

A nighttime photograph of a modern city skyline reflected in a body of water. The buildings are illuminated from within, creating a warm glow against the dark blue night sky. The water in the foreground is dark and still, acting as a perfect mirror for the lights and structures above. The overall mood is sophisticated and contemporary.

EVRY

EVRY

Disclaimer

This brief report has been prepared by EVERY AS (the "Company") in order to provide an update to interested parties with respect to certain key developments and figures for second half of 2016 and FY 2016.

The report is provided on a voluntary basis by the Company and is not subject to any statutory reporting requirements. The financial information included in this presentation is unaudited and has not been verified by any auditor or other external party. The Company and its officers, employees, shareholders, affiliates or advisers will accept no liability related to any inaccuracies contained in this presentation, and any party choosing to rely on the information set out herein does so at its own risk.

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A background image showing three business professionals in an office setting. A man in a dark suit is on the left, a woman with dark hair is in the center, and a man in a blue sweater is on the right, looking at a laptop. The scene is brightly lit with natural light from a window.

Content

- Highlights
- Financials
- Key Developments



EVERY – Highlights

EVERY

EVERY @ a glance



- #1 Norway
- #4 Sweden
- #1 Financial Services in the Nordics

Offices in **9** countries

c.8,600 employees

Revenue of NOK *
12.2bn.

Order backlog NOK
22.1bn.

Serving customers in public and private sector

>10,000 customers

BUL

25%

Market share
IT Services in Norway

Leading vertical expertise

Financial services, local government, public sector, healthcare, insurance

Global Delivery
Ukraine – Latvia – India

IN



Note: * Operating revenue 2016
Figures as of YE 2016 (unaudited)

Performance has increased significantly in 2016

In 2016 we have delivered on our promise

REVENUE / GROWTH

FY 2016 (NOK million)

12,246

▼ -5%

12,860 FY 2015

PROFITABILITY*

FY 2016 EBITA* (NOK million)

1,322 (11%**)

▲ +63%***

811 (6%) FY 2015

CASH CONVERSION****

FY 2016 (%)

108%

▲ 10pp

98% FY 2015

... by successfully executing on our strategy



PARTNERS

- Welcomed many new and existing partners to support our customers with the right products and services



ORG: STRUCTURE

- New team in place to focus on commercial and operational excellence
- Streamlined the business and re-energized the entire organization



POSITIONING

- Continue to position EVRY as one of the leading Nordic IT Services and Software players



STRATEGY

- Focused on commercial excellence
- Introduced Digital Services, Cloud and increased focus on Operating Services



EXCELLENCE

- Operational excellence
- Cost structure optimization
- Superior profitability and cash flow generation
- Return to Organic Growth

* EBITA before non-recurring items

** EBITA margin

*** EBITA growth

**** Cash Conversion: (Operating cash flow ex. Financial items and before Capex) / EBITDA

All figures above unaudited

A young woman with long brown hair is sitting at a table, looking at a tablet. She is talking to an older man with white hair who is sitting across from her. The man is holding a pen and looking at the tablet. The background is a bright, modern office with large windows.

EVERY – Financials

EVERY

All Financial KPIs has improved significantly

Financial Highlights for H2 2016

REVENUE / GROWTH

H2 2016 (NOK million)

6,080

▲ +1%

6,023 H2 2015*

PROFITABILITY**

H2 2016 EBITA (NOK million)

747 (12%***)

▲ +53%****

490 (8%) H2 2015

CASH CONVERSION*****

LTM December 2016 (%)

108%

▲ +100pp

98% LTM 2015

UTILIZATION

FY 2016

82%

▲ 8pp

74% FY 2015

CRITICAL INCIDENTS*****

FY 2016

25

▬ 0

25 FY 2015

CUSTOMER SATISFACTION

FY 2016

77

▲ +2

75 FY 2015

BACKLOG

31 December 2016

22bn

▲ +5bn

17bn 2015

* Excluding lost DNB contract
** EBITA before non-recurring items
*** EBITA margin
**** EBITA growth

***** Cash conversion: (Operating cash flow before non-rec. items ex. Financial items and before CAPEX) / EBITDA
***** Critical errors in Operations (Financial Services and EVERY Operations)
All figures above unaudited

EVERY – Key
Developments



Our strategy remains the same



Infrastructure partnership exhibits impressive results for 2016

Principles of partnership

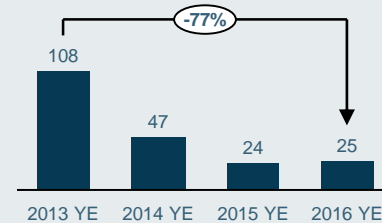
- Market leading service delivery that combines EVRY's local presence with IBM's world leading core infrastructure
- Competitive cost structure
- Access to new technology (leapfrog to Cloud)
 - EVRY's customers will have access to hybrid cloud solutions based on IBM's Softlayer platform (IBM Bluemix). Softlayer is installed in EVRY's datacentre at Fet
 - Access to all hyper-scale public cloud providers through IBM's orchestration solution, Gravitant
- EVRY to continue having all customer-facing activities and retaining customer relations



Partnership performance

- Savings already substantially achieved
- Infrastructure transformation underway
- Critical incidents significantly reduced
- Customer satisfaction improved
- Successful renewal of key customers
- New customer wins

Critical Incidents



EVERY established Cloud Services division in second half of 2016, and the clear ambition is to be the #1 public cloud advisor in the Nordics



Position:	EVERY is one of the largest partners in the Nordics	EVERY is one of the largest partners in Norway	Strategic partnership with IBM, providing the only Nordic data centre based on the Bluemix platform.	Global Channel Partner
Ambition:	EVERY aim to be the first company in the Nordics providing services on Azure Stack	EVERY aim to be #1 partner in the Nordics during 2017	EVERY is the #1 partner in the Nordics, and will continue to develop this position	EVERY aim to be amongst the top two AWS consulting partners in the Nordics during 2017

The Strategic Design Lab is welcomed by our customers

Nordic presence with International network

Strategic Design Lab

We approach customers from three distinct yet interdependent pillars: Inspiration, Co-creation and Education. Building on Business Strategy, Design Thinking and Technology Expertise, this approach maximizes the benefits for our clients

EVERY Location @Stockholm and @Oslo



EVERY Created Digital Advantage and Long-Term Value for Our Customers- selected customer wins in 2016

RECENT CUSTOMER WINS

TELENOR

- September 2016: EVERY selected to deliver IT infrastructure, operations, cloud services and data centre services for Telenor in the Nordic region
- EVERY will deliver a future-oriented Cloud Solution to support Telenor's need for a secure, stable and flexible platform for critical business applications
- Long-term agreement and commitments between the parties



Sparebank1 Gruppen

- In 2016, EVERY Financial Services has experienced significant success in the market for next-generation core banking and payment solutions
- In 2016 EVERY has signed delivery agreements with the SpareBank 1 Alliance. Combined value approx. NOK 4 540 million (EUR 500 m)
- Renewals in progress and growing pipeline in the Nordics for Core Banking Solutions



POSTEN BRING

- October 2016: Norwegian Post signed a long term IT infrastructure agreement with EVERY
- EVERY will provide a future-oriented and flexible IT infrastructure, based on IBM Softlayer technology, combining scalable, cloud-based capacity with secure data storage at EVERY's data center in Norway
- A total of eight suppliers were invited to compete after prequalification





EVRY