



Strategy made personal

# BTS Group AB (publ)

Q4 and Year-End Report

Stockholm, February 12, 2016

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President and CEO

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# Our Vision



The global  
leader in turning  
strategy into  
**action.**

# Our 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**.

# Market drivers

- High demand for strategy alignment solutions, especially from industries undergoing rapid change such as telecom, data and software
- Demand for global delivery of leadership training, e.g. within pharmaceutical, accounting and software industries. BTS is one of the few global players.
- Trend moving from competence to focus on behavior, where BTS has a strong offer based on its own point-of view of what defines great leadership

# Q4 2015 summary

## Improved competitive edge

- Market conditions stable overall
- Stronger, more complete offer and larger share of deals won
- Acquisition of the Synergy Group, a leading Australian provider of sales transformation solutions, assessment, development services, and consulting services
- Record year in revenue and profit

Q4  
2015

|                     | <u>Oct – Dec 2015</u> | <u>Oct – Dec 2014</u> | <u>Change.</u> |
|---------------------|-----------------------|-----------------------|----------------|
| Total Revenue, MSEK | 292.4                 | 244.2                 | +10%*          |
| EBITA               | 36.7                  | 31.8                  | +16%           |
| EBIT                | 35.7                  | 30.8                  | +16%           |
| Profit before tax   | 35.4                  | 30.9                  | +15%           |
| Profit after tax    | 23.4                  | 20.7                  | +13%           |
| EPS                 | 1.26                  | 1.11                  | +13%           |
| EBITA margin        | 13%                   | 13%                   |                |
| EBIT margin         | 12%                   | 13%                   |                |

\*FX-adjusted



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## Revenue per Business Unit

|                     | <u>Oct - Dec 2015</u> | <u>Oct - Dec 2014</u> | <u>Change.*</u> | <u>EBITA Margin</u> |
|---------------------|-----------------------|-----------------------|-----------------|---------------------|
| Total Revenue, MSEK | 292.4                 | 244.2                 | +10%            | 13%(13%)            |
| BTS North America   | 138.4                 | 114.3                 | +6%             | 11%(13%)            |
| BTS Europe          | 63.6                  | 49.8                  | +20%            | 20%(19%)            |
| BTS Other Markets   | 64.5                  | 52.1                  | +26%            | 13%(14%)            |
| APG                 | 25.9                  | 28.1                  | -19%            | 3%(1%)              |

\*FX-adjusted

Q4  
2015  
5012



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# Full Year 2015

|                     | <u>Jan – Dec 2015</u> | <u>Jan – Dec 2014</u> | <u>Change.</u> |
|---------------------|-----------------------|-----------------------|----------------|
| Total Revenue, MSEK | 1 043.9               | 781.5                 | +15%*          |
| EBITA               | 113.8                 | 85.0                  | +34%           |
| EBIT                | 109.5                 | 82.4                  | +33%           |
| Profit before tax   | 109.2                 | 82.9                  | +32%           |
| Profit after tax    | 72.6                  | 56.1                  | +29%           |
| EPS                 | 3.89                  | 3.01                  | +29%           |
| EBITA margin        | 11%                   | 11%                   |                |
| EBIT margin         | 10%                   | 11%                   |                |

\*FX-adjusted





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## Revenue per Business Unit

Full Year  
2015

|                     | <u>Jan – Dec 2015</u> | <u>Jan – Dec 2014</u> | <u>Change.*</u> | <u>EBITA Margin</u> |
|---------------------|-----------------------|-----------------------|-----------------|---------------------|
| Total Revenue, MSEK | 1 043.9               | 781.5                 | +15%            | 11%(11%)            |
| BTS North America   | 528.6                 | 362.2                 | +19%            | 11%(12%)            |
| BTS Europe          | 178.9                 | 153.8                 | +8%             | 13%(13%)            |
| BTS Other Markets   | 222.7                 | 168.4                 | +25%            | 12%(12%)            |
| APG                 | 113.7                 | 97.1                  | -5%             | 2%(3%)              |

\*FX-adjusted

# Financial targets and dividend policy

- Growth, adjusted for changes in exchange rates, of 20%, primarily organic
- An EBITA margin of 15%
- An equity ratio that does not fall below 50% over extended periods

## Dividend policy

- The company's goal is to distribute 40-65% of the profit after tax in the long run

# What makes BTS different



**World's Best Simulations**



**Deep Customization**



**Global**



**Business-Centric**



**Practical**



**Impact**

# BTS digital solutions

- Substantial investments and upgrades of digital solutions in 2015
- BTS Pulse™ platform – Highly interactive digital events and on-line learning experiences
- BTS Digital Journey™- A digital journey learning program (pre-during-and post) in an app to secure strong follow-through on commitments and to create expected results
- BTS Pulse and Digital Journey launches planned in Q1 2016
- Continued investments in digital solutions in 2016, supporting revenue improvements

# Outlook 2016

- As announced in Q1 2016, MSEK 79 order from multinational enterprise software company, about 80% recognized in 2016
- Growth rate in North America expected to pick up again after a slowdown in Q4
- Recruitment of new partners and new product launches to improve results within APG
- BTS's competitive market position expected to continue improving
- The result for the full year 2016 is expected to be better than in 2015

# Clients



# Our Global Footprint



# Contact information

Thank you!

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