

19 September 2023

# Capital Markets Day





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# Agenda

- **Strategy and goals**  
*Hans-Petter Mellerud*
- **PeopleHub: HR and Payroll platform with global reach**  
*Halvor Leirvåg*
- **Market positioning and growth opportunities**  
*Øyvind Reiten*
- **A competitive global delivery model**  
*Richard E. Schiørn*
- **Consulting business**  
*Hans-Petter Mellerud*
- **Turning internal HR to a business opportunity**  
*Hilde Karlsmyr*
- **Financial strategy and targets**  
*Gunnar Manum*
- **Key take-aways**  
Hans-Petter Mellerud
- **Q&A**

## Today's presenters



**Hans-Petter Mellerud**  
CEO and Founder



**Halvor Leirvåg**  
CTO



**Øyvind Reiten**  
EVP Commercial and Sales



**Richard E. Schiørn**  
EVP Solution &  
Delivery Global  
Managed Services



**Hilde Karlsmyr**  
CHRO



**Gunnar Manum**  
CFO



# The three main points that we want to convey today

- 1) **Zalaris PeopleHub is increasingly in favour by mid-market and large customers** seeking to digitalize their Payroll & HR processes resulting in 33% reported growth in Q2. We are now a **100 MEUR annualized revenue company** and expect to **continue delivering above our 10% growth target over the next 36 months.**
- 2) **Zalaris PeopleHub is a scalable solution** supporting our Zalaris 4.0 industrialized approach to HR & Payroll. We are **on track delivering on our 10% EBIT target** and are **now aiming higher.**
- 3) **Focus on capital allocation** in combination with increased profitability will drive **free cash flow to target levels.**



# Strategy and goals

**Hans-Petter Mellerud**  
CEO and Founder



Simplify work life.  
Achieve more.





# Payroll & HR solutions that enable digital organizations

## One global IT platform with local presence

Zalaris is a leading European provider of global payroll and human capital management solutions delivered through software as a service, outsourcing, or consulting delivery models

Supporting **fully digital processes** for payroll and human capital management targeting 20-30% cost savings

**One common multi-country solution** satisfying GDPR requirements combined with competent resources serving complex customers with local competence and language

**Market leader within mid-size companies with cross-border need** and a strong customer portfolio of some of the largest corporations in the Nordics, DACH, UKI and APAC regions

**1,500,000**

Employees served monthly by Zalaris supported HR solutions

**~1,100**

Zalaris employees across the world

**300,000+**

Employees served monthly through payroll services

**~EUR 100m**

Annual run rate revenues Q2'2023

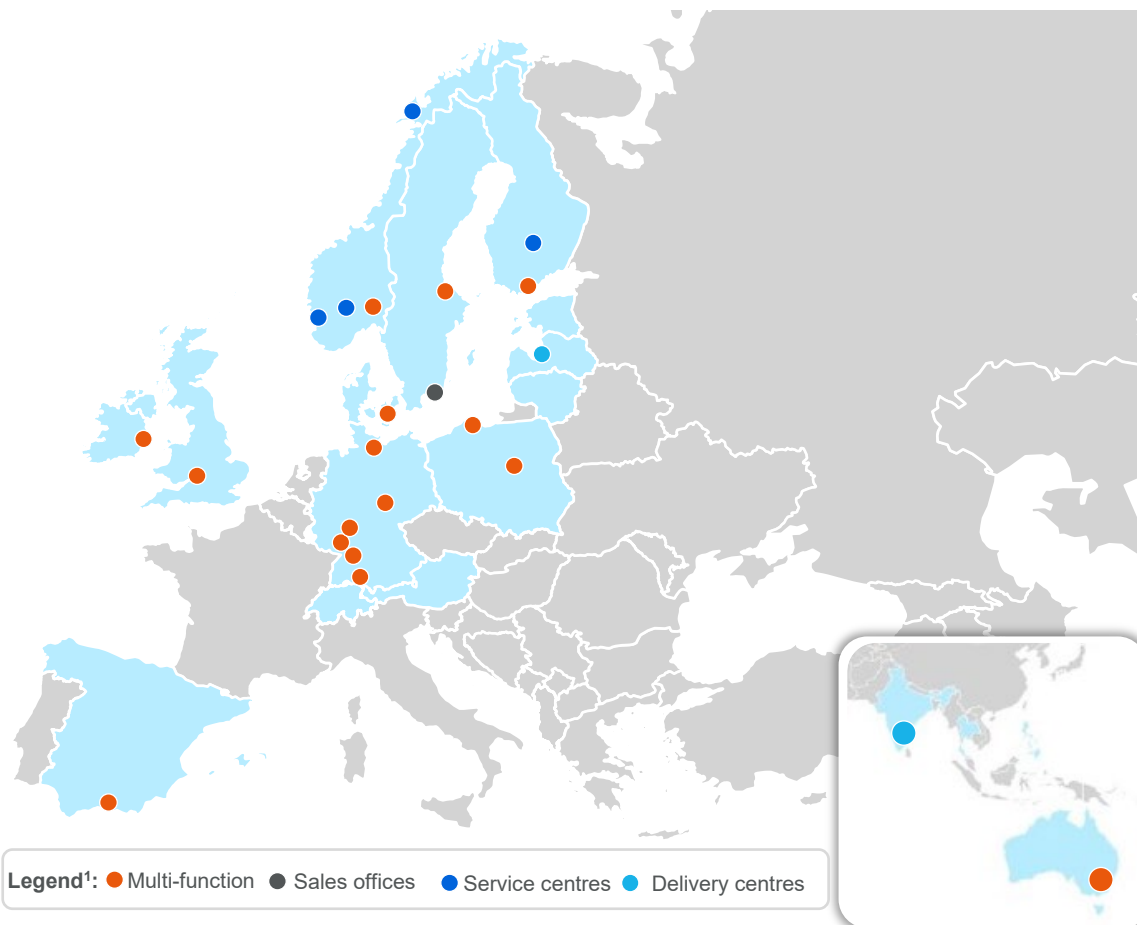
**17 countries**

With own service centers and expertise in local laws and regulations

**150+ countries**

With expertise in local laws and regulations, together with partners

## Geographical footprint



1) Type of office

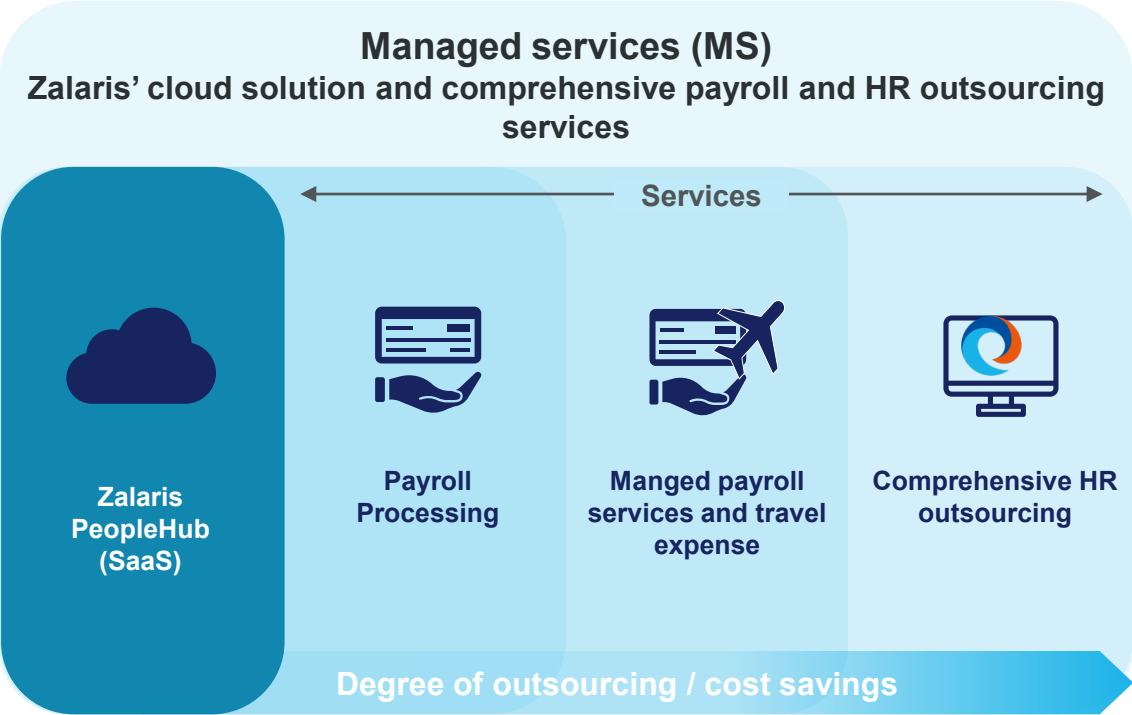


# PeopleHub covers the full employee life cycle

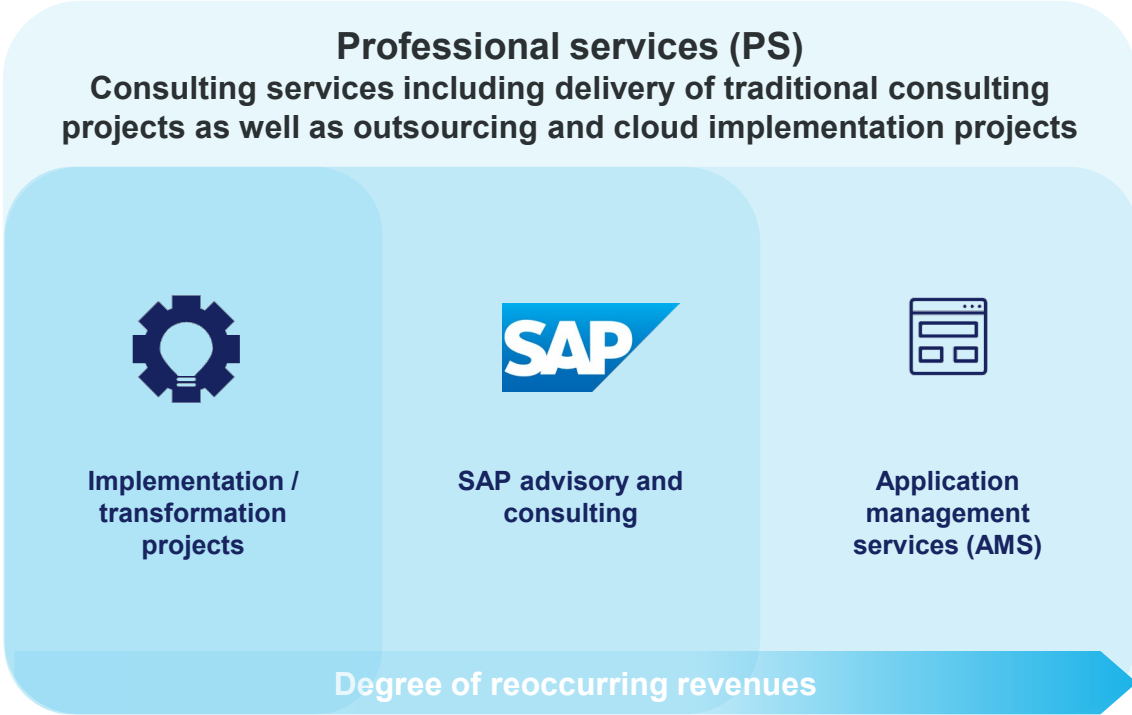




# Services delivered by two integrated business units with most revenues being recurring of nature



89<sup>1</sup> customers, ~73%<sup>3</sup> of total revenues with ~90% recurring revenues



46<sup>2</sup> customers, ~27%<sup>3</sup> of total revenue with ~50% recurring revenues

1) 89 customers paying Zalaris NOK >1m, with a long-tail of 100 smaller customers  
2) 46 customers paying Zalaris NOK >1m, with a long-tail of 189 smaller customers  
3) Based on LTM Sep '22 revenues



# Diversified customer base across a wide range of industries

## Customer traits

### Managed services

- ✓ >1,000 employees
- ✓ >2 countries
- ✓ Software agnostic

### Professional services

- ✓ >1,000 employees
- ✓ Private and public sector
- ✓ SAP integration

## Bank, Insurance & Financial services



## Health & Life Science



## Infrastructure & Transportation



## IT, Technology & Telecom



## Offshore & Energy



## Product & Industrials



## Public Services & Other Institutions



## Retail



## Service Industries





# Continuing growth journey to become the leading European provider of Global Payroll & HR Solutions and Services to Mid-market and Large customers.

Grow to MEUR 150+ Annualized Revenue and EBIT of 12-15% by 2026 Q4

Deliver Fully Digitalized Payroll and HR Solutions Helping Customers Implement and Run the Best People Processes in Their Industry

Strategic Focus/Projects

## Drive Managed Services Operational Excellence

- Zalaris 4.0 across all operations
- Target 100% Automated Payroll
- Fully digitalized operations

## Drive Organic Growth

- Grow revenue with existing customers and sell new names that utilize existing infrastructure and scale driving incremental margin
- Increase Peoplehub Geo coverage to cover EU through growing with customers or partnering
- AI/ML as basis for new value adding services
- ESG into products & services DNA

## Drive Professional Services Operational Excellence

- Focus on customer with Managed Services Potential or Reference Value
- Operate as Global Business Unit with common methodology and target Right-Shoring
- Drive productivity through standard solutions
- Leverage install base for cross selling value to customers
- Establish Zalaris Care

Organizational Capability, Learning & Growth

**Train and roll out AI Tools**

Retool the organization for the future

The Best Talent, Team and Technology in Our Industry

**Operate Zalaris Academy**

Competencies

**Cyber Security Awareness and Preparation**

Organizational Robustness



# Zalaris PeopleHub HR and Payroll platform with Global reach

Halvor Leirvåg  
CTO

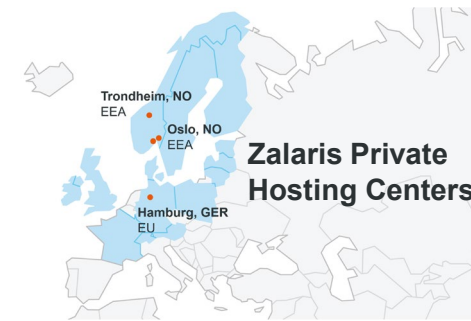


Simplify work life.  
Achieve more.

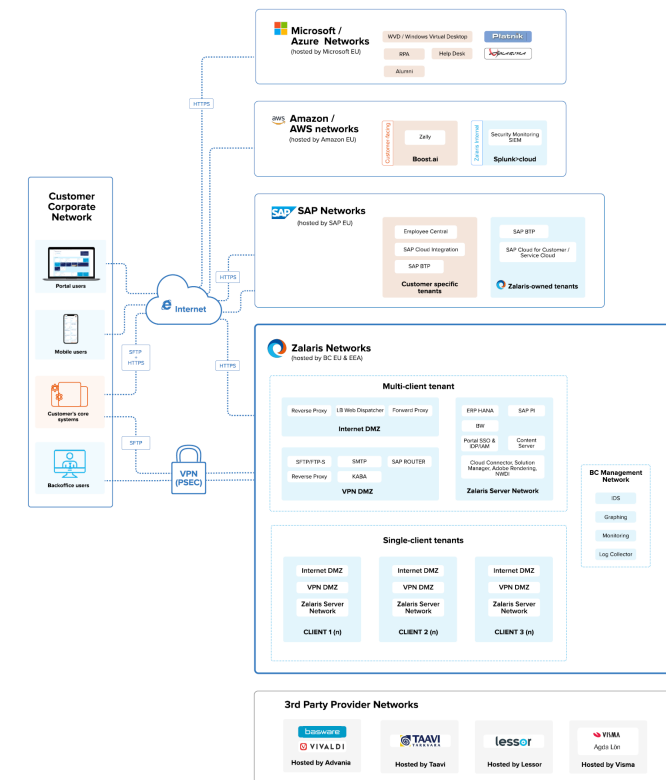




# Zalaris PeopleHub-platform is a global scalable solution used for all new customers

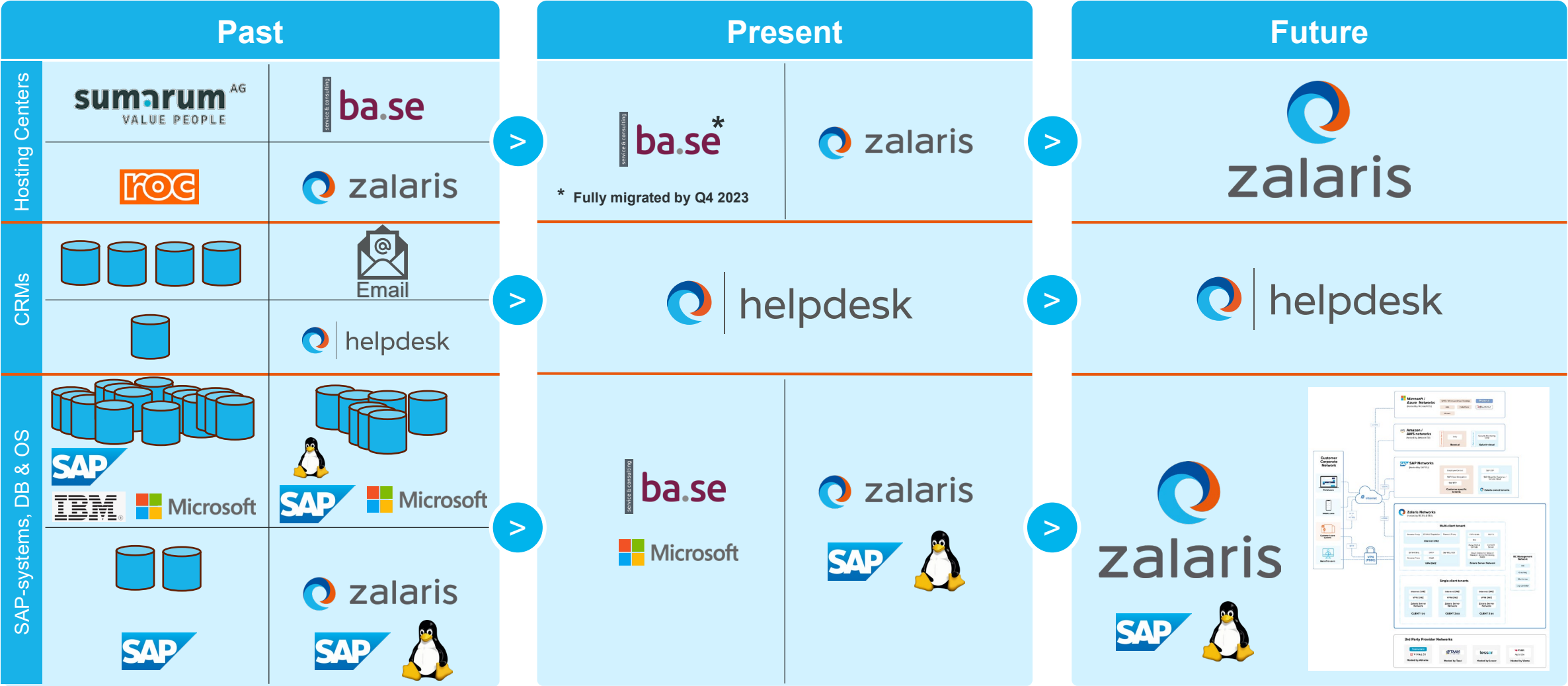


- ✓ PeopleHub Hybrid Cloud offers a state-of-the-art technology stack combined with a proven and robust payroll engine
- ✓ The Core is Powered by SAP Payroll with vendor support until 2040 offering local support and compliance in approximately 100 countries.
  - ✓ All in **one integrated system** as seen from the customer perspective
  - ✓ Zalaris Standard implementation-methodology adding up to **80% improvements in implementation times** in some areas since start of standardisation-efforts
- ✓ Scalability of PeopleHub-Infrastructure is secured and proven over time
  - ✓ Grown with Zalaris and has sustained a **>10x user-growth** while **improving performance-levels**
  - ✓ New customers added with **minimal additional investment** in system and landscape infrastructure





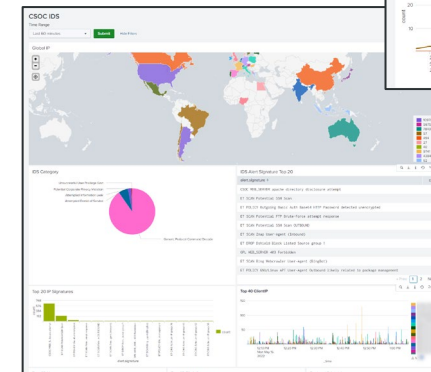
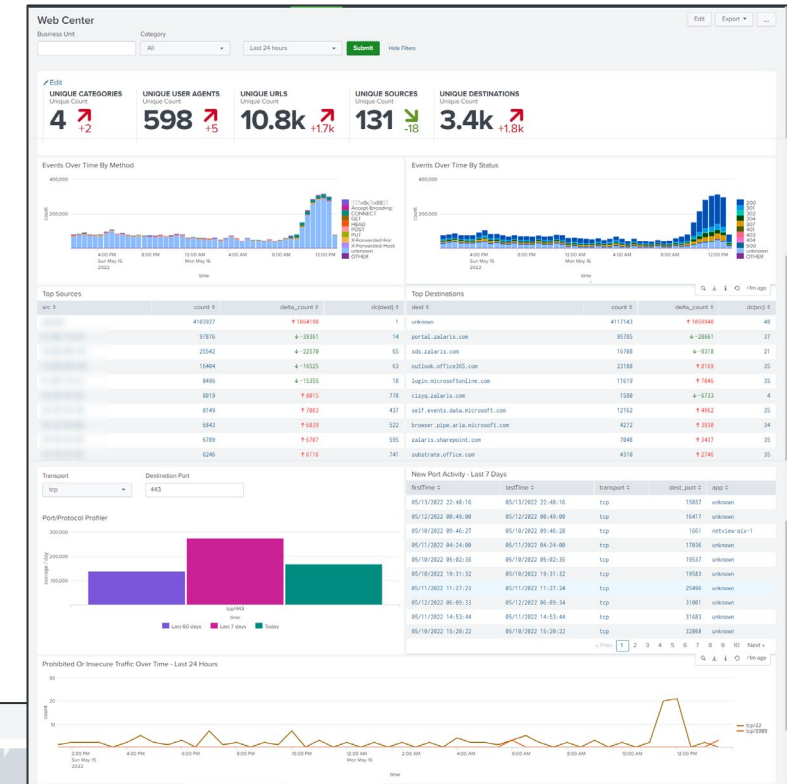
# PeopleHub is an integral part in transforming acquired companies' infrastructure into a common delivery framework





# Zalaris has privacy by design and Cyber security embedded in our DNA

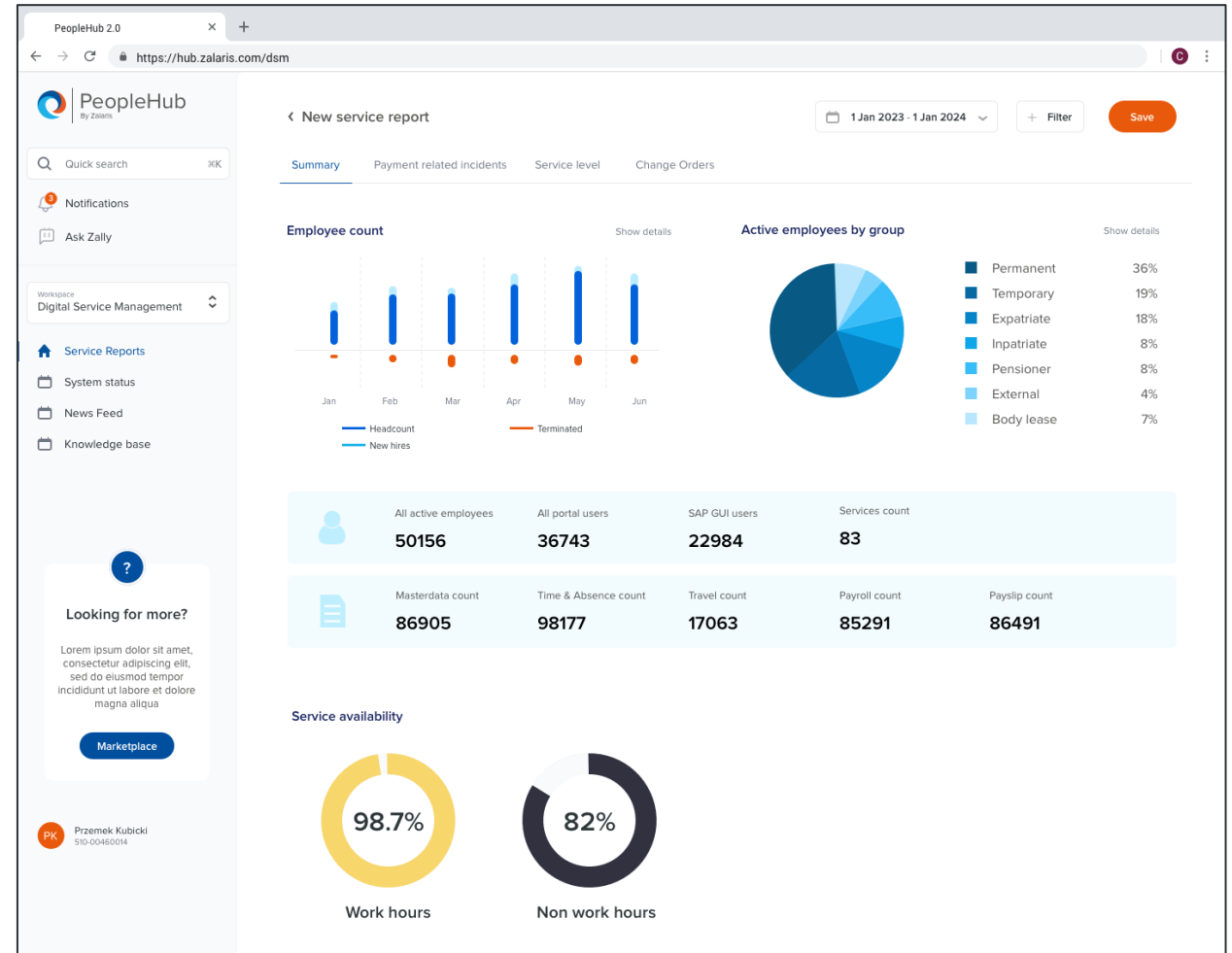
- ✓ **Security and privacy by design**
  - ✓ Inhouse Cyber Security Operations Centre(CSOC) in place since 2016 and running 24/7/365
  - ✓ Great feedback received from current, new and even lost customers on ongoing security-efforts even if we keep some parts secret
- ✓ **AI in use in most security-related scenarios**
  - ✓ Will be further enhanced as CI/CD
- ✓ **Certified and audited annually according to the relevant security and quality standards**
  - ✓ ISO27001
  - ✓ ISO9001
  - ✓ ISAE3402





# PeopleHub increasingly based on own IP and winning with a user centric approach

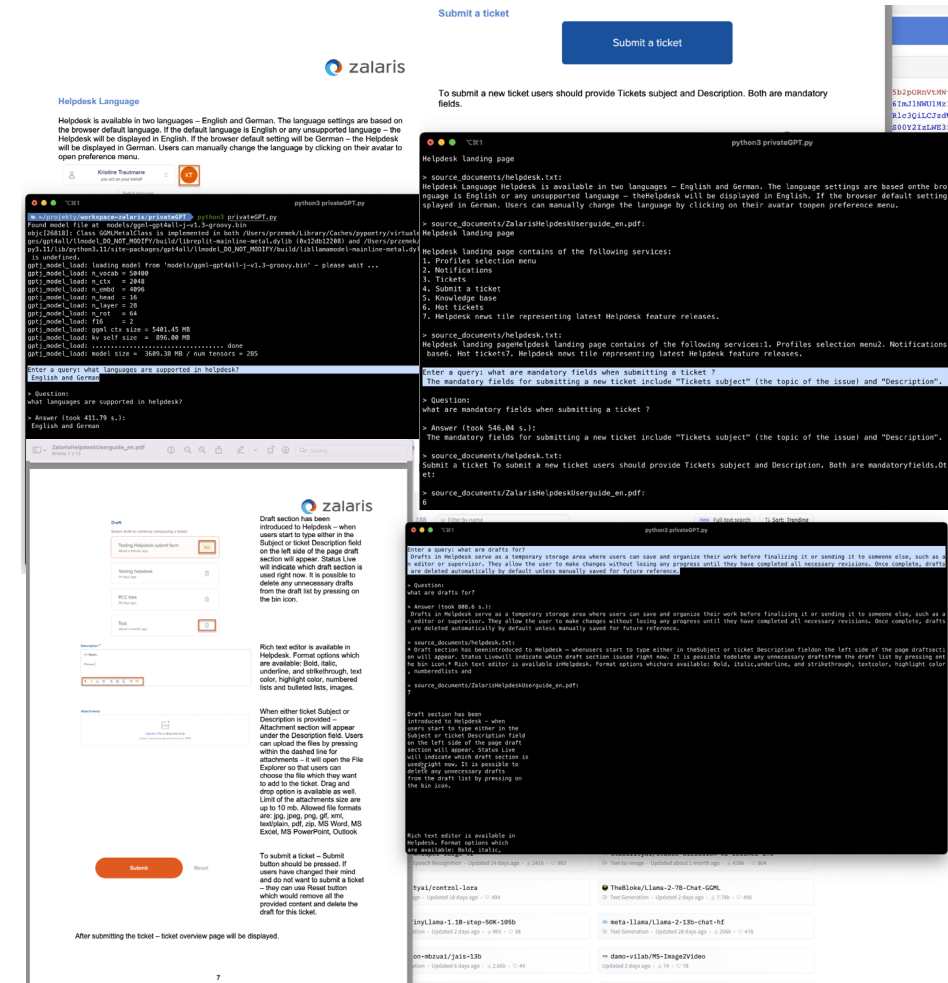
- ✓ 100% Zalaris IP on new developments
- ✓ Microservices, microfrontend, hexagonal architecture
- ✓ Cutting edge technology like ReactJS, Tailwind, Spring Cloud
- ✓ Utilizing Azure services like hybrid databases, messaging, Kubernetes, vaults, cloud storages, search indexes, OpenAI
- ✓ API first design - generate code from API definition
- ✓ Provision infrastructure from code (IaC)
- ✓ Individual components can be sold and implemented on customer infrastructure
  - Helpdesk-app already **sold and implemented for pilot-customer on their platform**





**Artificial intelligence (AI) has been instrumental to improved user experience and increasingly being used for new services**

- ✓ **Current AI-usage which will be extended in immediate future**
  - ✓ AI-based ticket categorisation in new Helpdesk. To be extended with GPT-options for customers who opt-in
  - ✓ Conversational AI in use for all customers via Zally the chat-bot
- ✓ **Improving productivity in daily Operations**
  - ✓ Bing Enterprise(“ChatGPT Pro”) for all employees
  - ✓ Microsoft Copilot for key employee-groups to enhance and improve quality of deliverables
- ✓ **PoCs ongoing to monetize our Big Data repository**
  - ✓ Large potential to predict future events based on similarity detection on anonymized- and productive data
  - ✓ 20years of data to be embedded into vector-based analytics to gain unknown insights
  - ✓ OpenAI/GPT4, PrivateGPT and other options being tested





# Market positioning and growth opportunities

Øyvind Reiten

EVP Group Commercial and Sales



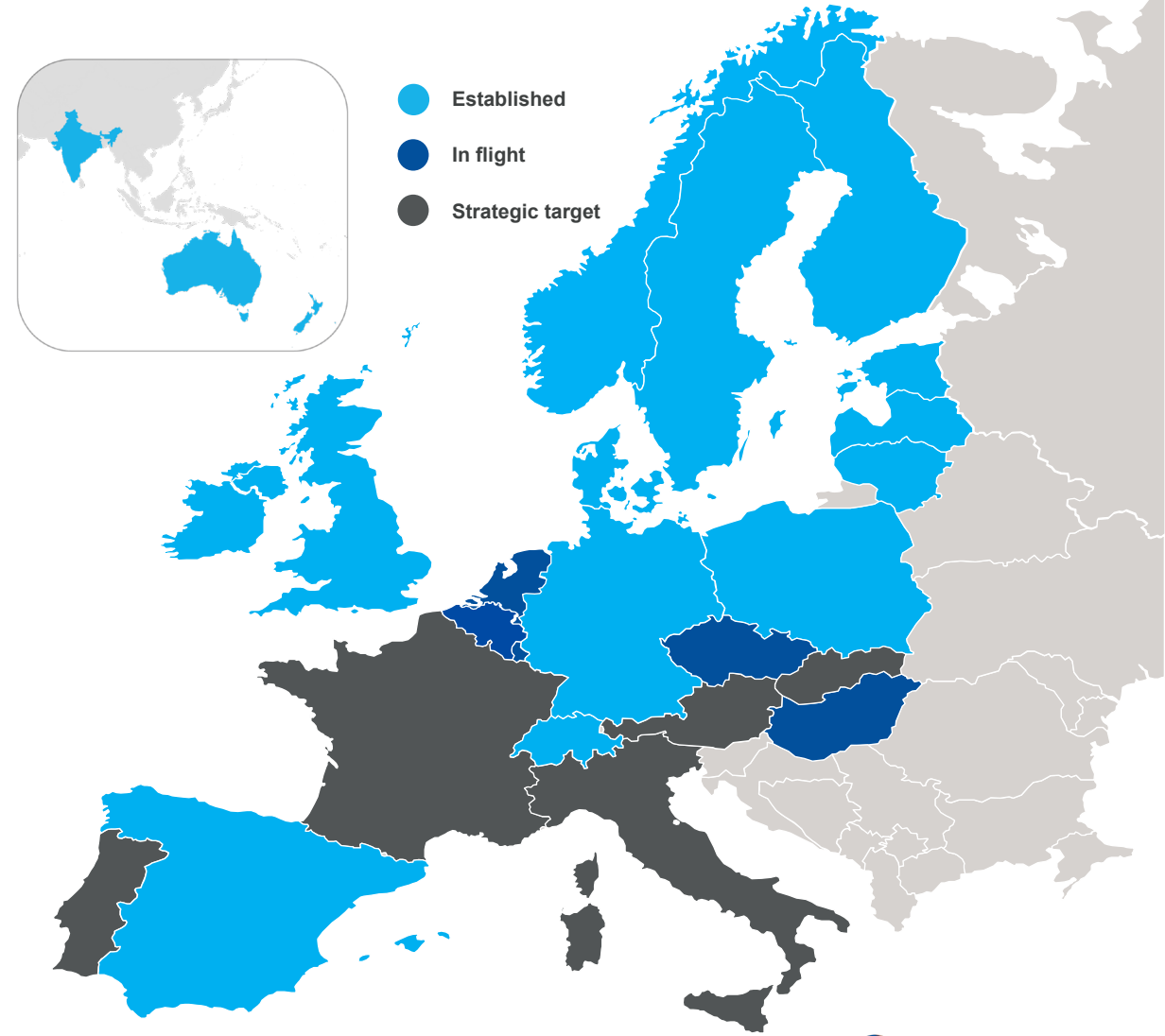
Simplify work life.  
Achieve more.





# Leading European player with Global reach

- ✓ Providing **outsourced Payroll and HR services** to large and mid-size companies, mainly in northern and central Europe
- ✓ Leading consultancy practice **providing the full spectrum of SAP and SAP SuccessFactors services**
- ✓ 5+ countries in flight across Europe with an **ambition of full European coverage** within the next few years
- ✓ Seen as **a major contender in the industry** by leading industry analysts like Gartner, Everest, and Nelson Hall
- ✓ We have exceeded analyst benchmarks in sales, achieving a **YTD closed sales performance that surpasses 120%**





# We successfully support European companies globally



- ✓ The **addressable market has increased significantly** with global opportunities
- ✓ **We efficiently manage CAPEX exposure by leveraging our established partner ecosystem** for PeopleHub implementation and operation in larger GEOs – and full long-tail coverage
- ✓ **3 countries outside Europe in flight** supported by partners will enable us to onboard a larger European customer base with global demands
- ✓ **Prudent approach** with clear criteria being used and evaluated **when qualifying opportunities**
- ✓ **Centralized contract management** and established standards **minimizing risks**

Strategic GEO fit	Complexity	Competitive landscape
Size	Client preference	Adherence to T&C

● Zalaris established  
● Currently establishing / in-flight  
● Strategic target



# We target specific customer characteristics enabling efficient selling



## Multi-country vs. Single –country

Focusing on multicountry and large single-country opportunities



## Company size

Large and mid-size enterprises in one or multiple countries



## Industry type

Covers most industries with some strongholds



## 1st vs 2nd generation outsourcing

Particularly strong in 1<sup>st</sup> generation outsourcing deals. 2<sup>nd</sup> generation is typically more competitive



## IT strategy/HR system

Historically strong if the customer has an SAP strategy. However, our aim is to be the preferred partner regardless of the Customer's preference for a global HR solution

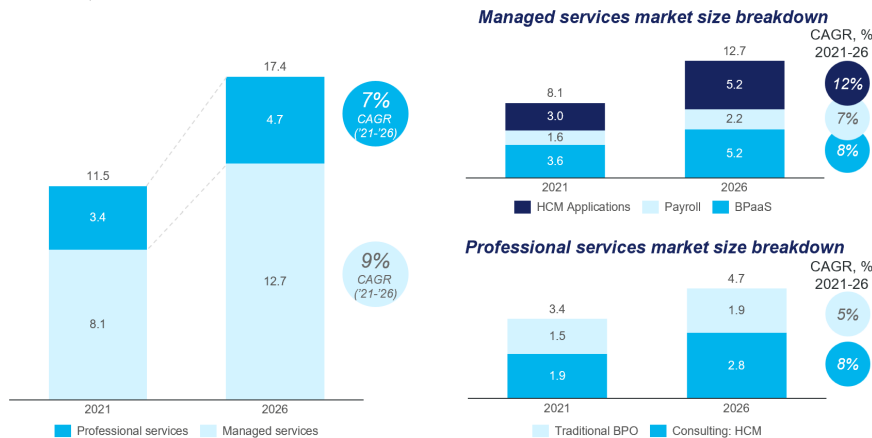




# We operate in an attractive market which is expected to grow with a CAGR of ~8-10%

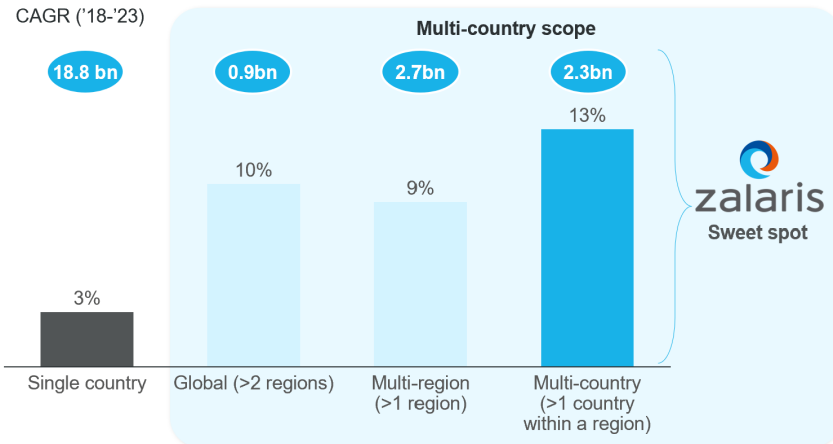
## Market growth expectations

Market size, USDbn



Source: Gartner IT Services Forecast 2022, European HCM and Payroll Management Applications Market Forecast 2021-2026

2023 Market size  
CAGR ('18-'23)



Source: Nelson Hall, "Next Generation Payroll Services"

- ✓ Attractive market with a **strong growth outlook** across both managed and professional services **for which Zalaris currently outperforms**
- ✓ **Market supported by several tailwinds** such as increasing global workforce, intensifying compliance burden, cost and innovation focus, and longer refresh cycles in HCM and Payroll
- ✓ The **core market is multi-country companies** with more than two or more countries within a region, **aligning seamlessly with one of our key strengths**
- ✓ Additionally, Zalaris' other focus markets, multi-region and global are expected to grow ~10% annually
- ✓ ***Zalaris is well positioned with a sweet spot within multi-country and further upside from multi-region and global***

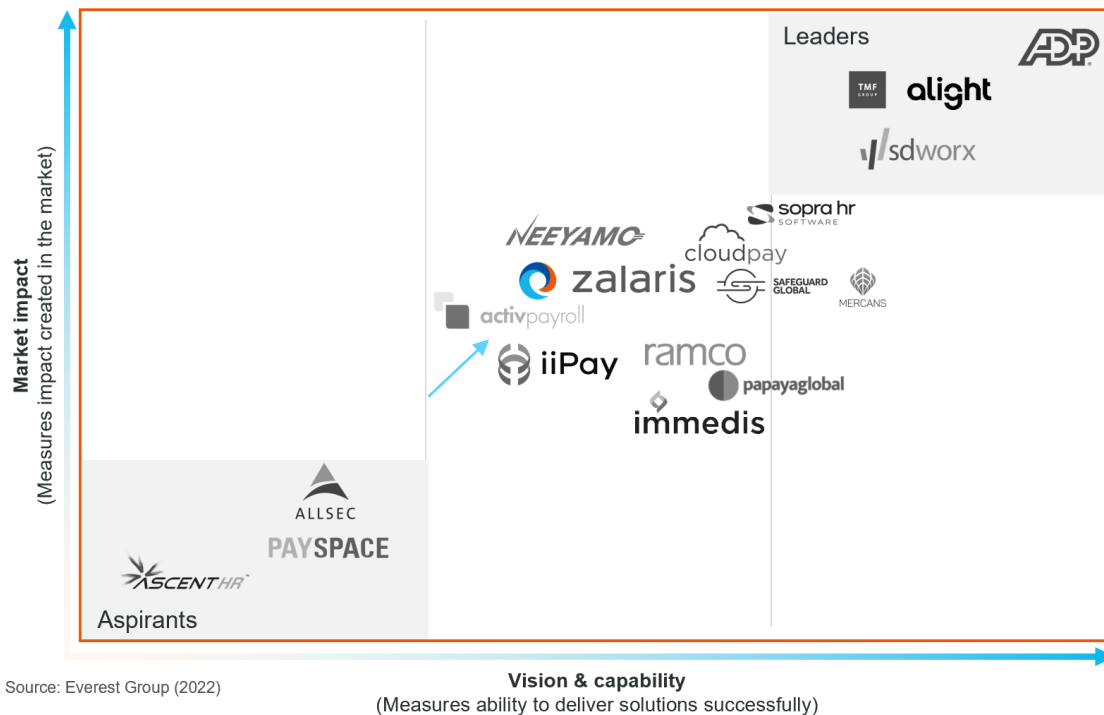


# Competitive environment according to industry analysts

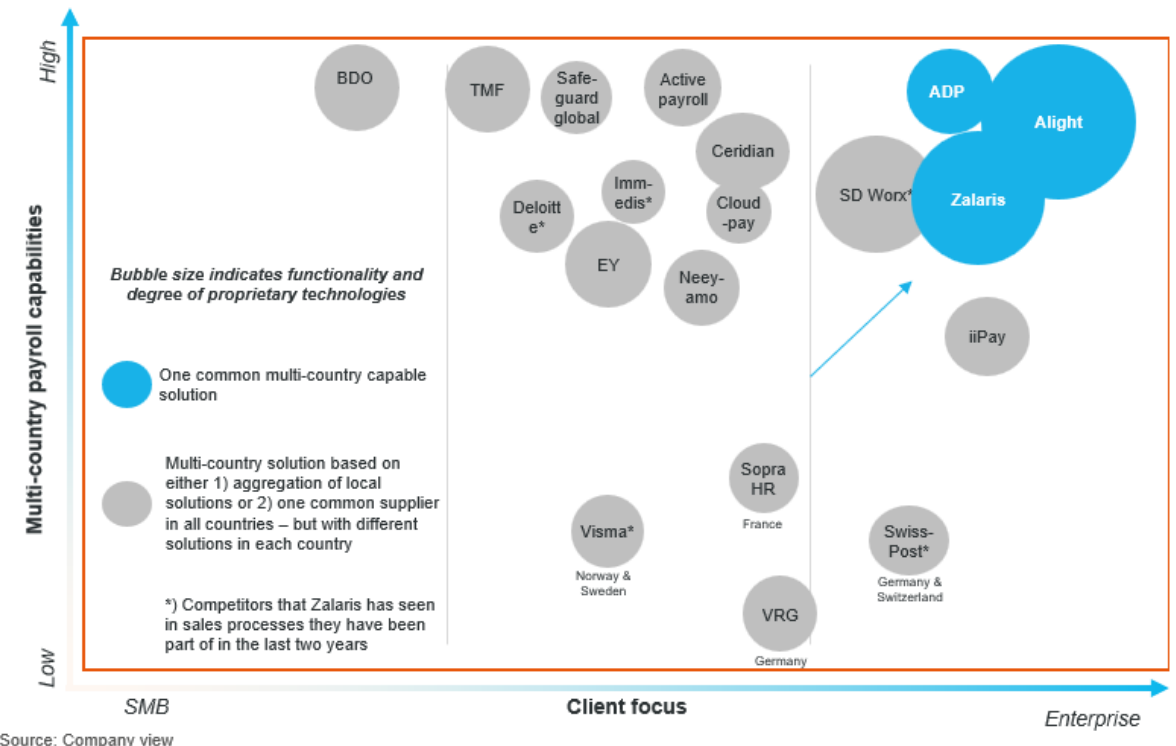
The **Global** competitive landscape for which *Zalaris is a strong challenger*

vs.

Europe for which *Zalaris is considered among the providers of choice* for enterprise customers



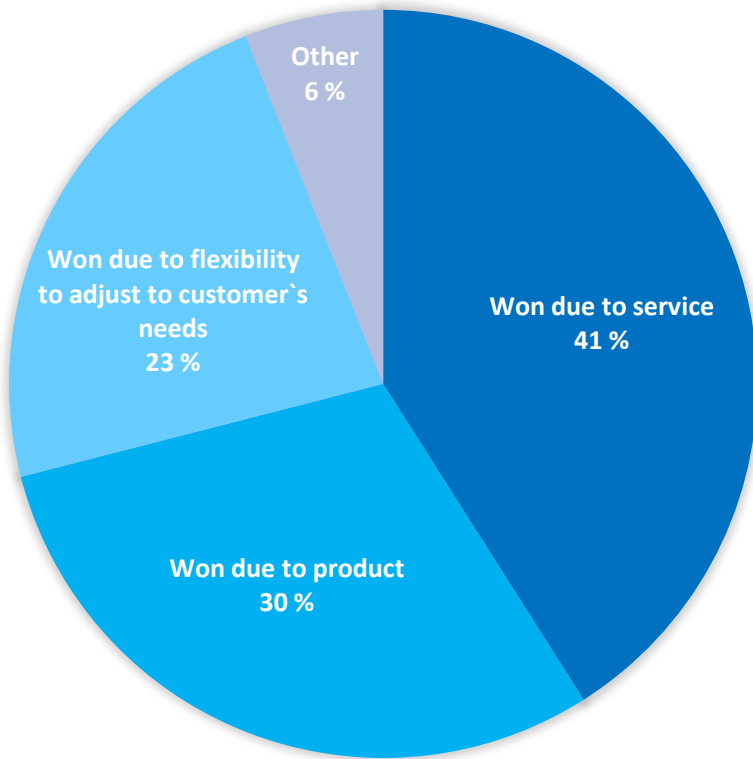
Source: Everest Group (2022)



Source: Company view



# Customers choose us due to qualitative measures



*“Zalaris were selected due to their professional competency with payroll, digitization, and the personal fit of the team. The Zalaris leadership team and **the team members were impressive and convinced us with pragmatism, efficiency, and trustworthiness** regarding how to respond to each other, and how to keep promises”.*

**– Director Employee Experience and HR Services, Telefonica O2**

*“The transition from a local In-house Payroll Team to Global Outsourced Payroll provider was a big move for our business and more specifically for our payroll team. **The team’s attitude throughout this transition has been second to none.**”*

**- HR & HSE Director, Circle K**

*“We undertook a robust selection process to identify Zalaris as our chosen solution provider – this process was competitive, but it was **Zalaris’ agility and culture that ultimately drew Sika to this partnership.** We are confident and look forward to working together to deliver ECP.”*

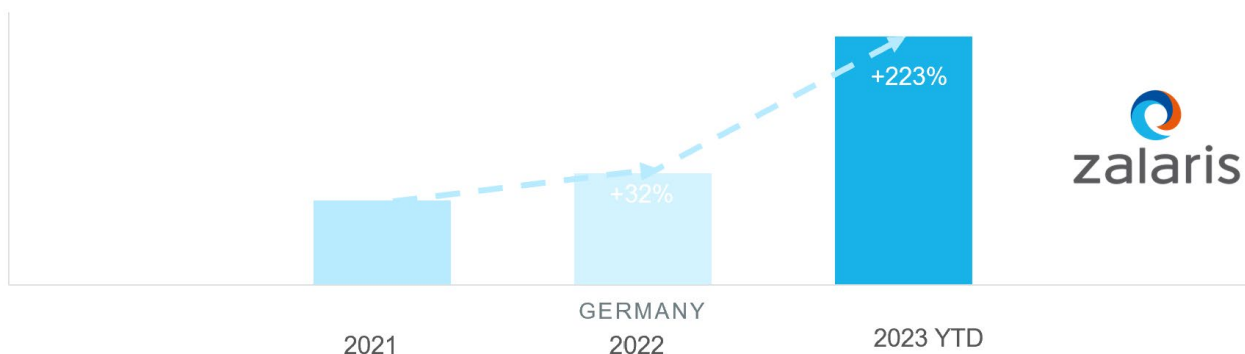
**- Head of HR, Sika Limited**



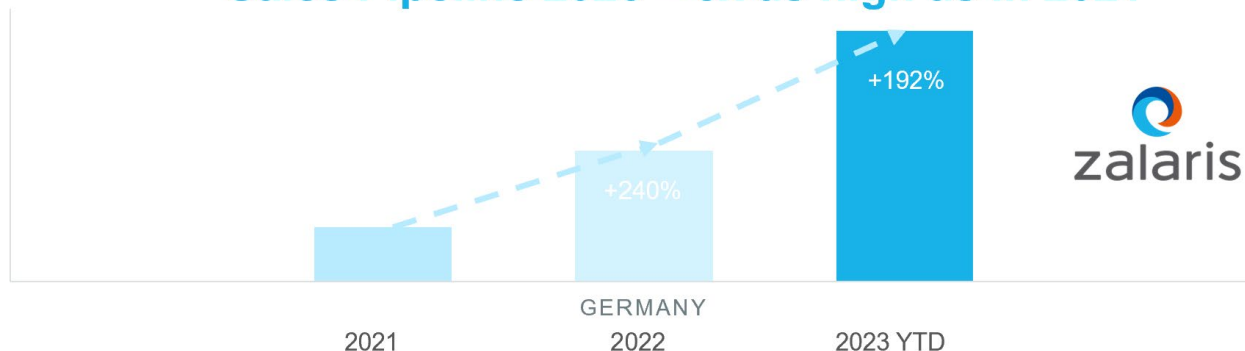
# A uniform value proposition across all GEOs fuels growth

## *Exemplified by Germany's current upswing*

### Signed Contracts 2023 YTD – 3x as high as in 2021



### Sales Pipeline 2023 – 5x as high as in 2021



- ✓ Combination of **global standards and local entrepreneurship** being a catalyst for growth
- ✓ **Addressable market** in DACH being **>3x the Nordics**
- ✓ Deal values typically being 2.5x the average in the Nordics with a **significant untapped potential** for multicountry and multiregional deals
- ✓ YTD closed sales in DACH represent ~70% of closed business for the group compared to ~40% (2022) and ~25% (2021)
- ✓ Focus going forward would be to achieve the same market success in the UK which represents a significant untapped potential for Zalaris



# A competitive global operating model

**Richard E. Schiørn**

EVP Solution & Delivery – Global Managed Services

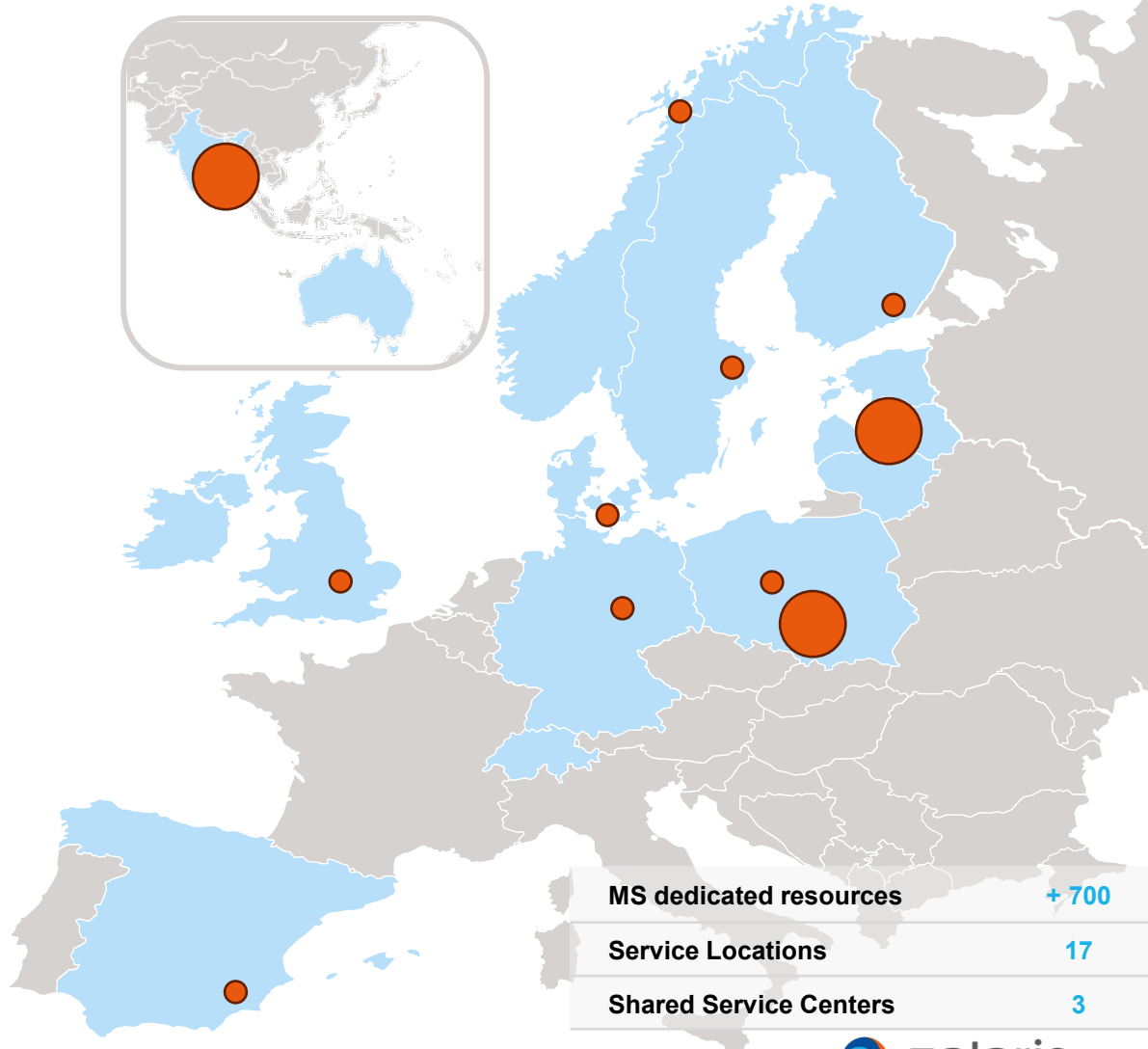
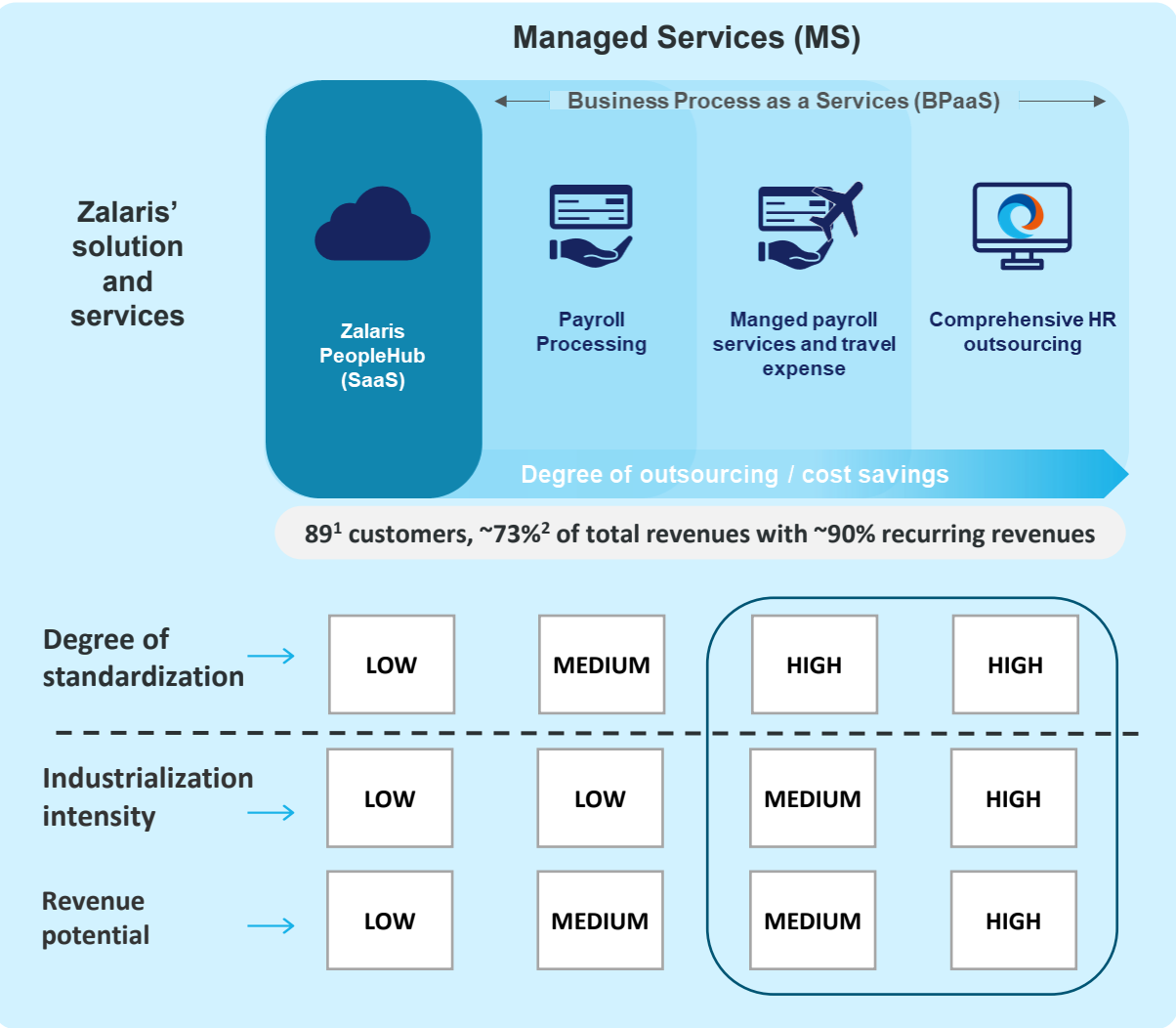


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# Global operating model with strong local competence enables scalability and profitability





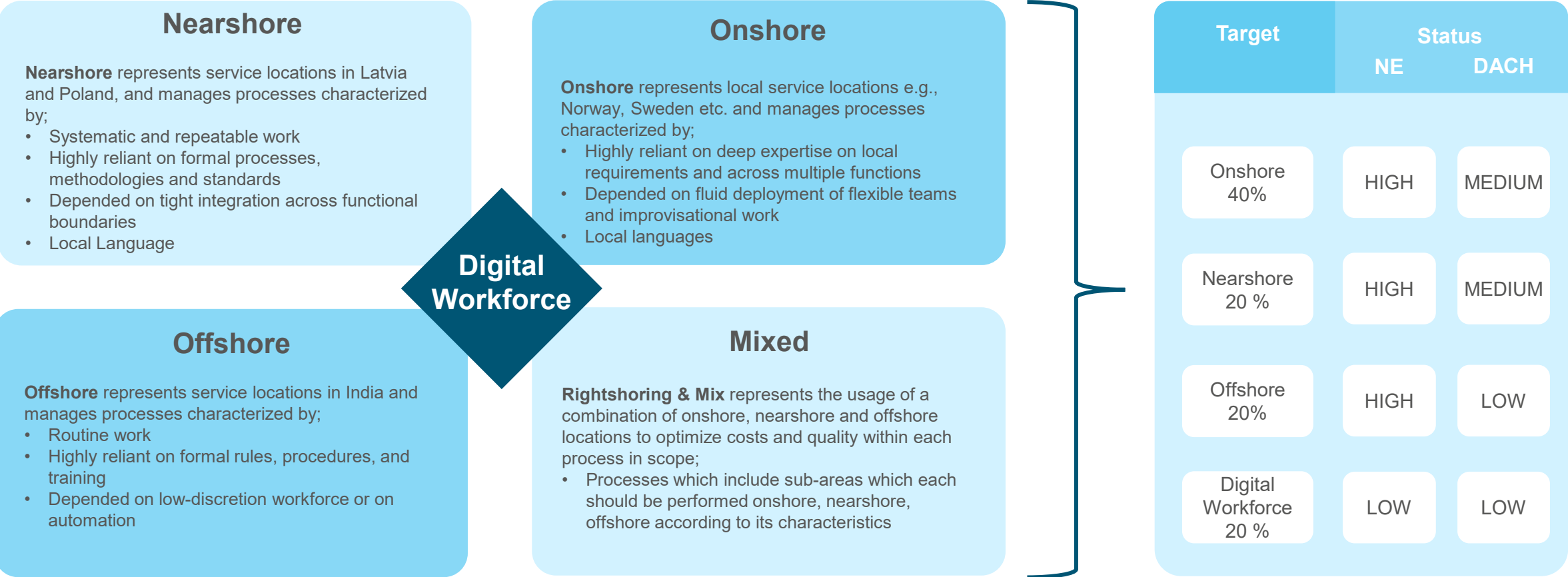
# Key focus for Managed Services is to bring DACH/Germany to the same level as the Northern Europe the next 12 months

Areas driving Cost Efficiency	Status			Cost improvement
	NE Current	DACH Current	Target 12 months	
Process Standardization	HIGH	MEDIUM	HIGH	<ul style="list-style-type: none"> <li>Consistent &amp; Predictable Outcomes</li> <li>Reduce Non-compliance/deviations</li> <li>Enable increase mix of rightshoring and automation</li> </ul>
Synergies & Structure	HIGH	MEDIUM	HIGH	<ul style="list-style-type: none"> <li>Improved Productivity through Shared Services</li> <li>Better Capacity &amp; Demand Management</li> </ul>
Rightshoring	HIGH	MEDIUM	HIGH	<ul style="list-style-type: none"> <li>Lower Cost of Operations</li> <li>Proven Approach to Onshore/Nearshore/Offshore</li> </ul>
Platform & Technology	HIGH	MEDIUM	HIGH	<ul style="list-style-type: none"> <li>Supporting fully digital processes</li> <li>Increased Automation</li> <li>Enforce Standardized processes</li> <li>User Experience and self-service</li> </ul>
Governance	MEDIUM	MEDIUM	HIGH	<ul style="list-style-type: none"> <li>Clear role and responsibility</li> <li>Improved customer follow up and control</li> <li>Innovation and business value creation</li> </ul>
Digitalization and Automation	MEDIUM	MEDIUM	HIGH	<ul style="list-style-type: none"> <li>Structured data input</li> <li>Improved Quality</li> <li>Elimination of Manual processes</li> <li>Further productivity</li> </ul>



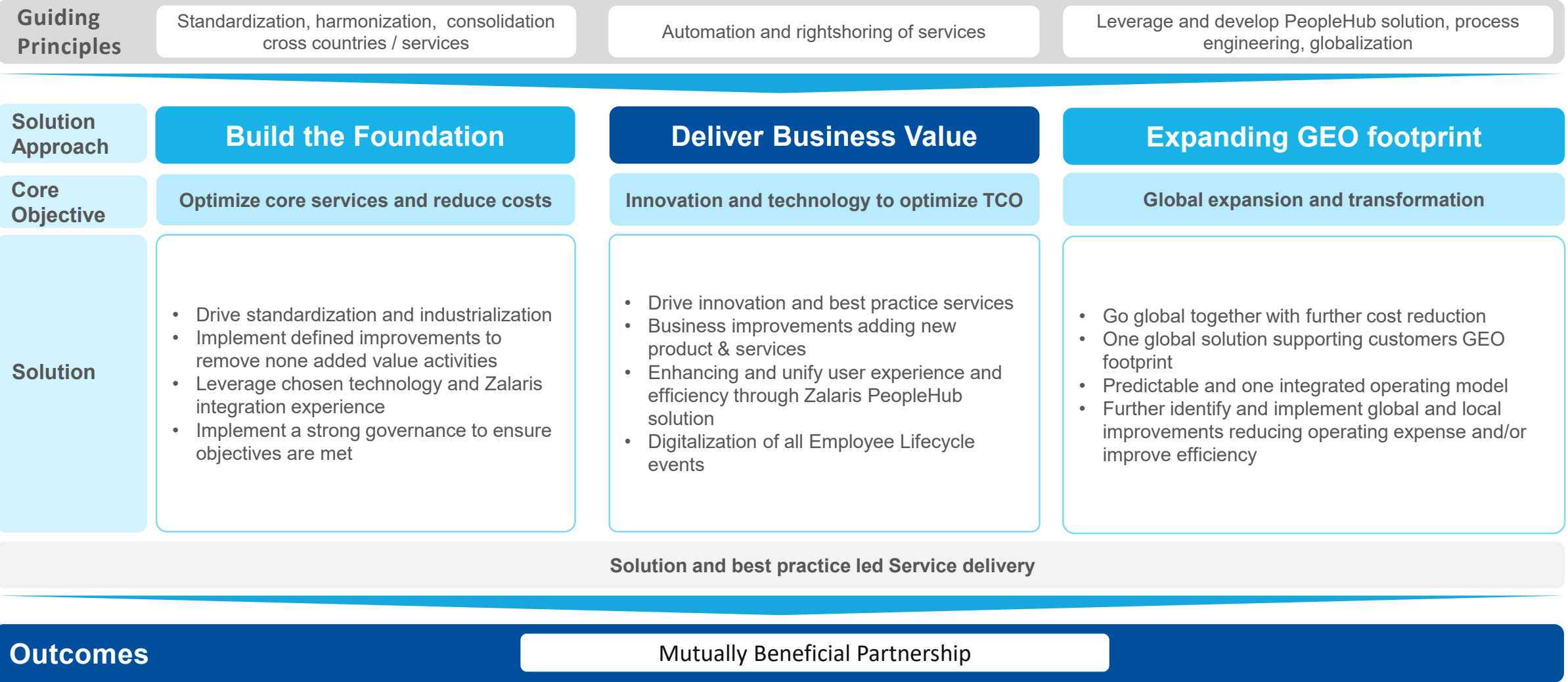
# Rightshoring and Digitalization

maximize value creation without compromising quality





# Delivering business value and growing partnership with our customers





# Consulting business

**Hans-Petter Mellerud**  
CEO and Founder



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# Professional Services: An SAP Focused Powerhouse

## Professional services (PS)

Consulting services including delivery of traditional consulting projects as well as outsourcing and cloud implementation projects



**Implementation /  
transformation  
projects**



**SAP advisory and  
consulting**



**Application  
management  
services (AMS) &  
Subscription Services**

**Degree of reoccurring revenues**

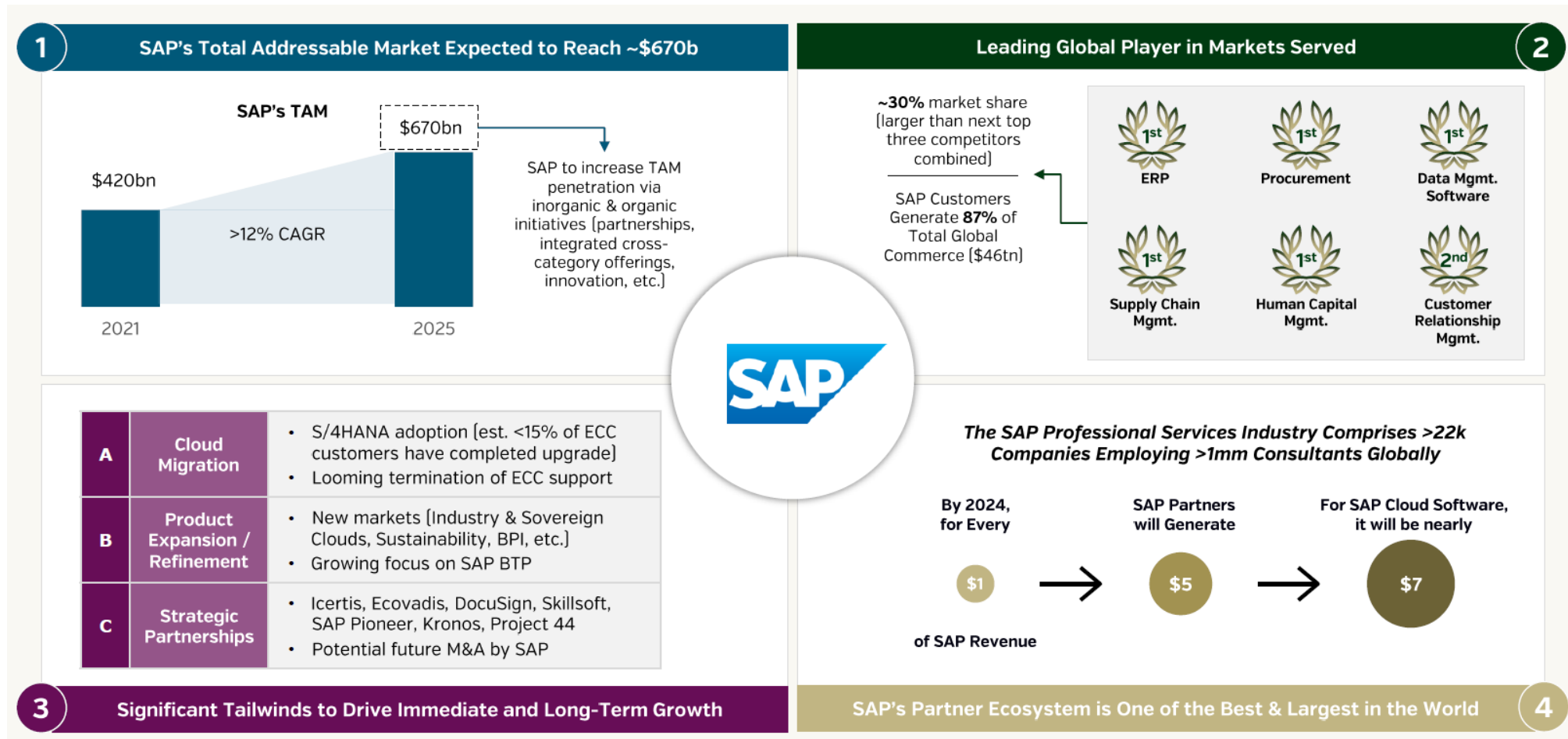
**46<sup>1</sup> customers, ~27%<sup>2</sup> of total revenue with ~50% recurring revenues**

1) 46 customers paying Zalaris >1MNOK with a long-tail of 189 smaller customers

2) Based on LTM June '23 revenues



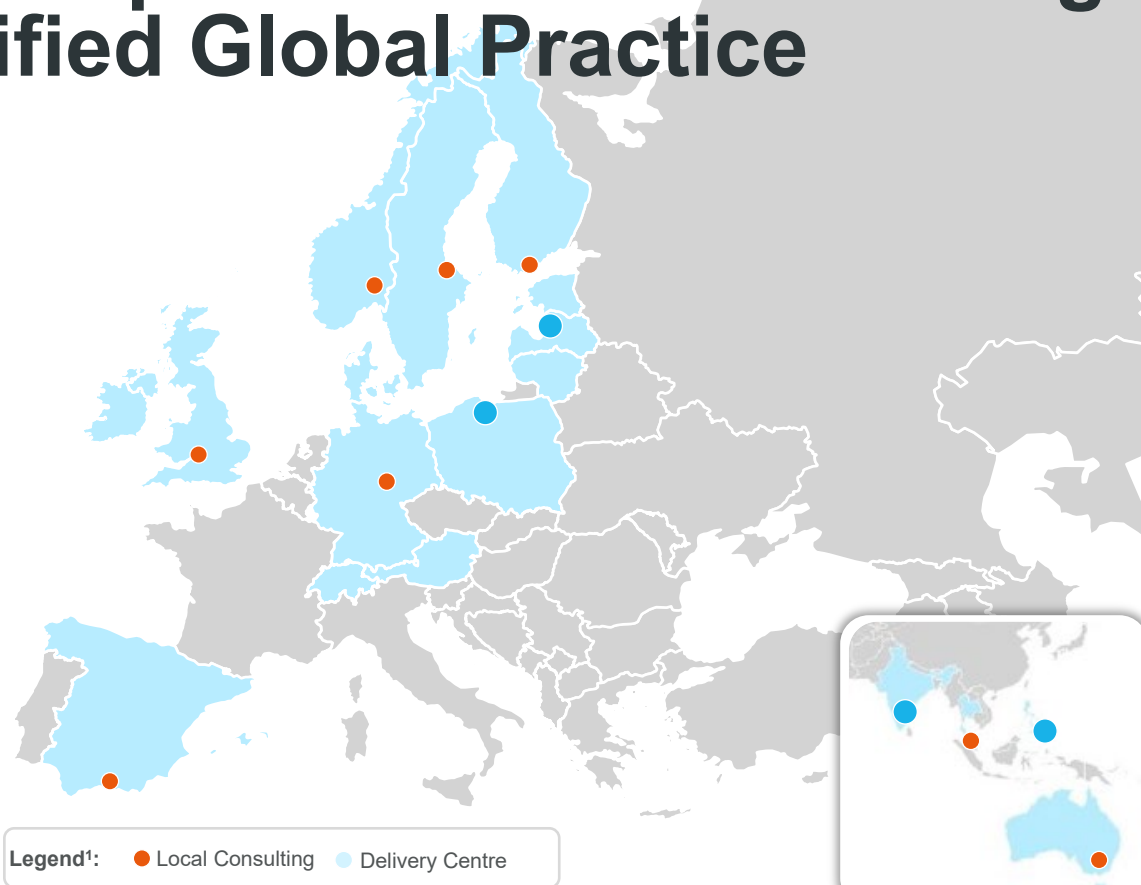
# SAP operates in a large and expanding market that offers many possibilities for growth and has a strong leadership in its key areas of expertise.



Source: Equitec research, SAP, Gartner, IDC MarketScape



# Zalaris Professional Services – in the process of transforming to a Unified Global Practice



EXTERNAL REVENUE (EUR) 2022<sup>1</sup>  
**21.31 Million**

1) YTD AUG 2023: 17.1M

© zalaris 2023

TRANSFORMATION PROJECTS- and  
PeopleHub APPLICATION  
MAINTENANCE consumed approx.:

**45% of capacity**



**295+**

FTEs

Of which 66% employees and  
34% external consultants

With 130+ certifications



**12**

Present in 12 Countries with  
Global Delivery Capability



**235+**

Clients



**Strong Partnership**

SAP Gold Partner

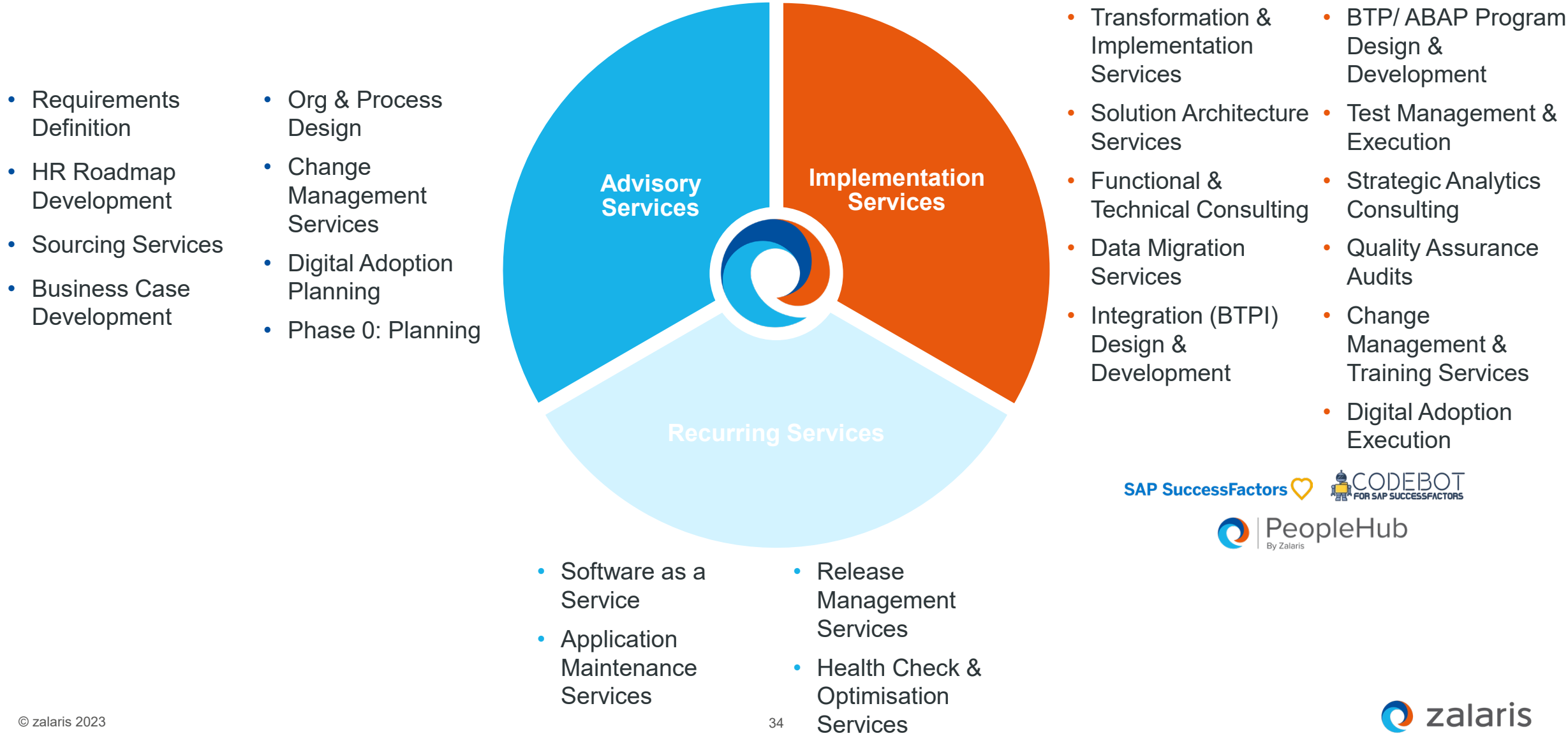


**SAP Expert Level**

Human Capital Management



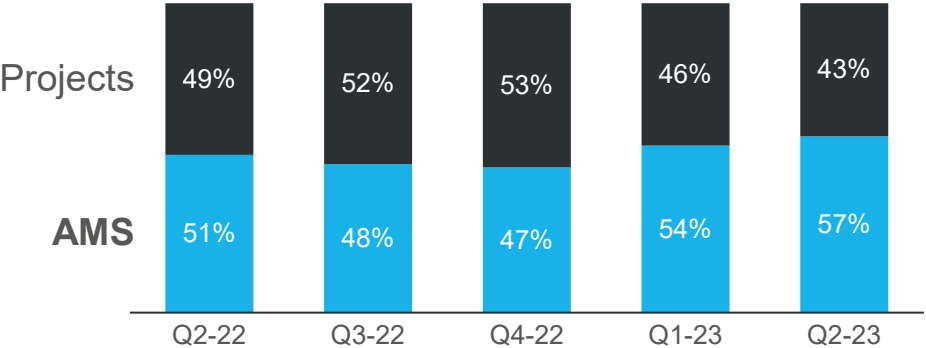
# Our 360° Service Offering give End-to-End Coverage





# Majority of Professional Services revenue is recurring and supports a continuous presence with customers

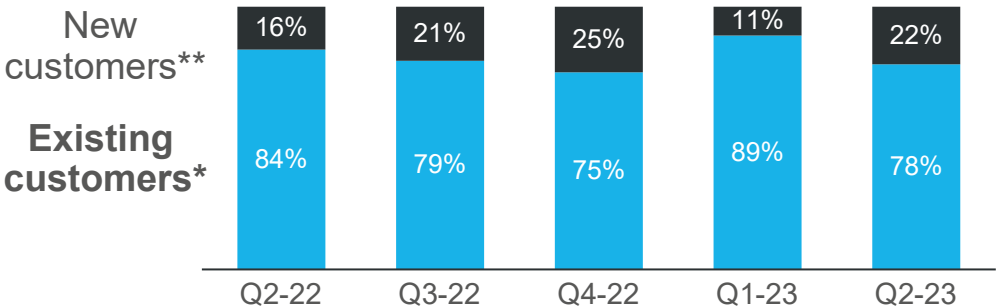
Distribution of Projects vs long term AMS based revenue



✓ ~57 % of Professional Services revenue is recurring, or recurring like, and based on long term agreements and relationships

✓ ~78 % of Professional Services revenue is from customers that were customers 12 months prior

Revenue customer split



\* Customers that were invoiced in the same quarter previous year  
\*\* New customers since the end of the same quarter previous year



# A strong Professional Services is integral to Zalaris' strategy

- ✓ Access to a global team of HR Domain & SAP SuccessFactors Experts that secure capacity for Peoplehub projects & advisory
- ✓ Global Delivery capability ensuring high quality and high value approach
- ✓ Develop customer relationships that can be converted to Managed Services long term engagements and/or serve as references
- ✓ Toehold for greenfield geographic expansion creating brand awareness





# Professional Services strategic projects target increased customer satisfaction, growth and improved margins

- ✓ Recruit and build own consultants to reduce dependency on external consultants
- ✓ Leverage install base to generate cross sell opportunities and additional value to customers
- ✓ Use RightShoring to gain access to larger talent pool and reduced cost to serve
- ✓ Continue improving PeopleHub implementation methodology and application maintenance productivity to free up resources that can generate additional customer value



# Turning internal HR to a business opportunity



Simplify work life.  
Achieve more.





# Zalaris HR is structured as a modern centralized organization serving the whole group based on standardization, digitalization, and automatization

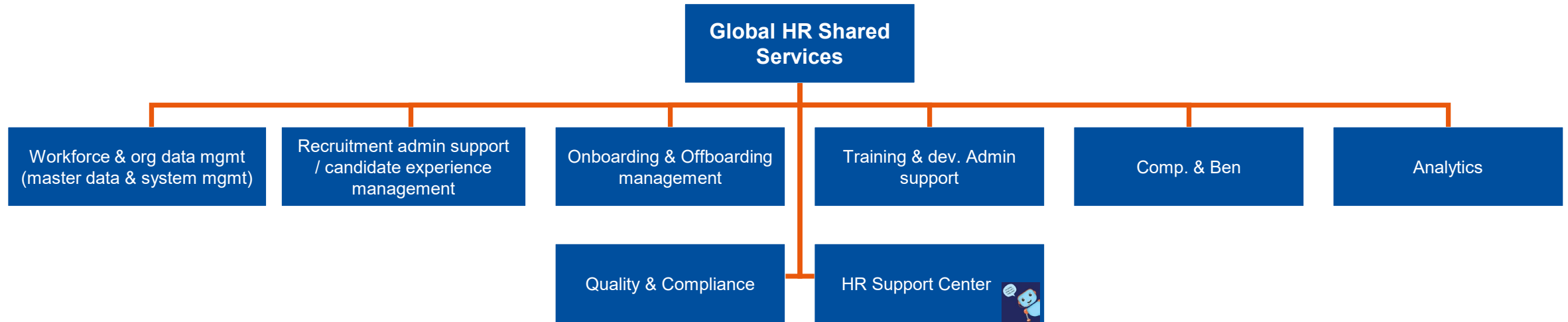


- Onshore
- Offshore
- Combination; Offshore, nearshore and onshore

- ✓ The HR organization consist of 22 employees distributed according to our rightshore concept
- ✓ 50% offshore, 25% nearshore and 25% onshore



# Scalable Global Shared Services

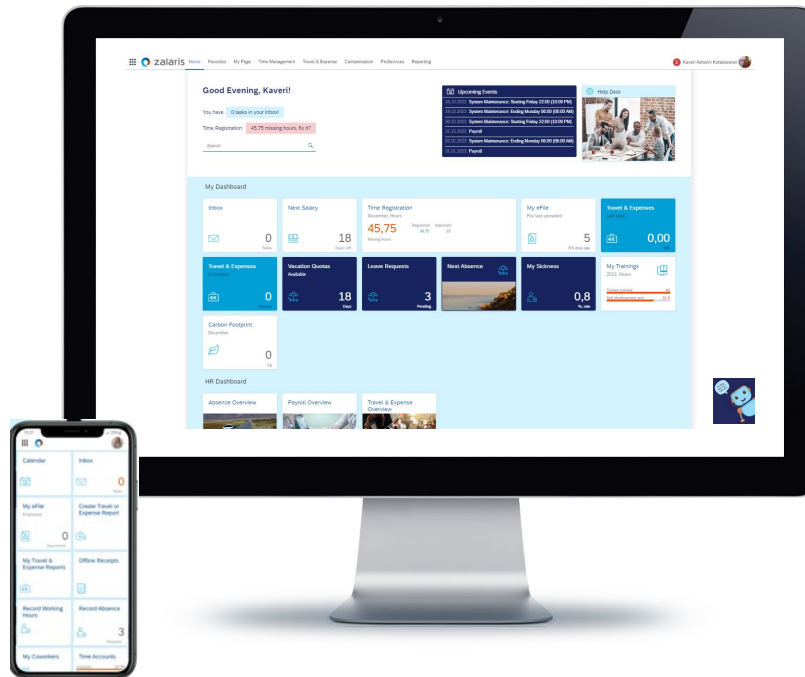




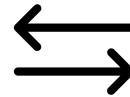
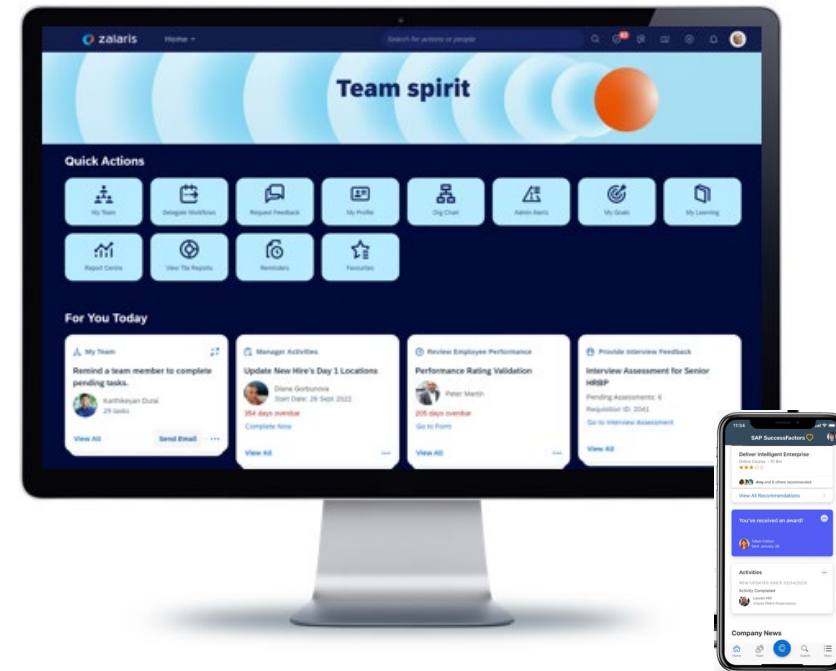
# Fully integrated digital HCM is key for strategic HR

GDRP compliant with focus on **employee experience**

## PeopleHub

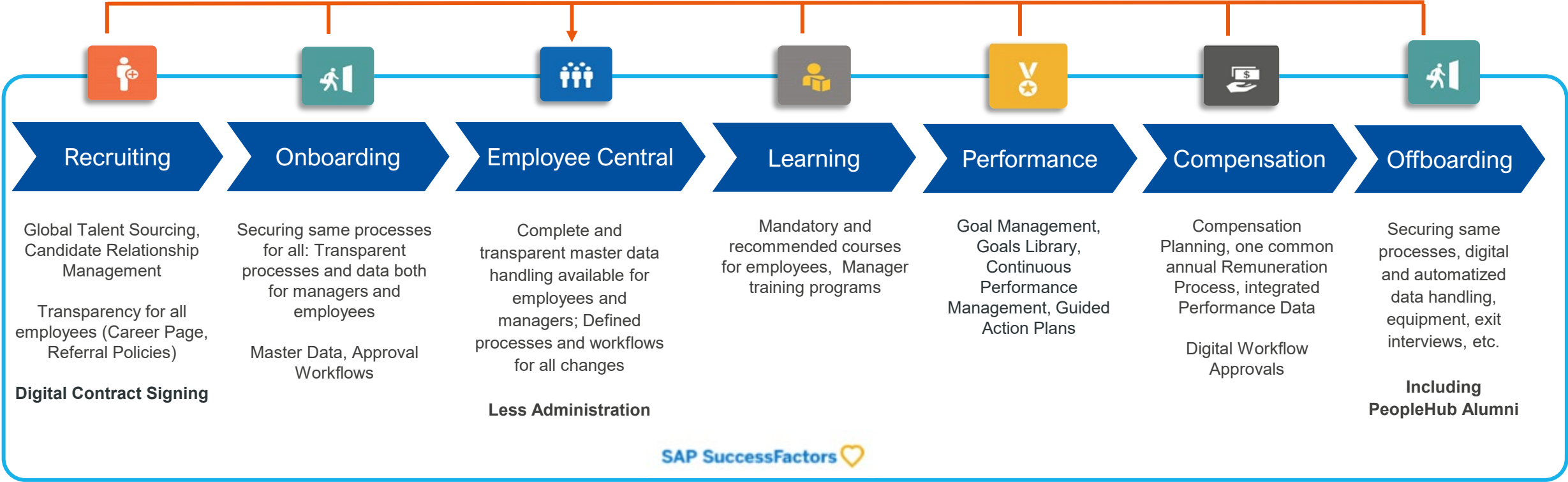


## SuccessFactors





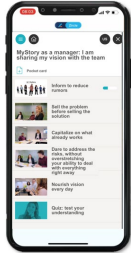
# We deliver the whole employee life cycle fully digitalized based on SAP SuccessFactors fully integrated with PeopleHub



Integrated addons:  
Digital Background checks  
Aon tests

**veremark.**  
**AON**

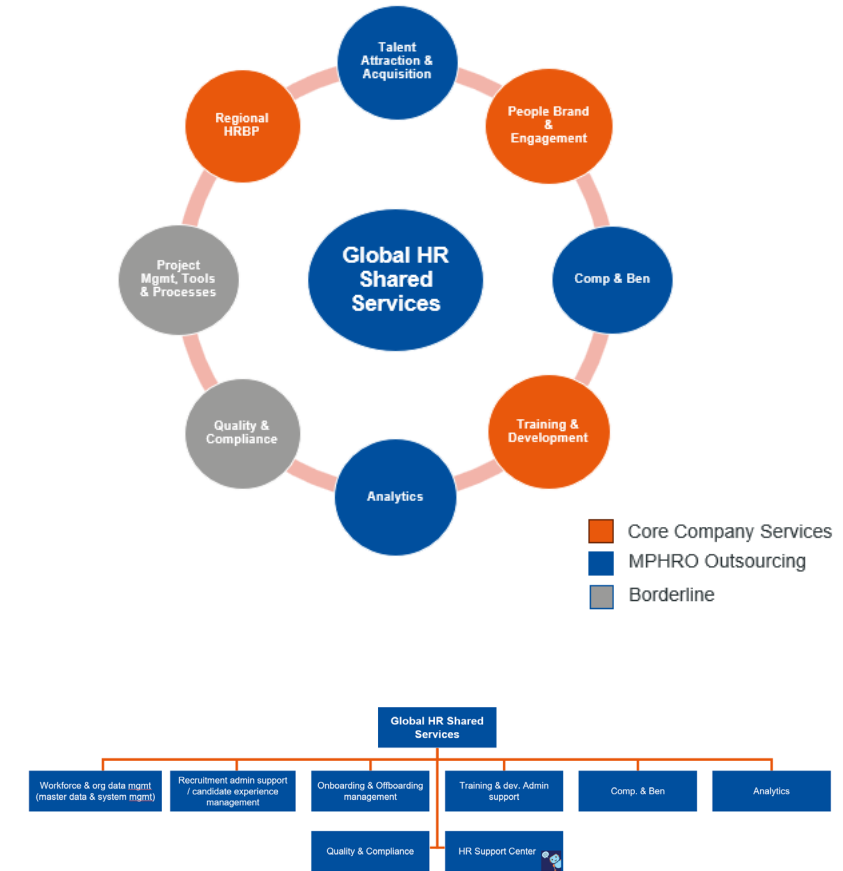
Integrated addons: **TEACH ON MARS**  
Gamified training and social interaction app





# Evaluating going from cost center to profit center launching HR as our next tower of services

- ✓ Using own HR organization to build market tech enabled HR Services offering to customers. Enabling customers to scale into new geographies with limited addition of overhead functions
- ✓ Taking responsibility for all operational HR leaving customers to focus on strategic HR
- ✓ Framework - extended HR Services based on People Hub and SuccessFactors
- ✓ HR services as BPaaS estimated to represent a potential uplift of 120% on our managed payroll revenue, distributed 55% SaaS and 45% services
- ✓ Expected margins as for other services, and rightshore model as for Zalaris HR services today (50% offshore, 25% nearshore and 25% onshore)
- ✓ **First customer in pilot with 700 employees in 14 countries**





# Financial strategy and targets

Gunnar Manum  
CFO



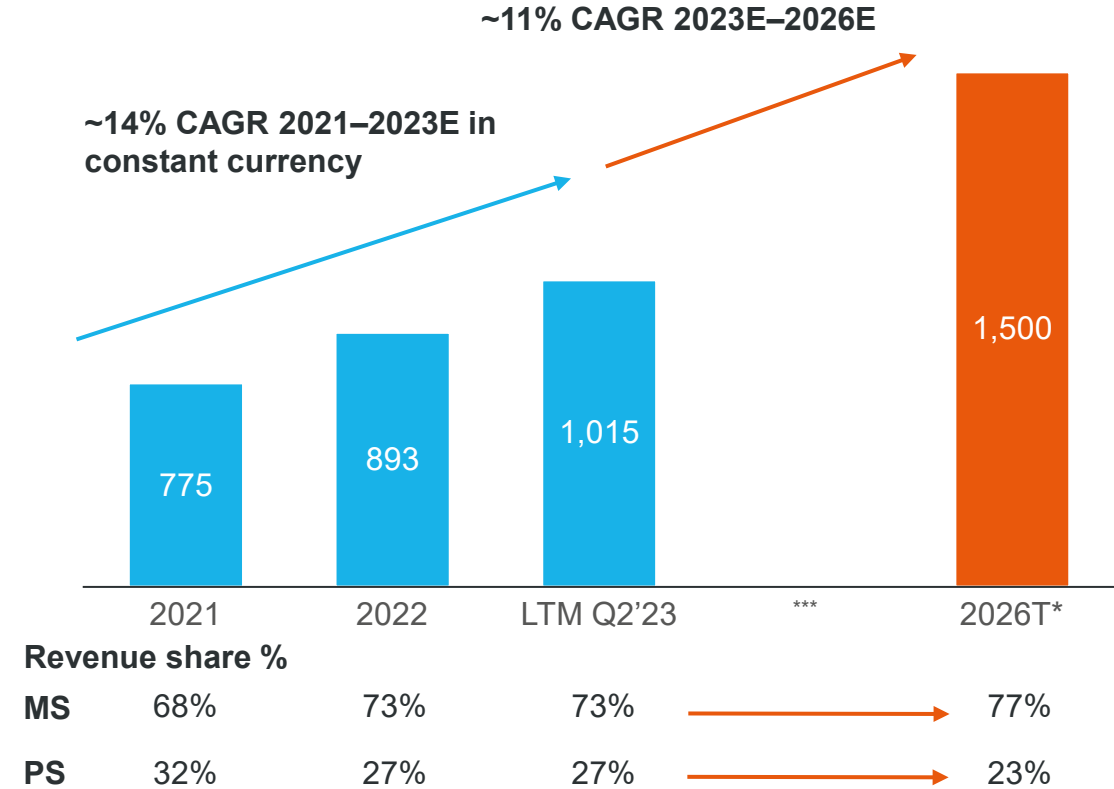
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# Solid revenue growth last 2 years and ambition to grow to NOK 1.5 billion by 2026 (+10% p.a.)

Development in revenue  
NOKm



>10% annual organic revenue growth driven by:

- ✓ Growing HR and payroll market
- ✓ New large multi-country/global long-term contracts
- ✓ Expansion with existing customers – products and geography (i.e. positive net retention)
- ✓ Higher than targeted growth in APAC
- ✓ M&A as a potential upside

Growth target per segment:

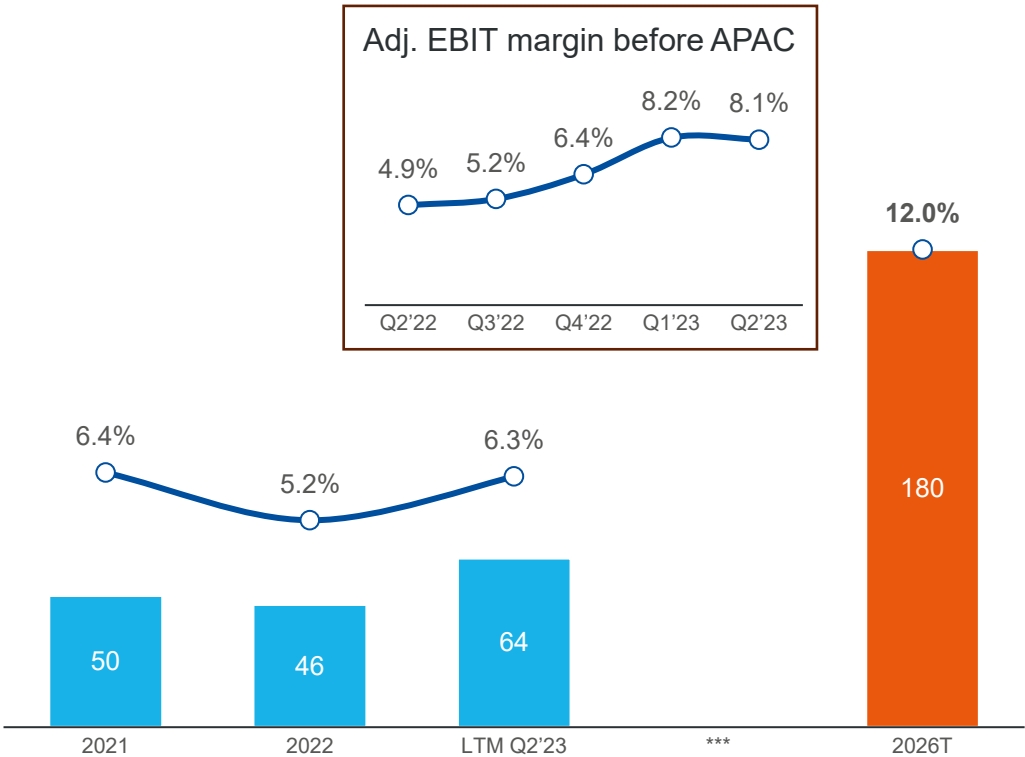
- ✓ Managed Services 15% growth
- ✓ Professional Services 5% growth
- ✓ Growing share of recurring revenue from Managed Services with long-term contracts of 5 – 7 years

\* Based on current EUR/NOK rate



# Closing in on short-term adj. EBIT margin target of 10% and ambition to expand to 12 - 15% by end-2026

Development in adj. EBIT and adj. EBIT margin  
NOKm and %



>10% adj. EBIT margin short-term driven by:

- ✓ Current EBIT improvement program (Zalaris 4.0)
- ✓ Further right-shoring and standardisation to improve profitability in Germany

Region/country EBIT target of 15 – 20%:

- ✓ Most countries in line and increasing
- ✓ Germany significantly behind rest of the group, and major activities ongoing to rectify

12% – 15% adj. EBIT margin by 2026 driven by:

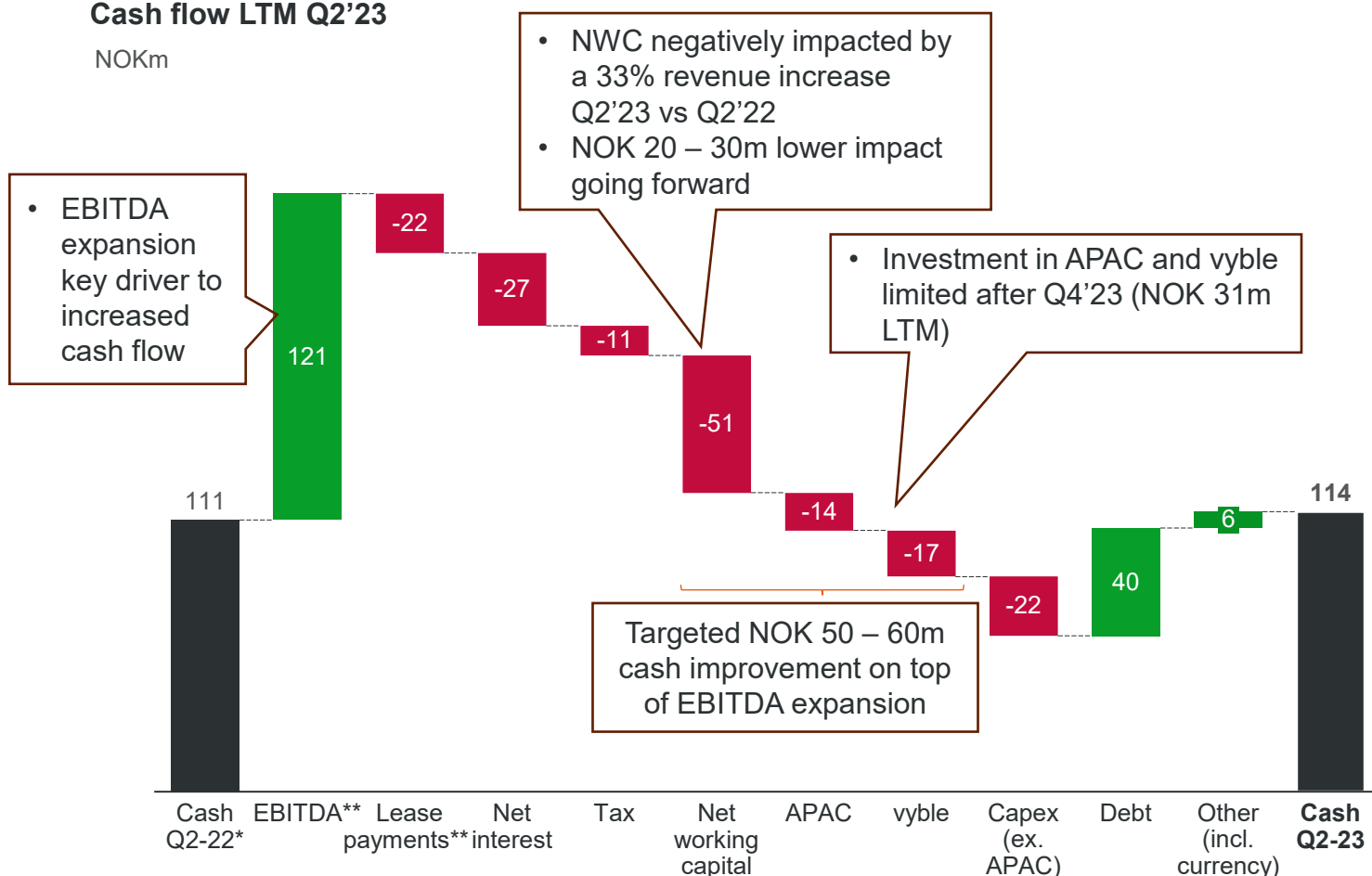
- ✓ Utilising scalability of existing operations – lower marginal unit costs
- ✓ Further right-shoring
- ✓ Automation (AI) and standardisation
- ✓ Increase operational leverage (lower SG&A as a % of revenue)



# Cash flow LTM hampered by investment initiatives and rapid revenue growth

## Cash flow LTM Q2'23

NOKm



\*Adj. for NOK 6.2 in restricted cash reclassified to other LT receivables

\*\* Adj. for employee option costs and customer project revenue recognised (non-cash items) and before EBITDA in APAC

\*\*\* Relates mainly to rental costs for office premises

## Cash flow improvements

- ✓ EBITDA expansion
- ✓ Reinvestment in organic growth
  - Geographical expansion through partners and when justified through contracts won
  - Growth will increase NWC (mainly trade receivables), however at a lower level
- ✓ Customer projects cash positive
  - Limit funding of customer projects (implementation projects should be net cash positive)
- ✓ CAPEX (System development)
  - Limit to NOK 15– 20m annually (average 2021 – 2022: NOK 20m)
- ✓ Net debt reduction
  - Through increased earnings and cash conversion



# Increased focus on growing operating cash flow conversion and prudent capital allocation

- ✓ Targeted long-term operating cash flow conversion\* of 70%
- ✓ Achieved mainly through:
  - ✓ Working capital improvements
  - ✓ Transformation projects for new customers to be minimum cash neutral

Target EBIT  
2026  
~NOK 180m  
(12%)

Target EBITDA  
2026  
~NOK 275m  
(18%)

Target  
Op. Cash Flow  
2026  
~NOK 190m  
(~70% conversion)

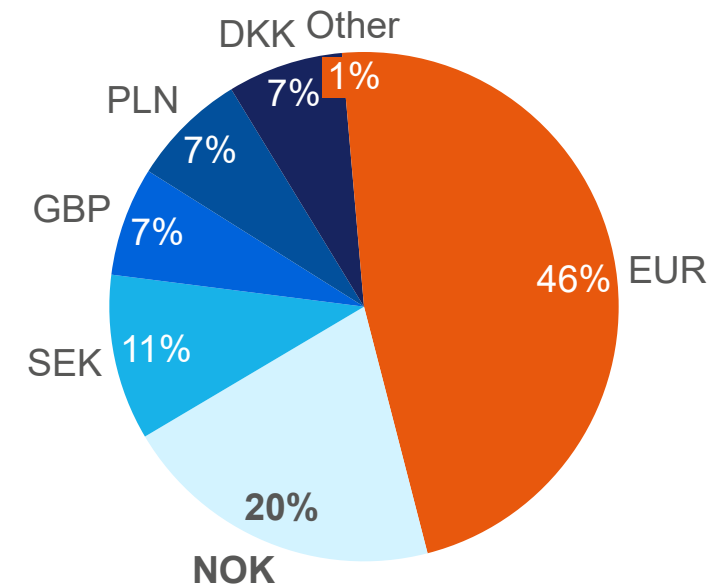
\*Operating cash flow conversion is calculated as cash from operating activities before interest over EBITDA



# Bond financing secured to 2028 with potential for early redemption - conversion to bank financing is target

- ✓ Issued 5-year EUR 40 million bond loan in March 2023
  - ✓ Early redemption possible from Sep.25
  - ✓ Target to reduce leverage (NIBD/EBITDA) to <2.5 to improve re-financing options (e.g bank lending) and lending costs
- ✓ Loan in EUR used as a hedge against investments in Germany and other European countries
  - ✓ Loans originally used to acquire entities in Germany and UK
  - ✓ Approximately 80% of revenue from non-Norwegian entities, and an increasing share of the group's total revenue and net profit is being generated in currencies other than NOK
  - ✓ A weaker NOK vs. EUR has resulted in significant unrealised currency losses, but a corresponding increase in the value of foreign subsidiaries

~Revenue by currency YTD Q2'23





# Summary of long-term financial targets (to 2026)

- ✓ **Revenue: >10% organic growth (Managed Services >15%, Professional Services >5%)**
  - ✓ Fuelled by large multi-country contracts and expansion with existing customers
- ✓ **Profitability: 12% - 15% adj. EBIT margin**
  - ✓ Utilising right shoring, automation (AI) and increase operational leverage
- ✓ **Cash conversion: >70% of adj. EBITDA**
  - ✓ Focus on reducing WC as a % of revenue and customer projects to be minimum cash neutral
- ✓ **ROCE: >15%**
  - ✓ Focus on non-organic growth initiatives
- ✓ **Leverage: NIBD/adj. EBITDA\*\* <2.5**
  - ✓ Gradual reduction in leverage to ensure lending flexibility and lower costs
- ✓ **Dividend: Deliver on existing dividend policy**
  - ✓ ~50% net profit before tax

\*According to definition in bond agreement



# Key take-aways

**Hans-Petter Mellerud**  
CEO and Founder



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# The three main points that we conveyed today

- 1) **Zalaris PeopleHub is increasingly in favour by mid-market and large customers** seeking to digitalize their Payroll & HR processes resulting in 33% reported growth in Q2. We are now a **100 MEUR annualized revenue company** and expect to **continue delivering above our 10% growth target over the next 36 months.**
- 1) **Zalaris PeopleHub is a scalable solution** supporting our Zalaris 4.0 industrialized approach to HR & Payroll. We are **on track delivering on our 10% EBIT target** and are **now aiming higher and will be targeting 12-15% EBIT over the next 36 months.**
- 3) **Focus on capital allocation** in combination with increased profitability will drive **free cash flow toward our target level of >70% of EBITDA.**



# Q&A



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