# **bts** Strategy made personal

# BTS GROUP AB (PUBL) Interim report January 1–September 30, 2017

# Vision

The global leader in turning strategy into action.



# Healthy growth and sharp earnings improvement

# January 1 – September 30, 2017

- Net sales amounted to MSEK 874.4 (771.3). Adjusted for changes in foreign exchange rates, growth was 11 percent.
- Profit before tax increased by 27 percent to MSEK 86.6 (68.2).
- Profit after tax increased by 26 percent to MSEK 57.7 (45.8).
- Earnings per share before dilution increased by 26 percent to SEK 3.09 (2.46).

# Third quarter 2017

- Net sales amounted to MSEK 268.8 (265.3). Adjusted for changes in foreign exchange rates, growth was 5 percent.
- Profit before tax increased by 11 percent to MSEK 30.0 (26.9).
- Profit after tax increased by 10 percent to MSEK 20.1 (18.2).
- Earnings per share before dilution increased by 10 percent to SEK 1.08 (0.98).



#### NET SALES AND PROFIT BEFORE TAX Rolling 12 months

BTS is a global professional services firm headquartered in Stockholm, Sweden, with more than 500 professionals in 35 offices located on six continents. We focus on the people side of strategy, working with leaders at all levels to help them make better decisions, convert those decisions to actions and deliver results. At our core, we believe people learn best by doing. For 30 years, we've been designing fun, powerful experiences™ that have a profound and lasting impact on people and their careers. We inspire new ways of thinking, build critical capabilities and unleash business success. It's strategy made personal.

We serve a wide range of client needs, including: Assessment centers for talent selection and development, Strategy alignment and execution, Business acumen, Leadership and sales training programs, and On-the-job business simulations and application tools.

We partner with nearly 450 organizations, including over 30 of the world's 100 largest global corporations. Our major clients are some of the most respected names in business: AT&T, Chevron, Coca-Cola, Ericsson, Google, GSK, HP, HSBC, Salesforce.com, and Unilever.

BTS is a public company listed on the Nasdaq Stockholm exchange and trades under the symbol BTS B. For more information, please visit www.bts.com.

Q3

# **CEO COMMENTS**

# Record-breaking profit and two acquisitions with great opportunities

We have had our best first nine months ever, with recordbreaking revenues and profit. Revenue increased by 11 percent and profit by 27 percent.

The positive trend was created by our investments in organic growth – in digital solutions, product development, marketing and organization – and in acquisitions, and by our efforts to increase margins.

During the third quarter, we also achieved recordbreaking profit, but the improvement is not at the same high tempo as under the first and second quarters. This is primarily due to changes in the foreign exchange rates, being positive during the first half of the year, instead being negative during the third quarter, and to the fact that the third quarter last year was relatively stronger.

After the end of the quarter, we made two very important acquisitions, which involved two important steps: establishing ourselves in a large new market and securing the opportunity to offer our customers a supplementary service with great potential.

Over the last fiscal year, Coach in a Box earned MGBP 9 with an operating margin of 15 percent. The company is a global leader in coaching, and has grown by over 25 percent per year over the last five years. It has an approach that is virtual, affordable, scalable, and research-based. Our combined services make us a stronger partner for our customers and provide many opportunities for growth.

Over the last financial year, MTAC in Cologne generated sales of MEUR 5. The organization has a lot of experience and talent, and a great track record of serving large demanding German and international businesses, resulting in long and deep customer relationships. It gives BTS

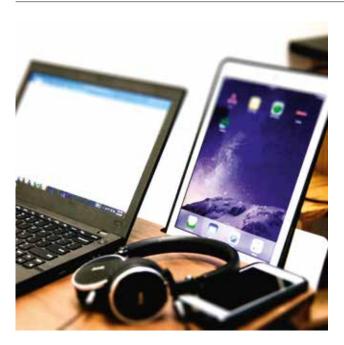


a base in German-speaking countries, which makes it Europe's by far largest market. It also allows us to serve our global clients better, and it creates significant growth potential.

In short, our development during 2017 and the two strategic acquisitions puts us in position for a very positive performance in 2018 and the years to follow.

Stockholm, November 21, 2017

Henrik Ekelund President and CEO of BTS Group AB (publ)



# **OPERATIONS**

## Sales

BTS's net sales for the nine-month period totaled MSEK 874.4 (771.3). Adjusted for changes in foreign exchange rates, growth was 11 percent.

Growth varied between the units: BTS Other Markets 23 percent, BTS North America 9 percent, APG 5 percent and BTS Europe 2 percent (growth measured in local currency).

# Earnings

Operating profit (EBITA) for the nine-month period increased by 27 percent to MSEK 92.1 (72.4). Operating profit for the nine-month period was charged with MSEK 5.1 (3.6) for amortization of intangible assets attributable to acquisitions. Operating profit (EBIT) for the ninemonth period increased by 27 percent to MSEK 87.0 (68.8). Operating margin (EBITA margin) was 11 percent (9). Operating margin (EBIT margin) was 10 percent (9).

Consolidated profit before tax for the nine-month period increased by 27 percent to MSEK 86.6 (68.2).

Earnings were positively affected by improved profit in BTS North America, BTS Other markets and APG, while weaker earnings in BTS Europe had a negative effect.

# Third quarter

BTS's third-quarter net sales amounted to MSEK 268.8 (265.3). Adjusted for changes in foreign exchange rates, growth was 5 percent.

Operating profit (EBITA) increased by 10 percent in the third quarter to MSEK 31.6 (28.6). Operating profit for the third quarter was charged with MSEK 1.6 (1.5) for amortization of intangible assets attributable to acquisitions. Operating profit (EBIT) increased by 11 percent to MSEK 29.9 (27.1).

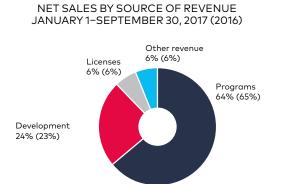
Operating margin (EBITA margin) was 12 percent (11). Operating margin (EBIT margin) was 11 percent (10).

Profit before tax for the third quarter increased by 11 percent to MSEK 30.0 (26.9).

Earnings were positively affected by improved profit in BTS North America and BTS Other markets, while weaker earnings in BTS Europe had a negative effect.

### Market development

The market for BTS's services was stable and unchanged during the nine-month period.

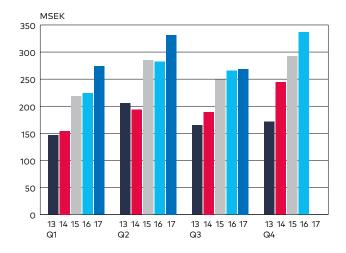


The recognition of net sales by type of income was further developed as of the first quarter of 2017.

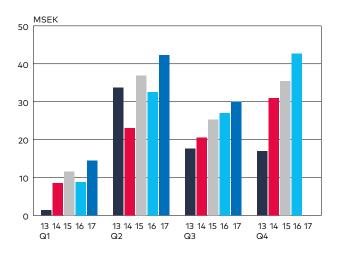
A new term, "program", has replaced the former term "seminars" to better reflect the terms used in the market.

Until 2016, the revenue type "licenses" comprised licensing revenue that is included in the delivery of "software." As of the start of 2017 and in future, "licenses" only includes such licensing revenue that is not included in the delivery of "software." The aim is to streamline revenue types for enhanced transparency.

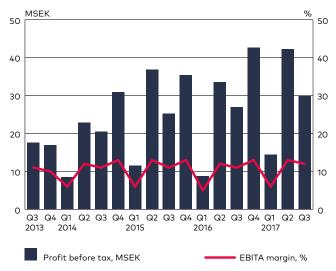
# REVENUE BY QUARTER



PROFIT BEFORE TAX BY QUARTER



# PROFIT BEFORE TAX AND OPERATING MARGIN (EBITA) BY QUARTER



# **OPERATING UNITS**

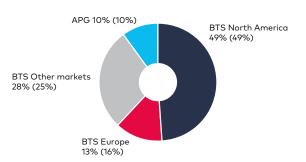
**BTS North America** consists of BTS's operations in North America excluding APG.

**BTS Europe** consists of operations in Belgium, Finland, France, Germany, the Netherlands, Sweden and the UK.

**BTS Other markets** consists of operations in Australia, Brazil, China, Dubai, India, Italy, Japan, Mexico, Singapore, South Africa, South Korea, Spain, Taiwan and Thailand.

**APG** consists of operations in Advantage Performance Group in North America.

### NET SALES PER OPERATING UNIT JANUARY 1-SEPTEMBER 30, 2017 (2016)



# NET SALES PER OPERATING UNIT

MSEK	July–Sep 2017	July–Sep 2016	Jan-Sep 2017	Jan-Sep 2016	Oct–Sep 2016/17	Jan-Dec 2016
BTS North America	132.1	121.6	426.6	380.9	580.4	534.7
BTS Europe	36.9	40.7	118.0	120.0	189.6	191.6
BTS Other markets	76.3	75.3	243.3	189.9	324.1	270.7
APG	23.4	27.7	86.4	80.6	116.6	110.7
Total	268.8	265.3	874.4	771.3	1,210.7	1,107.6

#### OPERATING PROFIT BEFORE AMORTIZATION OF INTANGIBLE ASSETS (EBITA) PER OPERATING UNIT

MSEK	July–Sep 2017	July–Sep 2016	Jan-Sep 2017	Jan-Sep 2016	Oct–Sep 2016/17	Jan-Dec 2016
BTS North America	19.7	15.1	58.1	41.5	75.5	58.9
BTS Europe	0.1	1.8	0.9	8.5	17.4	25.0
BTS Other markets	11.5	11.4	31.1	22.4	41.5	32.9
APG	0.3	0.3	2.1	0.0	2.8	0.7
Total	31,6	28,6	92,1	72,4	137,2	117,5

### **BTS North America**

Net sales for BTS's operations in North America amounted to MSEK 426.6 (380.9) for the nine-month period. Adjusted for changes in foreign exchange rates, revenue grew by 9 percent. Operating profit (EBITA) amounted to MSEK 58.1 (41.5) for the nine-month period. Operating margin (EBITA margin) was 14 percent (11).

Net sales amounted to MSEK 132.1 (121.6) in the third quarter. Adjusted for changes in foreign exchange rates, revenue grew by 14 percent. Operating profit (EBITA) amounted to MSEK 19.7 (15.1) in the third quarter. Operating margin (EBITA margin) was 15 percent (12).

BTS North America reported a positive trend during the third quarter, with growth in revenue and profit.

# **BTS Europe**

Net sales for BTS Europe amounted to MSEK 118.0 (120.0) for the nine-month period. Adjusted for changes in foreign exchange rates, revenue grew by 2 percent. Operating profit (EBITA) amounted to MSEK 0.9 (8.5) for the nine-month period. Operating margin (EBITA margin) was 1 percent (7).

Net sales amounted to MSEK 36.9 (40.7) in the third quarter. Adjusted for changes in foreign exchange rates, revenue declined by 6 percent. Operating profit (EBITA) amounted to MSEK 0.1 (1.8) in the third quarter. Operating margin (EBITA margin) was 0 percent (5).

Decreased profits in BTS Europe in 2017 compared with the preceding year were caused by a greater number of postponed projects than normal, and by a change in the revenue mix, with a higher share of customizations.

## **BTS Other markets**

Net sales for BTS Other markets amounted to MSEK 243.3 (189.9) for the nine-month period. Adjusted for changes in foreign exchange rates, revenue grew by 23 percent. Operating profit (EBITA) amounted to MSEK 31.1 (22.4) for the nine-month period. Operating margin (EBITA margin) was 13 percent (12). Net sales amounted to MSEK 76.3 (75.3) in the third quarter. Adjusted for changes in foreign exchange rates, revenue grew by 3 percent. Operating profit (EBITA) amounted to MSEK 11.5 (11.4) in the third quarter. Operating margin (EBITA margin) was 15 percent (15).

In total, development of BTS Other markets has been positive for the nine-month period. During the third quarter growth was temporarily lower.

# APG

Net sales for the nine-month period totaled MSEK 86.4 (80.6). Adjusted for changes in foreign exchange rates, revenue grew by 5 percent. Operating profit (EBITA) amounted to MSEK 2.1 (0.0) for the nine-month period. Operating margin (EBITA margin) was 2 percent (0).

Net sales amounted to MSEK 23.4 (27.7) in the third quarter. Adjusted for changes in foreign exchange rates, revenue declined by 11 percent. Operating profit (EBITA) amounted to MSEK 0.3 (0.3) in the third quarter. Operating margin (EBITA margin) was 1 percent (1).

After four strong quarters, APG reported negative growth for the third quarter, but maintains the same level of earnings as the previous year.

# **Financial position**

BTS's cash flow from operating activities during the ninemonth period amounted to MSEK 55.7 (44.5).

Available cash and cash equivalents amounted to MSEK 117.6 (126.5) at the end of the period. The company's interestbearing loans attributable to previously implemented acquisitions amounted to MSEK 34.4 (24.4) at the end of the period. BTS's equity ratio was 61 percent (63) at the end of the period.

The company had no outstanding conversion loans at the balance sheet date.

# Employees

At September 30, the number of employees at BTS was 540 (527).

The average number of employees for the nine-month period was 535 (490). Most of the increase in personnel was due to an acquisition in Italy in July 2016. Apart from the acquisition in Italy, a net 17 individuals were recruited during the nine-month period, the vast majority in BTS Other markets.

# Parent Company

The Parent Company's net sales amounted to MSEK 1.9 (1.7) and profit after net financial items amounted to MSEK 42.1 (38.9). Cash and cash equivalents amounted to MSEK 0.2 (0.4).

# Outlook for 2017

Profit before tax is expected to be significantly better than the previous year.

# Events after the end of the period

# BTS acquires Coach in a Box to further strengthen its customer offering

In October 2017, BTS signed an agreement on the acquisition of Coach in a Box Holdings Ltd. Details regarding the acquisition were communicated in a press release on October 23, 2017.



# **BTS'S OFFICES ON DIFFERENT CONTINENTS**

# BTS acquires MTAC to build a base on the German-speaking market in Europe

In November 2017, BTS signed an agreement on the acquisition of MTAC GmbH. Details regarding the acquisition were communicated in a press release on November 6, 2017.

# **Risks and uncertainties**

The Group's material risks and uncertainties include market and business risks, operational risks and financial risks. Business and market risks may relate to greater customer exposure for specific sectors and companies as well as sensitivity to market conditions. Operational risks include dependence on individuals, skills supply and intellectual property as well as BTS meeting the high quality demands of its clients. Financial risks mainly relate to foreign exchange and credit risks.

The management of risks and uncertainties is described in the 2016 Annual Report. BTS is considered to have a good spread of risks across companies and sectors and operational risks are handled in a structured manner through well-established processes. Day-to-day exposure to currency fluctuations is limited since revenue and costs are mainly in the same currency in each market, and credit risk is limited since BTS only accepts creditworthy counterparties. No new material risks or uncertainties are deemed to have arisen during 2017.

# Critical accounting estimates and assumptions

In order to prepare the financial statements in conformity with IFRS, Corporate Management is required to make estimates and assumptions that affect the application of accounting principles and the recognized amounts of assets, liabilities, revenue and costs. Estimates and assumptions are based on historical experience and a number of other factors that are regarded as reasonable under prevailing conditions. Actual outcomes can deviate from these estimates and assumptions. Estimates and assumptions are reviewed regularly.

# Accounting principles

This interim report has been prepared in accordance with IAS 34 Interim Financial Reporting. The consolidated financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) as endorsed by the EU, RFR 1 Supplementary Accounting Rules for Groups, and the Swedish Annual Accounts Act. The parent company's statements have been prepared in accordance with RFR 2 Accounting for Legal Entities and the Annual Accounts Act. No new or revised IFRSs that took effect in 2017 impacted the Group. The accounting policies and basis of calculation were unchanged compared with the 2016 Annual Report. Significant accounting policies and valuation principles are found on pages 64–67 of the 2016 Annual Report.

IFRS 15, Revenue from Contracts with Customers, takes effect on January 1, 2018. BTS will apply IFRS 15 from January 1, 2018 and in 2018 will restate the financial statements for 2017 in accordance with IFRS 15. BTS has commenced a review of the effects that the transition to IFRS 15 will have on the financial statements. No quantitative assessments or calculations had been completed as at September 30, 2017. The fair value of financial assets and liabilities is considered to correspond to the carrying amount.

# **Nomination Committee**

As previously announced, a Nomination Committee has been appointed. In consultation with Chairman of the Board Reinhold Geijer, BTS's three largest shareholders have appointed the following individuals to serve on the Nomination Committee:

- Anders Dahl, appointed by Henrik Ekelund
- Erik Durhan, appointed by Nordea Fonder
- Reinhold Geijer, Chairman of the Board of BTS Group AB
- Stefan af Petersens, own holding.

Anders Dahl has been appointed Chairman of the Nomination Committee.

The task of the Committee is to put forward proposals prior to the 2018 Annual General Meeting for Chairman of the annual meeting, the Board, the Chairman of the Board, and auditors, and proposals for Board member fees and fees to the company's auditors.

Shareholders in BTS Group AB are welcome to submit proposals to the Chairman of the Nomination Committee at the following address: Nomination Committee, BTS Group AB, Grevgatan 34, SE-114 53 Stockholm.

The proposed composition of the Board of the Directors will be announced in the notice convening the next Annual General Meeting.

# Financial calendar

Year-end report 2017February 20, 2018Interim report January-March 2018May 16, 2018Interim report April-June 2018August 21, 2018

Stockholm, November 21, 2017

Henrik Ekelund CEO

This report has not been reviewed by BTS's auditor.

# Contact information

Henrik Ekelund	CEO	Tel: +46 8 587 070 00
Stefan Brown	CFO	Tel: +46 8 587 070 62
Michael Wallin	Head of Investor	Tel: +46 8 587 070 02
	Relations	Mobile: +46 70 878 80 19

For further information, visit our website www.bts.com

BTS Group AB (publ) Grevgatan 34 SE-114 53 Stockholm SWEDEN

Tel. +46 8 587 070 00 Fax. +46 8 587 070 01 Company registration number: 556566-7119

# GROUP INCOME STATEMENT, SUMMARY

KSEK	July–Sep 2017	July–Sep 2016	Jan-Sep 2017	Jan-Sep 2016	Oct–Sep 2016/17	Jan-Dec 2016
Net sales	268,793	265,251	874,365	771,290	1,210,720	1,107,644
Operating expenses	-234,910	-234,682	-774,805	-693,165	-1,063,761	-982,121
Depreciation of property, plant, and equipment	-2,318	-1,981	-7,454	-5,747	-9,723	-8,016
Amortization of intangible assets	-1,623	-1,500	-5,065	-3,628	-7,246	-5,808
Operating profit	29,943	27,089	87,041	68,751	129,989	111,699
Net financial items	-172	-188	-603	-543	-852	-792
Associated company, profit after tax	191	-	191	_	191	
Profit before tax	29,962	26,901	86,630	68,207	129,329	110,907
Taxes	-9,834	-8,669	-28,932	-22,393	-43,627	-37,088
Profit for the period	20,128	18,232	57,698	45,815	85,702	73,818
attributable to the shareholders of the parent company	20,128	18,232	57,698	45,815	85,702	73,818
Earnings per share, before dilution						
of shares, SEK	1.08	0.98	3.09	2.46	4.60	3.96
Number of shares at end of the period	18,646,370	18,646,370	18,646,370	18,646,370	18,646,370	18,646,370
Average number of shares before dilution	18,646,370	18,646,370	18,646,370	18,646,370	18,646,370	18,646,370
Earnings per share, after dilution of shares, SEK	1.07	0.98	3.06	2.46	4.54	3.96
Average number of shares after dilution	18,856 961	18,646,370	18,856 961	18,646,370	18,856 961	18,646,370
Dividend per share, SEK						2.50

# GROUP STATEMENT OF COMPREHENSIVE INCOME

КЅЕК	July–Sep 2017	July–Sep 2016	Jan-Sep 2017	Jan-Sep 2016	Oct–Sep 2016/17	Jan-Dec 2016
Profit for the period	20,128	18,232	57,698	45,815	85,702	73,818
Items that will not be reclassified to profit or loss	-	-	_	-	_	
	-	-	-	-	-	-
Items that may be reclassified to profit or loss						
Translation differences in equity	-21,059	7,182	-50,606	12,639	-34,714	28,531
Other comprehensive income for the period, net of tax	-21,059	7,182	-50,606	12,639	-34,714	28,531
Total comprehensive income for the period	-932	25,414	7,092	58,453	50,988	102,349
attributable to the shareholders of the parent company	-932	25,414	7,092	58,453	50,988	102,349

# **GROUP BALANCE SHEET, SUMMARY**

KSEK	30 Sep 2017	30 Sep 2016	31 Dec 2016
Assets			
Goodwill	247,543	263,340	272,488
Other intangible assets	33,580	39,729	41,448
Financial assets	29,059	20,768	22,009
Financial assets	8,684	12,291	10,168
Total non-current assets	318,867	336,128	346,112
Trade receivables	254,378	210,174	361,021
Other current assets	143,541	121,513	101,092
Cash and cash equivalents	117,647	126,548	135,433
Total current assets	515,567	458,236	597,547
TOTALASSETS	834,434	794,364	943,659
Equity and liabilities			
Equity	507,343	498,714	543,094
Non-current liabilities	40,268	58,313	50,731
Current liabilities	286,823	237,336	349,834
Total liabilities	327,091	295,650	400,565
TOTAL EQUITY AND LIABILITIES	834,434	794,364	943,659

# GROUP CASH FLOW STATEMENT, SUMMARY

KSEK	Jan-Sep 2017	Jan-Sep 2016	Jan-Dec 2016
Cash flow before changes in working capital	66,713	57 097	99,888
Cash flow from changes in working capital	-11,045	-12,646	-52,404
Cash flow from operating activities	55,668	44,451	47,485
Cash flow from investing activities $^1$	-25,294	-27,004	-26,470
Cash flow from financing activities <sup>2</sup>	-37,496	-36,680	-36,498
Cash flow for the period	-7,123	-19,232	-15,482
Cash and cash equivalents, opening balance	135,433	139,547	139,547
Translation differences in cash and cash equivalents	-10,663	6,234	11,369
Cash and cash equivalents, closing balance	117,647	126,548	135,433

<sup>1</sup> The consideration paid in acquisitions is MSEK 9.6 (16.5); the remainder relates to acquisitions of non-current assets. <sup>2</sup> The dividend to shareholders was MSEK 46.6 (43.8); the remainder relates to changes in loans.

# GROUP CHANGES IN CONSOLIDATED EQUITY

КЅЕК	Total equity 30 Sep 2017	Total equity 30 Sep 2016	Total equity 31 Dec 2016
Opening balance	543,094	483,255	483,255
Dividend to shareholders	-46,616	-43,819	-43,819
Other	3,773	825	1,309
Total comprehensive income for the period	7,092	58,453	102,349
Closing balance	507,344	498,714	543,094

# **GROUP CONSOLIDATED KEY RATIOS**

KSEK	July–Sep 2017	July–Sep 2016	Jan-Sep 2017	Jan-Sep 2016	Oct-Sep 2016/17	Jan-Dec 2016
Net sales, KSEK	268,793	265,251	874,365	771,290	1,210,720	1,107,644
EBITA (Profit before interest, tax and amortization), KSEK	31,565	28,589	92,107	72,378	137,236	117,507
EBIT (Operating profit), KSEK	29,943	27,089	87,041	68,751	129,989	111,699
EBITA margin (Profit before interest, tax and amortization margin), %	12	11	11	9	11	11
EBIT margin (Operating margin ), %	11	10	10	9	11	10
Profit margin, %	7	7	7	6	7	7
Operating capital, KSEK					424,092	432,937
Return on equity, %					16	14
Return on operating capital, %					30	28
Equity ratio, at end of the period, %	61	63	61	63	61	58
Cash flow, KSEK	15,154	54,564	-7,123	-19,232	-3,373	-15,482
Cash and cash equivalents, at end of the period, KSEK	117,647	126,548	117,647	126,548	117,647	135,433
Average number of employees	537	525	535	490	508	498
Number of employees at end of the period	540	527	540	527	540	523
Revenues for the year per employee, KSEK					2,384	2,224

# PARENT COMPANY'S INCOME STATEMENT, SUMMARY

KSEK	July–Sep 2017	July–Sep 2016	Jan-Sep 2017	Jan-Sep 2016	Oct-Sep 2016/17	Jan-Dec 2016
Net sales	435	326	1,895	1,740	2,230	2,075
Operating expenses	-666	-150	-1,935	-1,438	-2,405	-1,909
Operating profit	-231	176	-40	302	-175	166
Net financial items	-30	15,052	42,103	38,637	45,851	42,384
Profit before tax	-260	15,228	42,063	38,938	45,675	42,550
Taxes	0	0	0	0	-747	-747
Profit for the period	-260	15,228	42,063	38,938	44,929	41,803

# PARENT COMPANY'S BALANCE SHEET, SUMMARY

KSEK	30 Sep 2017	30 Sep 2016	31 Dec 2016
Assets			
Financial assets	123,015	113,535	113,457
Other current assets	16,103	17,144	21,245
Cash and cash equivalents	233	383	182
Total assets	139,351	131,061	134,884
Equity and liabilities			
Equity	104,565	106,253	109,118
Liabilities	34,785	24,807	25,766
Total equity and liabilities	139,351	131,061	134,884

# DEFINITIONS

# Earnings per share

Earnings attributable to the parent company's shareholders divided by number of shares.

# EBITA margin (Profit before interest, tax and amortization margin)

Operating profit before interest, tax and amortization as a percentage of net sales.

# EBIT margin (Operating margin)

Operating profit after depreciation as a percentage of net sales.

# Profit margin

Profit for the period as a percentage of net sales.

# Operating capital

Total balance sheet reduced by liquid funds and other interest-bearing assets and reduced by non-interest bearing liabilities.

# Return on equity

Profit after tax as a percentage of average equity.

# Return on operating capital

Operating profit as a percentage of average operating capital.

# Equity ratio

Equity as a percentage of total balance sheet.

# The global leader in turning strategy into action

BTS focuses on the people side of strategy, working with leaders at all levels to help them make better decisions, convert those decisions to actions and deliver results. At our core, we believe people learn best by doing. For 30 years, we've been designing fun, powerful experiences<sup>™</sup> that have a profound and lasting impact on people and their careers. We inspire new ways of thinking, build critical capabilities and unleash business success. It's strategy made personal.

# Vision

The global leader in turning strategy into action.

# Purpose

We inspire and equip people to do the best work of their lives, creating better businesses and a better planet.

# Value proposition

We make strategy personal and drive great execution. Our unforgettable experiences create levels of alignment, mindset, and capability that deliver better results, faster.

# **Financial goals**

BTS's financial goals over time are to reach:

- A revenue growth, adjusted for changes in exchange rates, of 20 percent, primarily organic.
- An EBITA margin of 15 percent.
- An equity ratio that does not fall below 50 percent over extended periods.

#### **BTS EUROPE**

**BTS AMSTERDAM** Rieker business park John M. Keynesplein 13 1066 EP Amsterdam The Netherlands Tel. + 31 (0)20 615 15 14 Fax. +31 (0)20 388 00 65

**BTS BRUSSELS** Rue d'Arenberg 44 1000 Brussels Belgium Tel. +32 (0) 2 27 415 10

**BTS HELSINKI** Pohjoinen Makasiinikatu 6 A 00130 Helsinki Finland Tel. +358 50 524 5874

**BTS LONDON** 1 Queen Caroline Street London W6 9YN UK Tel. +44 20 7368 4180

**BTS MUNICH** Theresienhoehe 28 80339 Munich Germany Tel. +49 89 244 40 7036

**BTS PARIS** 57, rue de Seine 75006 Paris France Tel. +33 140 15 07 43

**BTS STOCKHOLM Head office** Grevgatan 34 114 53 Stockholm Sweden Tel. +46 8 58 70 70 00 Fax, +46 8 58 70 70 01

#### ADVANTAGE

PERFORMANCE GROUP 100 Smith Ranch Road, Suite 306 San Rafael, CA 94903 USA Tel. +1 800 494 6646 Fax. +1 415 925 9512

#### **BTS NORTH AMERICA**

**BTS AUSTIN** Frost Bank Building 401 Congress Avenue Suite 2740 Austin, Texas 78701 USA Tel. +1 512 474 1416 Fax. +1 512 474 1433

**BTS BROOKLYN** 280 1st Street Brooklyn, NY 11215 USA Tel. +1718 832 2118 Fax. +1718 832 2899

**BTS CHICAGO** 200 South Wacker Drive Suite 925 Chicago, IL 60606 USA Tel. +1 312 509 4750 Fax. +1 312 509 4781

**BTS LOS ANGELES** P.O. Box 10366 Marina del Rey, CA 90295 USA Tel. +1 424 202 6952

**BTS NEW YORK** 60 E. 42nd Street, Suite 2434 New York, NY, 10165 USA Tel. +1646 378 3730 Fax. +1<u>646 378 3731</u>

#### **BTS PHILADELPHIA**

101 West Elm St Suite 310 Conshohocken, PA 19428 USA Tel. (toll free) +1 800 445 7084 Tel. +1 484 391 2900 Fax. +1 415 362 4270

**BTS PHOENIX** 4742 N. 24th St., Suite 120 Phoenix, AZ 85016 USA Tel. +1480 948 2777

Fax. +1480 948 2928

**BTS SAN FRANCISCO** 222 Kearny Street, Ste 1000 San Francisco, CA 94108 USA Tel. +1 415 362 4200 Fax. +1 415 449 6119

**BTS STAMFORD** 300 First Stamford Place Stamford, CT 06902 USA Tel. +1 203 316 2740 Fax. +1 203 316 2750

#### BTS OTHER MARKETS

BTS BANGALORE Vatika Business Center Divyashree Chambers, 2nd Floor, Wing A O'Shaugnessy Road, Langford Town Bangalore 560025 India Tel. +9180 4291 1111 Ext 116 Fax. +9140 4291 1222

BTS BANGKOK 128/27 Phyathai Plaza Building (4th Floor) Phyathai Rd. Kwaeng Thung Phyathai Khet Ratchathewi Bangkok 10400 Thailand Tel. +66 2 216 5974

**BTS BILBAO** c/o Simon Bolivar 27-1, Office No. 4 Bilbao 48013 Spain Tel. +34 94 423 5594 Fax. +34 94 423 689

### **BTS DUBAI**

10th Floor, Swiss Tower Jumeirah Lakes Towers Dubai, United Arab Emirates Tel. +9714 279 8341 Fax. +9714 279 8399

#### **BTS JOHANNESBURG**

267 West Avenue, 1st Floor Centurion 0046, Gauteng South Africa Tel. +27 12 663 6909 Fax. +27 12 663 6887

#### **BTS MADRID**

Calle José Abascal 55, piso 3°Dcha 28003 Madrid Spain Tel. +34 91 417 5327 Fax. +34 91555 2433

#### **BTS MELBOURNE**

198 Harbour Esplanade, Suite 404 Docklands VIC 3008 Australia Tel. +613 9670 9850 Fax. +613 9670 9569

#### BTS MEXICO CITY

Edificio Torre Moliere Calle Moliere 13 – PH Col Chapultepec Polanco C.P. 11560 México, D.F. Tel. +52 (55) 52 81 69 72 Fax. +52 (55) 52 81 69 72

#### **BTS MILAN**

Viale Fulvio Testi 223 20162 Milan, Italy Tel. +39 02 6611 6364 Fax +39 02 642 6058

# Strategy made personal

We create powerful experiences that help leaders build the future of their business



www.bts.com

#### **BTS DESIGN INNOVATION**

Viale Abruzzi, 13 20131 Milan, Italy Tel. +39 02 6901 5719 Fax. +39 02 6078 1483

# **BTS MUMBAI**

1404 and 1405A, 14th Floor, DLH Park, Opposite MTNL Staff quarters, S.V. Road, Goregaon (West), Mumbai - 400062 Maharashtra, India Tel. +91 22 6196 6800

#### **BTS SAO PAULO**

Rua Geraldo Flausino Gomes, 85, 4° andar Brooklin Novo 04575-060 Sao Paulo-SP Brazil Tel. +55 11 5505 2070 Fax. +55 11 5505 2016

#### **BTS SEOUL**

1st Floor Wonseo Building 13, Changdeokgung 1-gil Jongo-gu, Seoul South Korea 03058 Tel. +82 2 539 7676 Fax. +82 2 2233 4451

#### **BTS SHANGHAI**

1376 West Nanjing Road Suite 531, East Office Tower Shanghai Centre Shanghai 200040 China Tel. +86 21 6289 8688

#### **BTS SINGAPORE**

1 Finlayson Green #07-02 Singapore 049246 Tel. +65 6221 2870 Fax. +65 6224 2427

#### **BTS SYDNEY**

Level 6 10 Barrack St Sydney NSW 2000 Austrolien Tel. +61 02 8243 0900 Fax. +61 02 9299 6629

# **BTS TAIPEI**

7 F., No. 307, Dun-Hua, North Road Taipei 105 Taiwan Tel. +886 2 8712 3665

#### **BTS TOKYO**

Kojimachi Brighton Bldg 2F 6-4-17 Kojimachi Chiyoda-ku, Tokyo 102-0083, Japan Tel. +81 03 6272 9973 Fax. +81 03 6672 9974