



**StrongPoint**



**Presentation**  
**4<sup>th</sup> quarter 2017**  
**Jørgen Waaler, CEO**  
**February 15<sup>th</sup> 2018**

# Agenda

- 🏆 Highlights 4<sup>th</sup> quarter 2017
- 🏆 Segment financials and status
- 🏆 StrongPoint market positions and outlook
- 🏆 **StrongPoint Cub Systems**
- 🏆 Q & A
- 🏆 **Succession**
- 🏆 Q & A



# Mission

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



**StrongPoint**

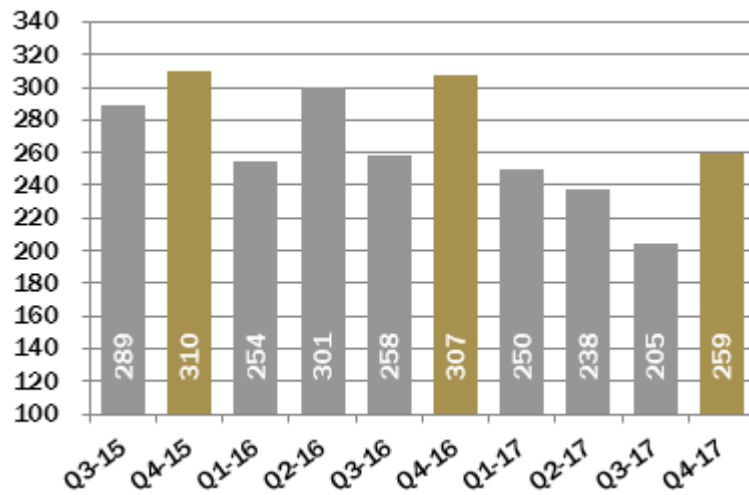


## Highlights 4<sup>th</sup> quarter

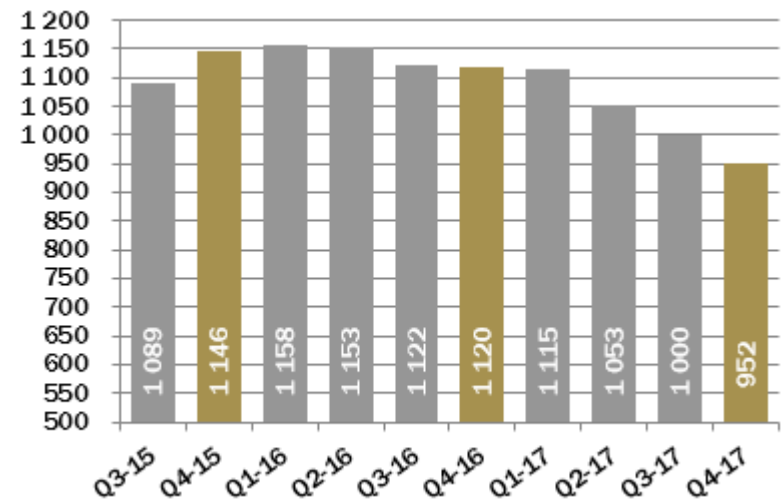
- Group operating revenues MNOK 259.1 (MNOK 307.1)
- Group EBITDA MNOK 20.9 (MNOK 30.9)
- Cash flow from operations MNOK 20.7 (MNOK 82.8)
- Frame agreement Utkonos
- Acquisition of Cub Business Systems AB
- Proposed NOK 0,50 dividend per share



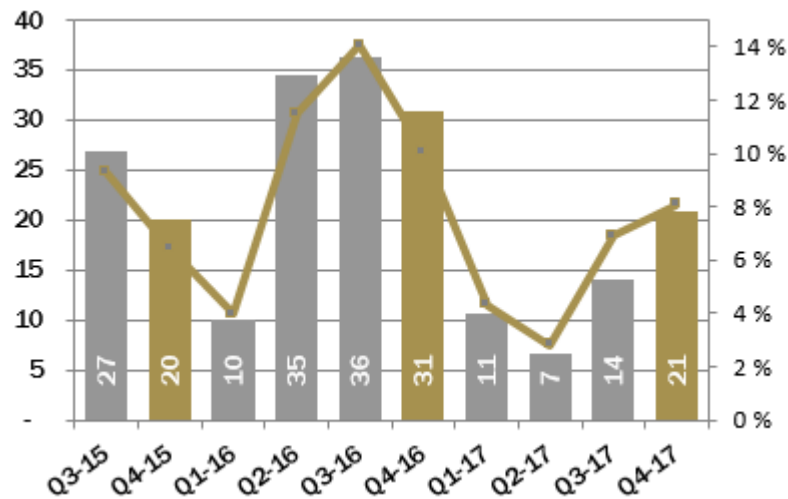
## Revenues per quarter



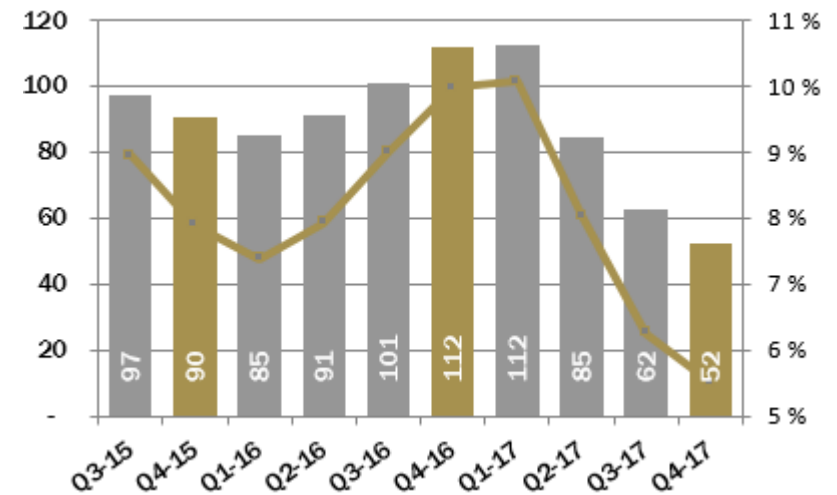
## 12 months rolling



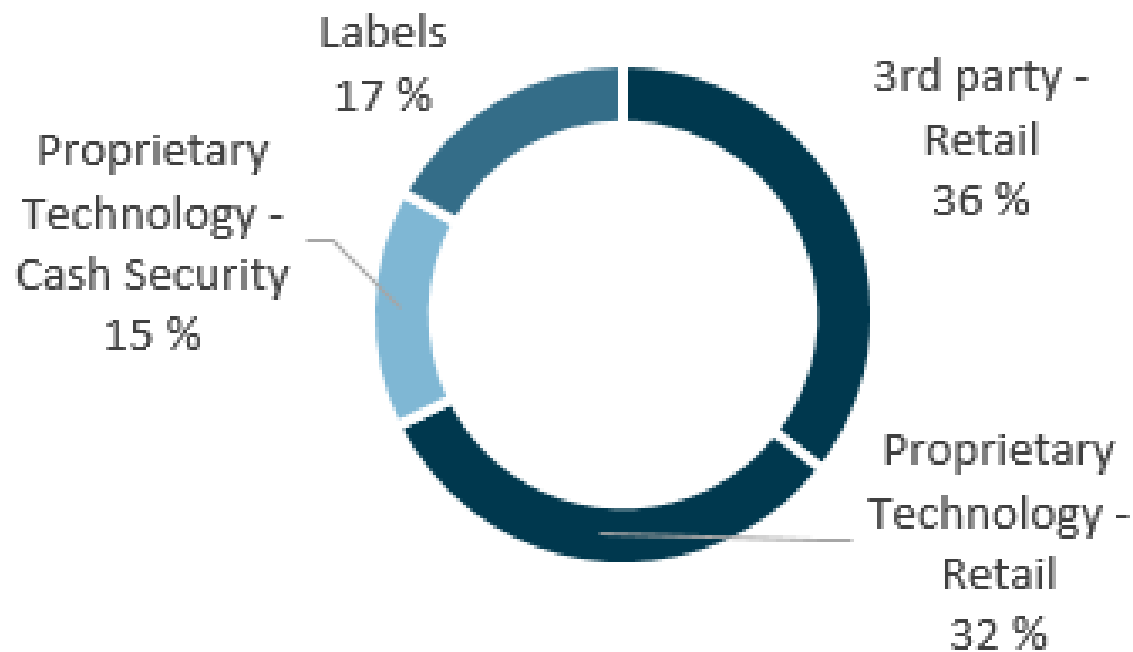
## EBITDA per quarter



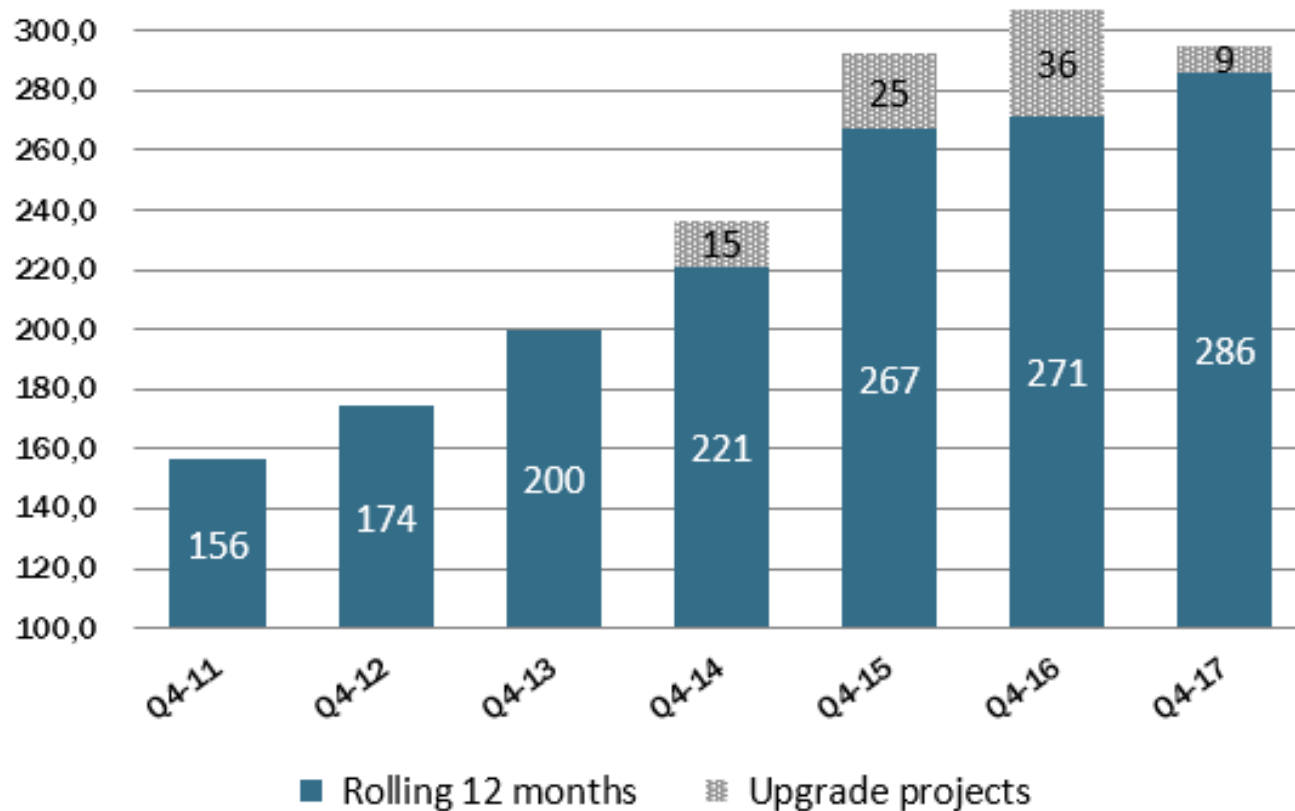
## 12 months rolling



## 4<sup>th</sup> quarter 2017 revenues by solutions



# Aftermarket revenue





# Group BS - Total assets – 31.12.2017

- Inventory up by MNOK 17.8 from end Q3
- A/R down by MNOK 2.3 compared to Q3

KNOK	31.12.2017	31.12.2016	30.09.2017
<b>ASSETS</b>			
Intangible assets	81 796	55 903	47 050
Goodwill	139 213	113 253	116 088
Tangible assets	81 341	85 440	82 298
Long term investments	1 110	1 625	1 412
Deferred tax	20 930	31 445	29 763
<b>Non-current assets</b>	<b>324 391</b>	<b>287 665</b>	<b>276 611</b>
Goods	131 455	101 200	113 648
Accounts receivable	160 027	161 202	162 355
Prepaid expenses	14 061	10 799	11 149
Other receivables	24 172	31 367	23 111
Bank deposits	41 503	67 090	24 329
<b>Current assets</b>	<b>371 218</b>	<b>371 658</b>	<b>334 592</b>
<b>TOTAL ASSETS</b>	<b>695 609</b>	<b>659 323</b>	<b>611 203</b>



# Group BS – Total equity & liabilities 31.12.2017

- Net interest bearing debt MNOK 51.4 – down 17.5 from end Q3
- Disposable liquidity MNOK 54.3
- 104 544 own shares, representing 0.2 per cent
- A/P MNOK 93.1 – up by 11.1 from end Q3

KNOK	31.12.2017	31.12.2016	30.09.2017
<b>EQUITY AND LIABILITIES</b>			
Share capital	27 513	27 513	27 513
Holding of own shares	-65	-65	-65
Other equity	253 564	293 533	237 650
<b>Total equity</b>	<b>281 013</b>	<b>320 981</b>	<b>265 098</b>
Long term interest bearing liabilities	24 623	32 982	26 958
Other long term liabilities	27 422	5 093	3 668
<b>Total long term liabilities</b>	<b>52 046</b>	<b>38 075</b>	<b>30 626</b>
Short term interest bearing liabilities	68 229	28 706	66 236
Accounts payable	93 070	102 480	81 972
Taxes payable	1 852	399	-
Other short term liabilities	199 399	168 682	167 271
<b>Total short term liabilities</b>	<b>362 551</b>	<b>300 267</b>	<b>315 479</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>695 609</b>	<b>659 323</b>	<b>611 203</b>



**Vision**

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

**Where are we?**



**StrongPoint**

## Euro CIS participation



# EuroCIS

The Leading Trade Fair for Retail Technology  
Düsseldorf, Germany • [www.eurocis.com](http://www.eurocis.com)

**TECHNOLOGY  
NEVER SLEEPS**  
27 FEB – 01 MAR 2018

## Outlook International Markets

- International Cash handling market growing, and volume matching previous home market levels!

No of CashGuards		2014	2015	2016	2017
Home Markets		1376	1345	1111	351
International Markets		784	828	1841	1317
Total		2160	2172	2951	1667
International Ratio		36 %	38 %	62 %	79 %

- Coop Estonia signed with Cub e-commerce solution and we expect to contract 6 Click & Collect systems shortly.
- Expect to contract MNOK 25 with a new speciality chain in Baltics POS-SW & SLA over two years.



## APAC presence – building global recognition

### SINGAPORE

- 🏆 Farm Fresh Food: We have three stores installed with CashGuard and Pricer. Two more stores will be installed during Q1.
- 🏆 Cathays Cinemas: Two cinemas out of possible 29 installed with CashGuard as a self-payment solution.

### MALAYSIA

- 🏆 Dr Group: Malaysia's largest duty-free chain. During Q1 we will install CashGuard in six stores out of possible 30.
- 🏆 Dana Economy convenience: We have two systems installed in Borneo. Planning for 5-10 additional systems during H1.
- 🏆 Llao Llao: We have five stores installed with CashGuard – out of possible 25 stores.
- 🏆 Giant supermarket: Successful Vensafe pilot. Possible roll-out in 5 stores.



## APAC status



## APAC status





## APAC status





## Solutions/Markets Matrix

[illegible]



## CUB facts

### ■ HISTORY

- Experience of mobile terminals since the 70'ties
- Existing customers since 1977
- Cub formed in 2003

### ■ CUB BUSINESS SYSTEMS TODAY (22 employees)

- Office in Stockholm/Täby
- Inhouse development team (15 employees)
- Complete solutions for mobility, logistics and communication
- Since December 2017 part of StrongPoint

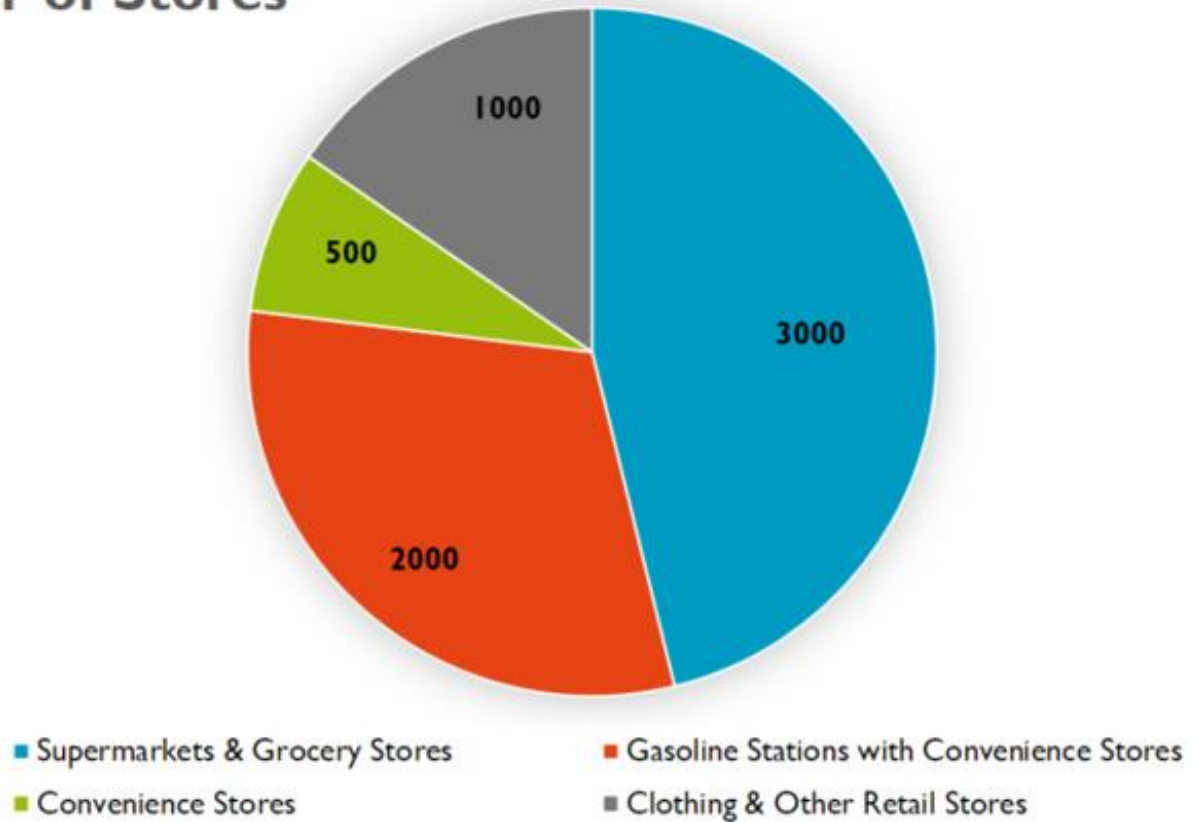


## CUB customer references

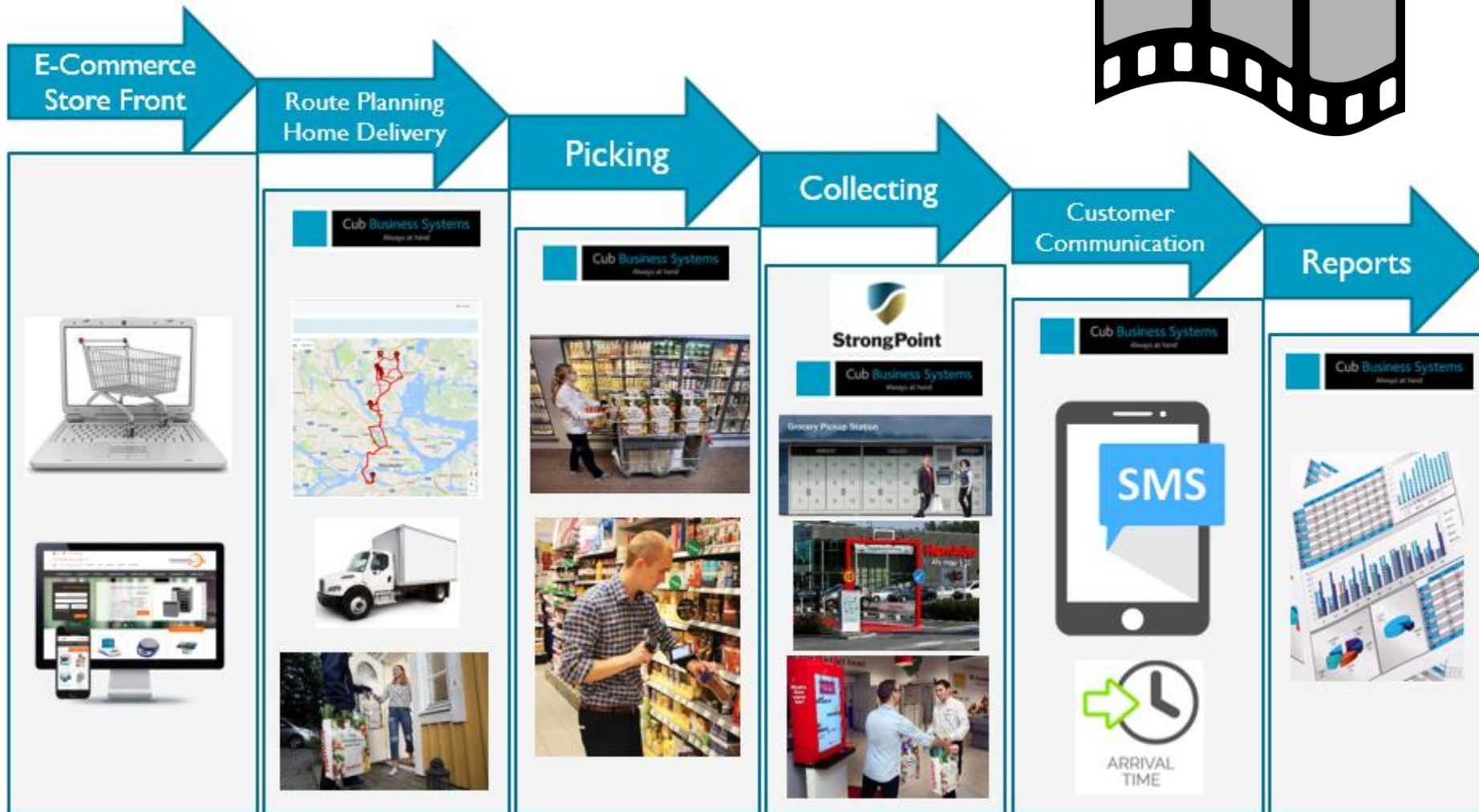
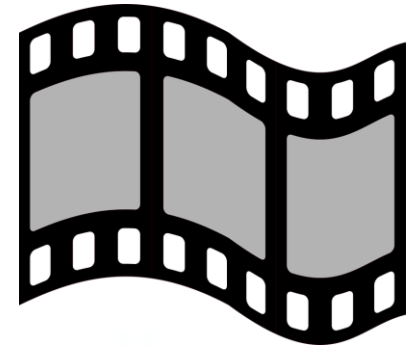


## CubLink used in 6000+ stores

### Number of Stores



## E-Commerce value chain



# Top 50 shareholders per December 31<sup>st</sup>

No	Name	No. of shares	%			
1	STRØMSTANGEN AS	3 933 092	8,9 %	27	FRANKMO, ÅGE	318 034 0,7 %
2	HOLMEN SPESIALFOND	2 400 000	5,4 %	28	NISTAD GRUPPEN HOLDING AS	313 300 0,7 %
3	HSBC TTEE MARLB EUROPEAN TRUST	1 976 000	4,5 %	29	JOHANNESSEN, JAN TOMMY	311 000 0,7 %
4	AVANZA BANK AB	1 963 404	4,4 %	30	EVENSEN, TOR COLKA	310 000 0,7 %
5	PROBITAS HOLDING AS	1 788 276	4,0 %	31	UGELSTAD, PER EINAR	267 365 0,6 %
6	ZETTERBERG, GEORG (incl. fully owned companies)	1 610 000	3,6 %	32	FARSTAD, PETTER HAAVARD	263 714 0,6 %
7	NORDNET LIVSFORSIKRING AS	1 593 773	3,6 %	33	PINNÅS, DANIEL WEDUL	262 116 0,6 %
8	NORDNET BANK AB	1 526 111	3,4 %	34	KONGSRUD, RUNE JACOB	252 092 0,6 %
9	V. EIENDOM HOLDING AS	1 007 134	2,3 %	35	HELGØ INVESTERING AS	231 948 0,5 %
10	WAALER, JØRGEN (incl. fully owned companies) <sup>1</sup>	1 000 000	2,3 %	36	MORGAN STANLEY AND CO INTL PLC	228 782 0,5 %
11	GLAAMENE INDUSTRIER AS	873 549	2,0 %	37	ROMULD, ARVE	225 000 0,5 %
12	RING, JAN	869 372	2,0 %	38	CK HOLDING AS	223 604 0,5 %
13	GRESSLIEN, ODD ROAR	830 000	1,9 %	39	HEIMDAL, MORTEN	221 000 0,5 %
14	MP PENSJON PK	777 402	1,8 %	40	NÆSS, BERNHARD	218 500 0,5 %
15	NORDEA BANK AB	556 070	1,3 %	41	GAMMELSRØD, GUNNAR	210 255 0,5 %
16	SKANDINAVISKA ENSKILDA BANKEN AB	528 803	1,2 %	42	SWEDBANK AB	206 253 0,5 %
17	JOHANSEN, STEIN	450 000	1,0 %	43	BNP PARIBAS SECURITIES SERVICES	200 450 0,5 %
18	BUDVILAITIS, EVALDAS (incl. fully owned companies) <sup>1</sup>	408 561	0,9 %	44	BERNTSEN, HARALD	200 000 0,5 %
19	SVENSKA HANDELSBANKEN AB	406 485	0,9 %	45	FANA ELEKTRIKEREN AS	200 000 0,5 %
20	NHO - P665AK	405 342	0,9 %	46	MIDDELBOE AS	200 000 0,5 %
21	JACOBSEN, SVEIN (incl. fully owned companies) <sup>1</sup>	400 000	0,9 %	47	GRANBERG, KARL TRYGVE	194 000 0,4 %
22	VERDADERO AS	400 000	0,9 %	48	CITIBANK, N.A.	185 864 0,4 %
23	PERSHING LLC	391 150	0,9 %	49	SKOGEN, JOHN INGE PANDURO	177 119 0,4 %
24	DZ PRIVATBANK S.A.	378 219	0,9 %	50	G-EIENDOM AS	162 627 0,4 %
25	BJØRNSTAD, DANIEL	363 085	0,8 %		Sum 50 largest shareholders	32 748 851 73,8 %
26	ANDERSEN, BØRGE	330 000	0,7 %		Sum 1 829 other shareholders	11 627 189 26,2 %
					Sum all 1 879 shareholders	44 376 040 100,0 %

## Questions





## **StrongPoint succession planning**







## Jacob Tveraabak

Norges Handelshøyskole (NHH)



### CEO

Miklagruppen

Aug 2016 – Nov 2017 • 1 yr 4 mos  
Stavanger/Oslo/Stockholm



### Director of Business Development

REMA 1000 i Norge

Oct 2012 – Jun 2016 • 3 yrs 9 mos  
Oslo Area, Norway



### Member of the Board

Kolonial.no

Oct 2014 – May 2016 • 1 yr 8 mos  
Oslo Area, Norway



### Co-founder, Chairman of the Board

Nabobil.no

Apr 2015 – Present • 2 yrs 11 mos  
Oslo



### Associate Partner

McKinsey&Company

Feb 2001 – Oct 2012 • 11 yrs 9 mos  
Oslo; Dubai (2006-2007)