b>EQUITY AND LIABILITIES</b>				
Share capital	27 513	27 513	27 513	27 513
Holding of own shares	-65	-65	-65	-65
Other equity	237 650	262 862	239 913	293 533
<b>Total equity</b>	<b>265 098</b>	<b>290 310</b>	<b>267 361</b>	<b>320 981</b>
Long term interest bearing liabilities	26 958	22 122	28 345	32 982
Other long term liabilities	3 668	-	3 730	5 093
<b>Total long term liabilities</b>	<b>30 626</b>	<b>22 122</b>	<b>32 075</b>	<b>38 075</b>
Short term interest bearing liabilities	66 236	22 160	62 239	28 706
Accounts payable	81 972	97 268	70 975	102 480
Taxes payable	-	-	-	399
Other short term liabilities	167 271	140 219	177 790	168 682
<b>Total short term liabilities</b>	<b>315 479</b>	<b>259 647</b>	<b>311 004</b>	<b>300 267</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>611 203</b>	<b>572 079</b>	<b>610 440</b>	<b>659 323</b>



**Vision**

**Becoming a recognized global provider of  
retail technology solutions**

**Where are we?**



**StrongPoint**

## StrongPoint reaching its vision



*“We have already a good knowledge of StrongPoint solutions. We will return to the question of pilot projects after budget process.”*



*“Thanks for your hospitality in Stockholm. It was a pleasure deep-diving into your SCO solution. We’ll keep in touch – our 5000 SCOs may be replaced in the next 3-5 years and StrongPoint is in our mind”*



*“Vielen dank für ihre Cash Management Presidio Testprojekt. Wir sehen Möglichkeiten”*





## Two years since transition!

 **StrongPoint**

Q3 - October 22<sup>nd</sup> 2015

Silos conglomerate



**PSI** Antonyon



**StrongPoint**

**Two years since transition!**

**Seven front-runners become  
one market leader**



**StrongPoint**

## Showroom Moss 2015



## Showroom in Kuala Lumpur





## Showroom in Kuala Lumpur



## Showroom in Kuala Lumpur





## Showroom in Stockholm





## New solutions - **SIX** months since launching!



**Self Checkout**



**Single slot Cash Mgt.**



**Click & Collect**

*Timing  
is  
everything*

## Outlook Home Markets

- ❖ Cash handling potential in Norway & Sweden diminishing – as planned and predicted.
- ❖ We expect growth within new solutions areas – Click & Collect and Self-Checkout.
- ❖ Three Swedish grocery chains prefer Select & Collect (Vensafe)
- ❖ We expect renewal RFP's for older ESL installations in Norway
- ❖ Significant recurring revenues base – Labels growth



## Outlook International Markets

- ❖ Cash handling market growing, but volume not matching previous home market levels - yet

No of CashGuards		2014	2015	2016	2017/Q3
Home Markets		1376	1345	1111	267
International Markets		784	828	1841	1074
Total		2160	2172	2951	1341
International Ratio		36 %	38 %	62 %	80 %



- ❖ Increasing interest for Click & Collect, Select & Collect and Self Checkout – however no quick sales!
- ❖ Continuously improved strategic key account management – learning from home markets



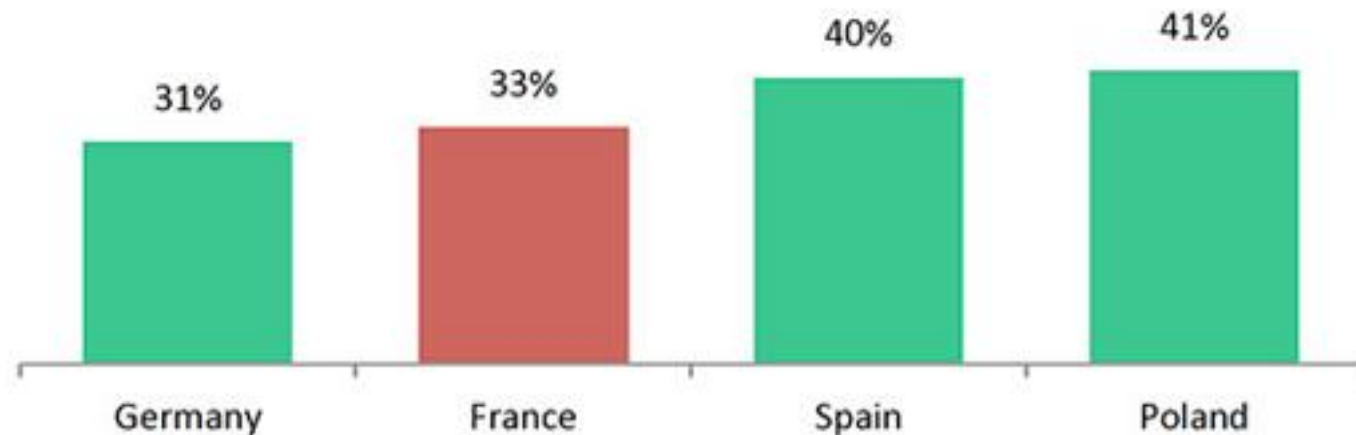
## Solutions/Markets Matrix

[illegible]



**Click & Collect –  
France, Germany**

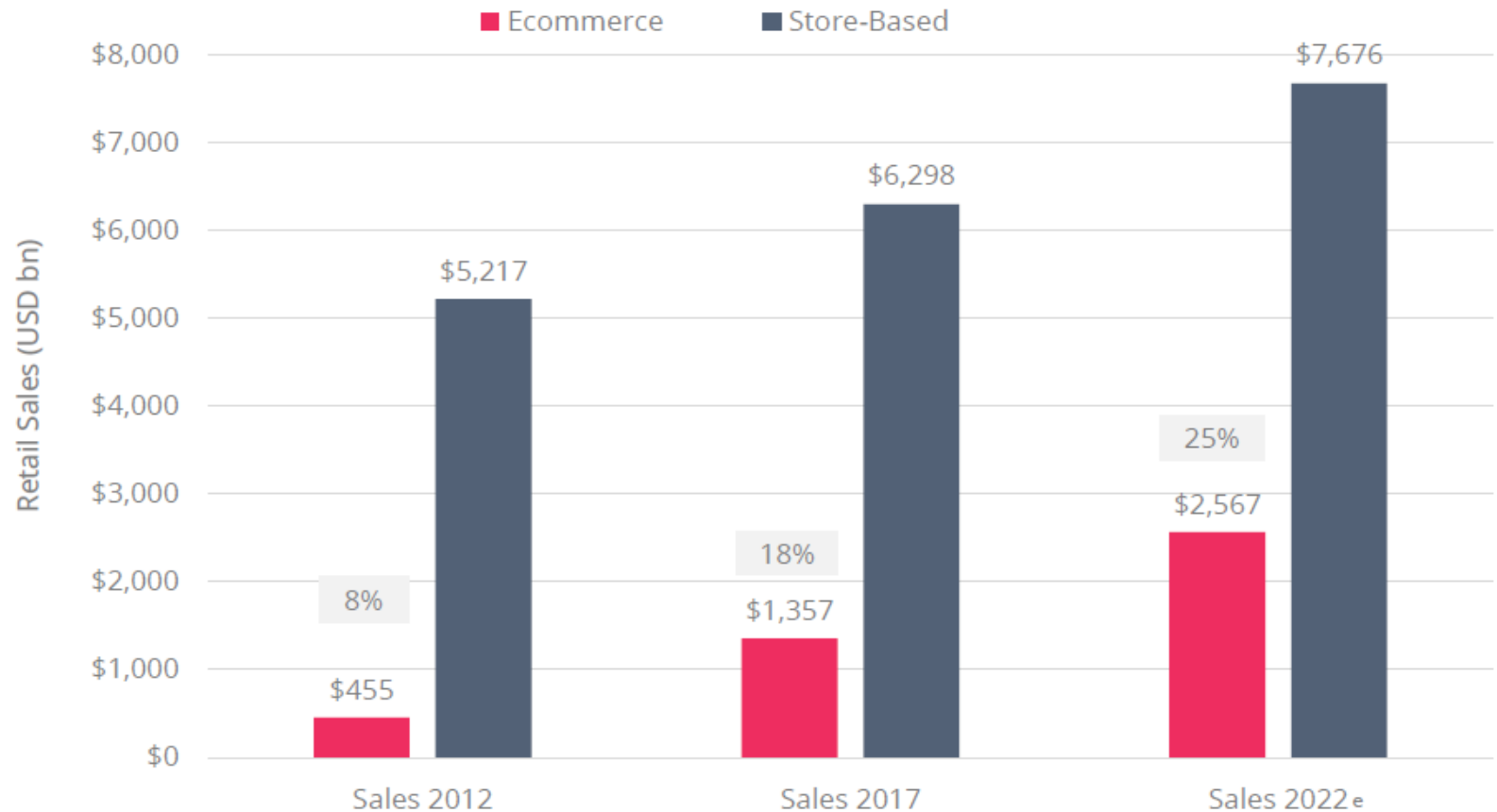
## Proportion of Consumers who have shopped online for groceries in 2016



*Base: 1,000+ Internet users aged 16+ in each country*

*Source: Mintel*

## eCommerce will account for 25 per cent of all chain retail sales by 2022





# Auchan drive.fr

Auchan Drive

- 1 Je fais mes courses en ligne à prix Auchan où je veux 24h sur 24h
- 2 On les charge gratuitement dans mon coffre en moins de 5mn du lundi au samedi, de 6h30 à 20h30



**8€ offerts**  
dès 50€ d'achats  
AVEC LE CODE AVANTAGE :  
**JEDRIVE**



+ votre sac multi-rangements offert

DES COMPARTIMENTS POUR DES COURSES BIEN RANGÉES !



Pour votre 2<sup>ème</sup> commande  
**Votre sac isotherme de 35L offert\* !**



Pour votre 3<sup>ème</sup> commande  
Pour vous remercier de votre fidélité, un cadeau surprise vous est offert\*

\*voir conditions sur le site

Je fais mes courses en ligne,  
je les récupère dans mon Auchan Drive

Faites vos courses en ligne et venez les retirer dans votre Drive. Nous chargeons votre coffre avec vos achats en moins de 5 minutes.

Vous retrouvez chez Auchan Drive tous nos rayons, les produits frais comme les produits de la maison, en passant par les promotions, comme un supermarché. Profitez de ce service gratuitement et bénéficiez des mêmes prix et promotions qu'en hypermarché.

A bientôt dans votre magasin !

Contactez-nous



**Je choisis mon drive**

Département, Code postal, Ville ...

**JE VALIDE**

**Autour de moi**

Carte Liste

02 - St Quentin

02 - Viry Noureuil

05 - Gap

06 - Grasse

06 - Nice Cote d'Azur

**NOUVEAU**

**SIMPLYDRIVE.fr** devient **Auchan drive.fr**

69 - Villefranche sur Saône

63 - Beaumont 2

91 - Saint Germain Les Corbeil



#### VOS COURSES PRÊTES EN 5 MINUTES

Faites vos courses en ligne depuis votre ordinateur, votre mobile ou votre tablette et venez les retirer dans votre Drive préféré. Nous chargeons vos achats dans votre coffre en moins de 5 minutes !



#### UN SERVICE 100% GRATUIT

Pas de minimum d'achat ni de frais de préparation de commande : Vos courses sont chargées gratuitement dans votre coffre, et avec le sourire !



#### LES PRIX ET PROMOTIONS AUCHAN

Auchan Drive s'engage à vous proposer un large choix de produits et de promotions du quotidien, à prix Auchan !

France has one of the world's leading online grocery markets.

The share of grocery sales made online in France is one of the world's largest. Germany lag France considerably in terms of e-commerce's share of grocery sales

## Click & Collect market



Germany lag  
France  
considerably in  
terms of e-  
commerce's share  
of grocery sales



The screenshot shows the Amazon.de homepage with a focus on the Amazon Pantry section. The top navigation bar includes the Amazon logo, a search bar, and the 'CYBER MONDAY WOCHE' banner with a '-50%' discount. Below the navigation bar, the 'amazon pantry' section is highlighted, featuring a grid of product categories: Lebensmittel & Getränke, Haushalt & Hausbedarf, Drogerie & Kosmetik, Babybedarf, Bürobedarf & weitere Artikel, Einkaufsfelder, and Angebote & Interessantes in Amazon Pantry. A banner below the grid states 'Kostenlose Lieferung ab 29 EUR Bestellwert'.



The banner features a green background with a cardboard box filled with various Amazon Pantry products. The text reads: 'CYBER MONDAY WOCHE | amazon pantry Bis zu 50% Rabatt auf Produkte des täglichen Gebrauchs'.

### Angebote & Aktionen

Mit unseren Angeboten und Aktionen haben Sie die Möglichkeit regelmäßig attraktive neue Rabatte, gratis Artikel oder ähnliches zu entdecken. Finden Sie hier alle Angebote von Amazon Pantry im Überblick.



Source: Amazon



## Edeka-Lebensmittel.de Online Supermarket Homepage



Source: EDEKA

## Lidl Online Grocery Store



Angebote Bill

/ Lidl-Shop / Leben

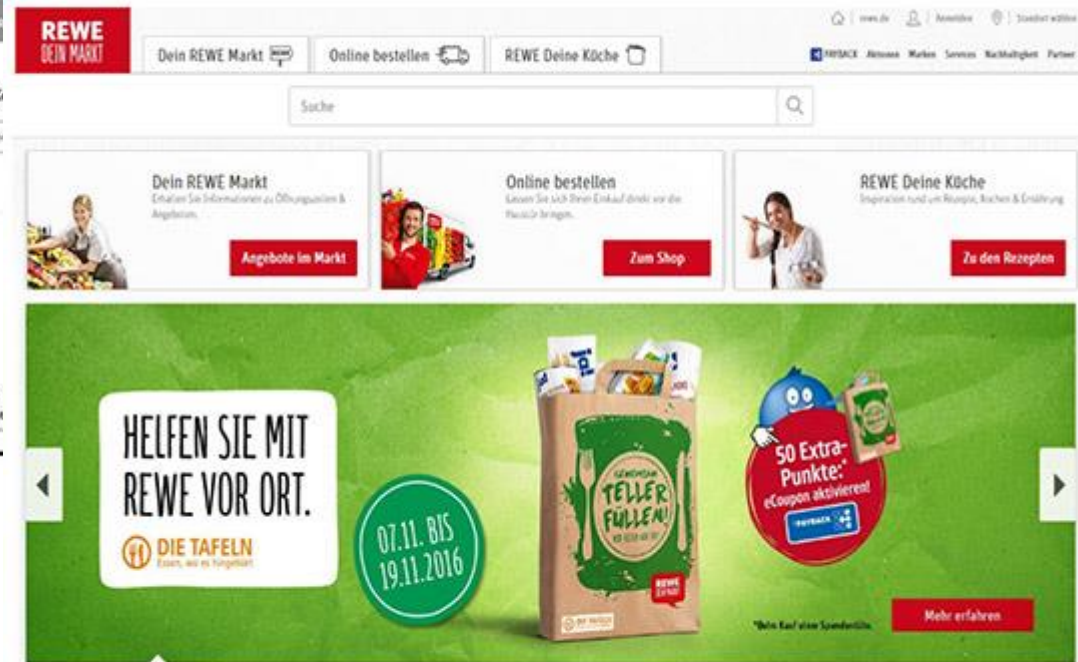
## Kaufland.de Online Supermarket Homepage



Source: Lidl

Source: Kaufland

## REWE.de Online Supermarket Homepage



Source: REWE

## 2017 Summary

- Basically “recurring” revenues only.
- MNOK 50 in R&D – 13,4 per cent of 2016 proprietary product sales.
- MNOK 20 in marketing & branding.
- Assuming the same ordinary dividend as in 2016 – 5 per cent yield.
- We are working with exciting M&A opportunities and team is strengthened to three FTE.
- We cannot decide roll-out projects for our customers

LACK OF ORDERS  LOOSING ORDERS

# Top 50 shareholders per September 30<sup>th</sup>

No	Name	No. of shares	%			
1	STRØMSTANGEN AS	3 933 092	8,9 %	27	FRANKMO, ÅGE	313 034 0,7 %
2	HOLMEN SPESIALFOND	2 280 000	5,1 %	28	JOHANNESSEN, JAN TOMMY	311 000 0,7 %
3	AVANZA BANK AB	2 072 148	4,7 %	29	EVENSEN, TOR COLKA	310 000 0,7 %
4	SKAGEN VEKST	2 003 554	4,5 %	30	NORDNET LIVSFORSIKRING AS	299 263 0,7 %
5	HSBC TTEE MARLB EUROPEAN TRUST	1 976 000	4,5 %	31	UGELSTAD, PER EINAR	264 720 0,6 %
6	PROBITAS HOLDING AS	1 788 276	4,0 %	32	FARSTAD, PETTER HAAVARD	263 714 0,6 %
7	ZETTERBERG, GEORG (incl. fully owned companies)	1 610 000	3,6 %	33	PINNÅS, DANIEL WEDUL	262 116 0,6 %
8	NORDNET BANK AB	1 469 627	3,3 %	34	FANA ELEKTRIKEREN AS	250 000 0,6 %
9	V. EIENDOM AS	1 007 134	2,3 %	35	SWEDBANK AB	246 915 0,6 %
10	WÅALER, JØRGEN (incl. fully owned companies) <sup>1</sup>	1 000 000	2,3 %	36	KONGSRUD, RUNE JACOB	235 842 0,5 %
11	GLAAMENE INDUSTRIER AS	873 549	2,0 %	37	NEVROKIRO INVEST AS	235 000 0,5 %
12	RING, JAN	839 372	1,9 %	38	MSIP EQUITY	233 193 0,5 %
13	GRESSLIEN, ODD ROAR	828 202	1,9 %	39	HELGØ INVESTERING AS	231 948 0,5 %
14	MP PENSJON PK	777 402	1,8 %	40	CK HOLDING AS	223 604 0,5 %
15	SKANDINAVISKA ENSKILDA BANKEN AB	534 952	1,2 %	41	HEIMDAL, MORTEN	220 000 0,5 %
16	JOHANSEN, STEIN	450 000	1,0 %	42	GAMMELSRØD, GUNNAR	210 255 0,5 %
17	VERDADERO AS	443 760	1,0 %	43	NÆSS, BERNHARD	207 000 0,5 %
18	NORDEA BANK AB	427 490	1,0 %	44	BERNTSEN, HARALD	200 000 0,5 %
19	SVENSKA HANDELSBANKEN AB	410 435	0,9 %	45	MIDDELBOE AS	200 000 0,5 %
20	BUDVILAITIS, EVALDAS (incl. fully owned companies) <sup>1</sup>	408 561	0,9 %	46	GRANBERG, KARL TRYGVE	190 000 0,4 %
21	NHO - P665AK	405 342	0,9 %	47	CITIBANK, N.A.	185 864 0,4 %
22	JACOBSEN, SVEIN (incl. fully owned companies) <sup>1</sup>	400 000	0,9 %	48	WEIBULL, JOAQUIM (incl. fully owned companies)	155 000 0,3 %
23	PERSHING LLC	391 150	0,9 %	49	G-EIENDOM AS	152 627 0,3 %
24	BJØRNSTAD, DANIEL	385 185	0,9 %	50	SKOGEN, JOHN INGE PANDURO	151 639 0,3 %
25	NISTAD GRUPPEN AS	338 300	0,8 %		Sum 50 largest shareholders	32 942 265 74,2 %
26	ANDERSEN, BØRGE	336 000	0,8 %		Sum 1 782 other shareholders	11 433 775 25,8 %
					Sum all 1 832 shareholders	44 376 040 100,0 %

<sup>1</sup> Primary insiders

## Share statistics

### **2016 trade volume StrongPoint shares:**

8,053 million shares – MNOK 102,435

Average share price kr **12,72**

### **YTD 2017 (Oct 15<sup>th</sup>) trade volume StrongPoint shares:**

13,409 million shares – MNOK 181 891

Average share price kr **13,57**







Information policy unchanged