

EVERY ASA

Q2 2019 PRESENTATION

CEO PER HOVE
CFO HENRIK SCHIBLER

The logo for EVERY ASA, featuring the word "EVERY" in a white, stylized, handwritten-style font. The letters are slightly slanted and have a casual, energetic feel. The logo is positioned in the bottom right corner of the slide, set against a solid pink background.

Agenda

- Group highlights
- Business update
- Financial highlights
- Concluding remarks
- Q&A

Group highlights Q2 2019



1) ADJUSTED FOR CURRENCY EFFECTS, ACQUISITIONS AND DIVESTMENTS

2) BEFORE OTHER INCOME AND EXPENSES

1	Google
2	Microsoft
3	DNR
4	EVERY
5	Equinor
6	Sopra Steria
7	Forsvaret
8	Bekk
9	Telenor
10	FINN.no
11	IBM
12	Capgemini
13	Kongsberg Gruppen
14	Accenture
15	Aker Solutions
16	Datatilsynet
17	Cisco Systems
18	Bouvet
19	Knowit
20	Visma
21	Skatteetaten
22	ATEA
23	EY (Ernst & Young)
24	Funcom
25	Telia Norge

26	Forsvarets forskningsinstitutt
27	Itera
28	Acando
29	Schibsted Media Group
30	Hydro
31	Making Waves
32	Oracle
33	Computas
34	Sparebank 1
35	Sintef
36	Hewlett Packard Enterprise
37	Gjensidige
38	Nordea
39	Tine
40	Forsvarsmateriell
41	Statnett
42	Capra Consulting
43	Opera Software
44	Oslo Børs VPS
45	Nets
46	DNV GL
47	Storebrand
48	Avanade
49	CGI
50	BearingPoint

Great positions in the recent Universum rankings

- EVERY awarded as one of the most attractive IT consultancy firms to work for amongst Norwegian students!
- EVERY fastest growing employer in the Universum ranking in Sweden → climbed to no. 87, up 67 positions





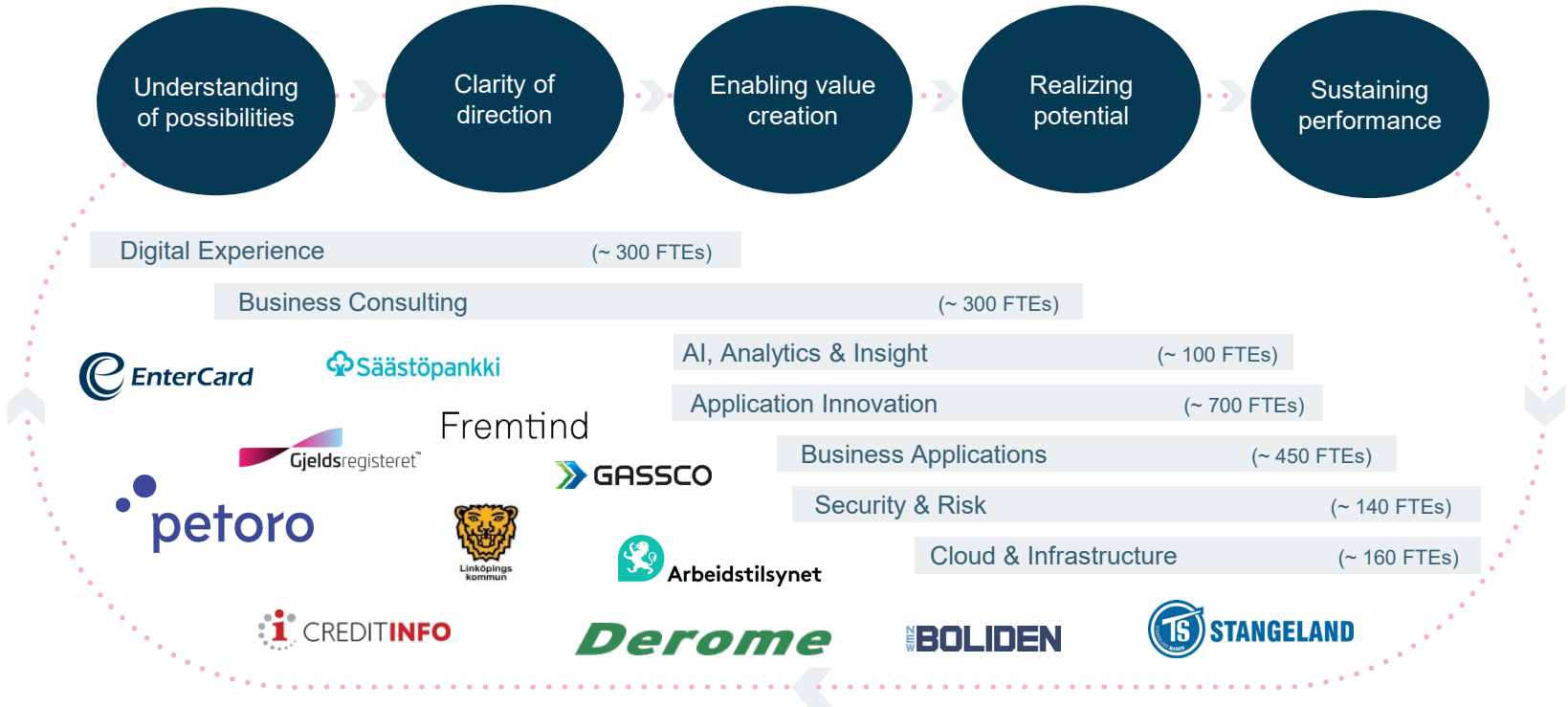
Business update

Focus on key growth areas

1. Continuing our journey towards a Nordic Consulting Powerhouse
2. Data-driven services across the Nordic
3. Financial Services

Continuing our journey towards a Nordic Consulting Powerhouse

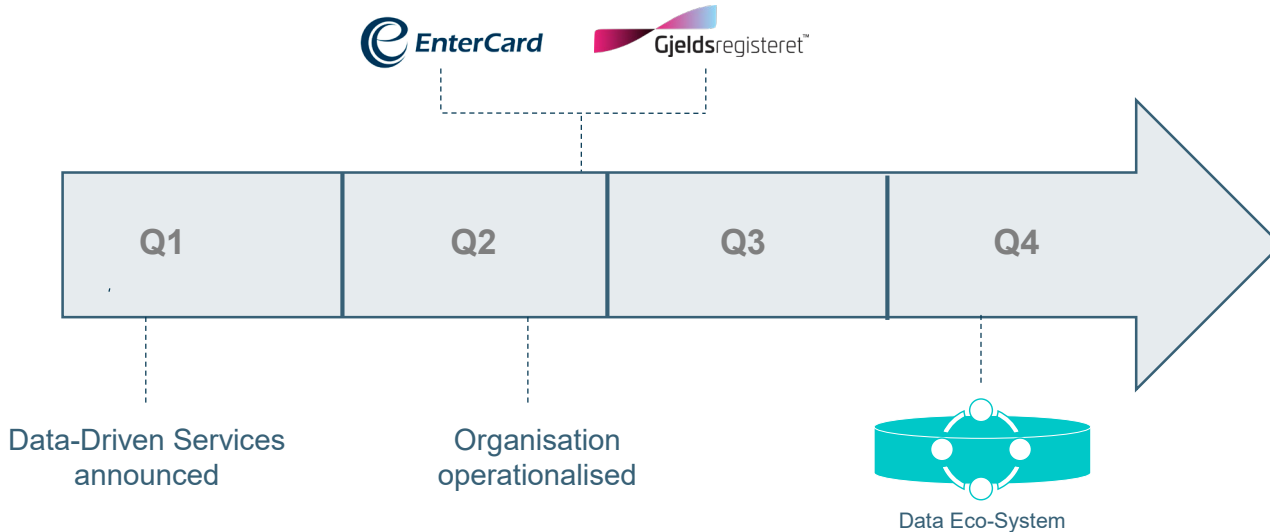
A strong mix of deliveries and sales motions also in the second quarter



A NORDIC CONSULTING ORGANISATION WITH APPROXIMATELY 2 150 CONSULTANTS IN OUR 7 PRACTICES5 (EXCLUDING GLOBAL DELIVERY)

EVERY Data-driven services across the Nordic

New Nordic Constellation



Q1 | INITIATION

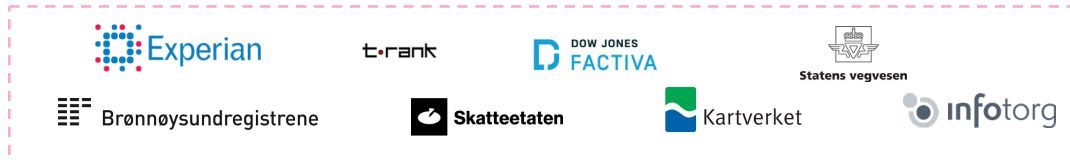
- Data-Driven Services with over 200 experts across the Nordics.

Q2-Q3 | EXECUTION

- EnterCard TCV 65mSEK.
- Launch of Gjeldsregisteret AS.

Q4 | INNOVATION

- Open API & Analytics community, creating a data ecosystem for customers and partners.



EXAMPLE OF DATA SOURCES

Financial Services experiences high activity and demand across geographies, solutions and services area

Good traction in ATM, payments and cards

Selected contracts and highlights

geldmaat



Start of a uniform, independent ATM network

- From June 2019, the ATMs of Geldmaat will gradually start to appear on streets of Dutch cities
- The renewed ATMs will be evenly distributed throughout the country



Important agreement in Sweden

- Contract extension with a large bank in Sweden on Front-end card payment processing
- A three year agreement with a TCv of approx. NOK 190 million

Säästöpankki

Extension of contract in Finland

- The Savings Banks Group in Finland selects EVRY for five more years
- The agreement includes production of debit and credit card as well as associated services







EVRY

A low-angle, upward-looking photograph of a modern glass skyscraper. The image is dominated by diagonal lines of the building's facade, creating a sense of height and architectural complexity. A semi-transparent pink rectangular box is overlaid on the left side of the image, containing the text 'Financial highlights'. The sky is visible in the background, and the overall color palette is a mix of blues, greys, and the pink overlay.

Financial highlights

Group financial highlights

		EVRY GROUP		NORWAY		SWEDEN		FINANCIAL SERVICES		Organic growth Q2 2019
		Q2 2019	H1 2019	Q2 2019	H1 2019	Q2 2019	H1 2019	Q2 2019	H1 2019	
REVENUE NOKm		3 178	6 507	1 419	2 921	767	1 584	862	1 749	Consulting Services 1.9%
ORGANIC GROWTH ¹		-3.4 %	0.1 %	-5.2 %	-1.4 %	-7.1 %	-4.7 %	1.9 %	5.2 %	Application Services 6.0%
EBITA ² NOKm		354	686	129	286	37	68	119	213	Digital Platform Services -2.0%
EBITA MARGIN ²		11.2 %	10.5 %	9.1 %	9.8 %	4.9 %	4.3 %	13.8 %	12.2 %	Fulfilment Services -41.9%
CASH CONVERSION		FREE CASH FLOW (FCF)		EPS ²		BACKLOG				
85.7% LTM Jun'19		NOK 48 m Q2'19		NOK 0.56 Q2'19		NOK 18.1bn 30 Jun'19				

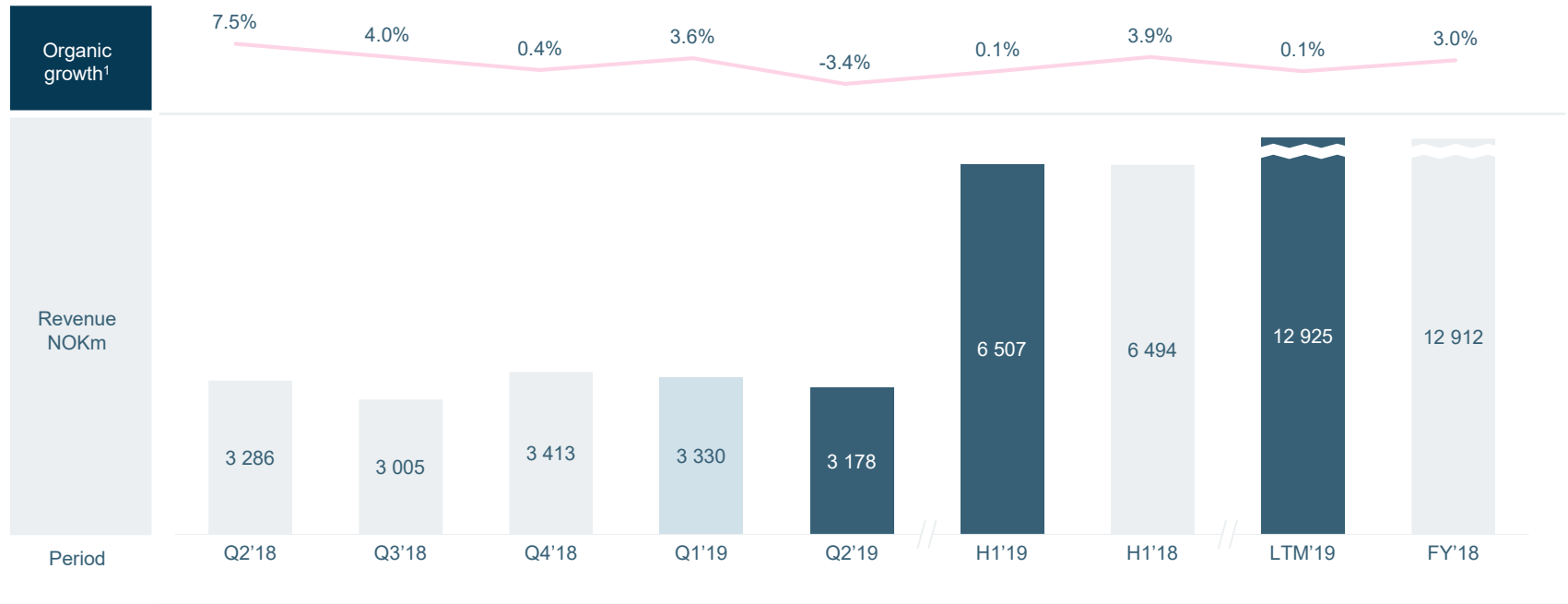
1) ADJUSTED FOR CURRENCY EFFECTS, ACQUISITIONS AND DIVESTMENTS

2) BEFORE OTHER INCOME AND EXPENSES

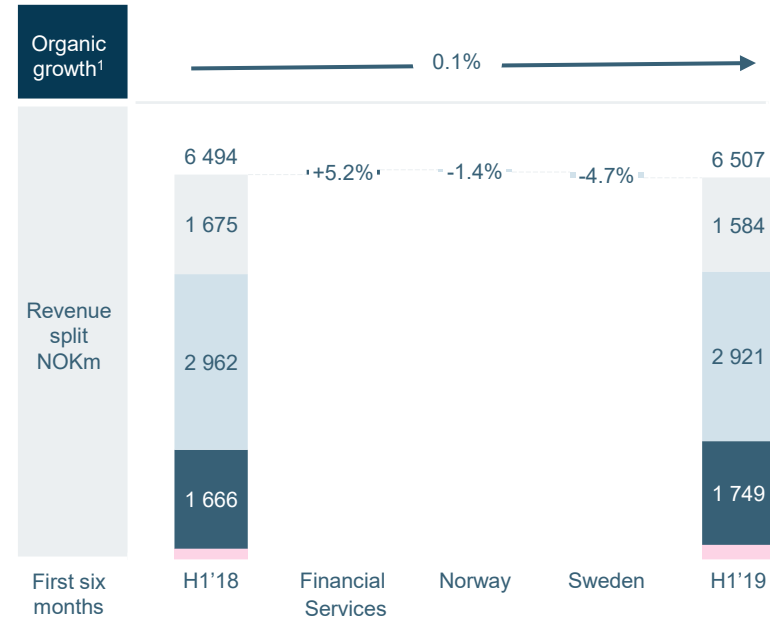
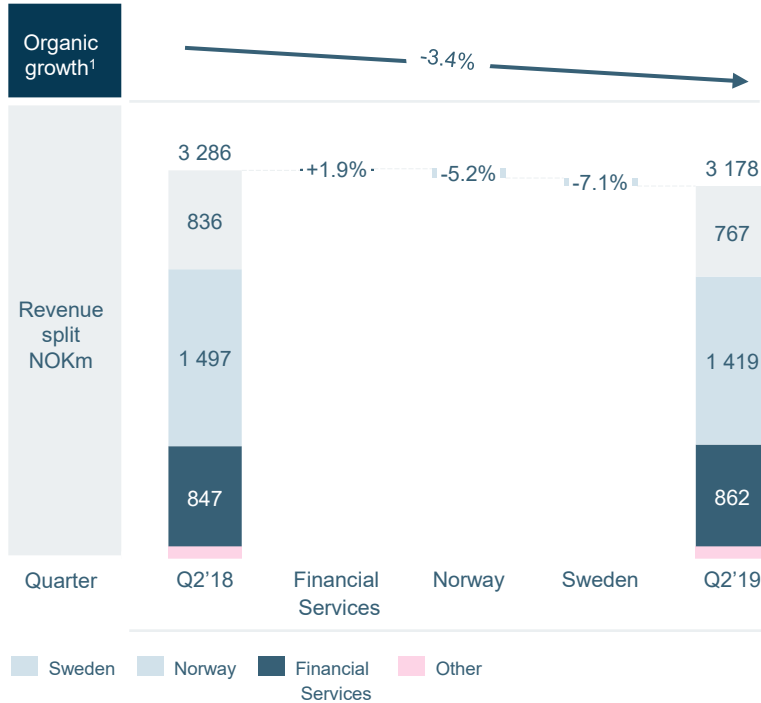
10 * ALL FIGURES INCLUDING CASH CONVERSION, FCF, EPS AND BACKLOG ARE COMPARED YEAR-ON-YEAR



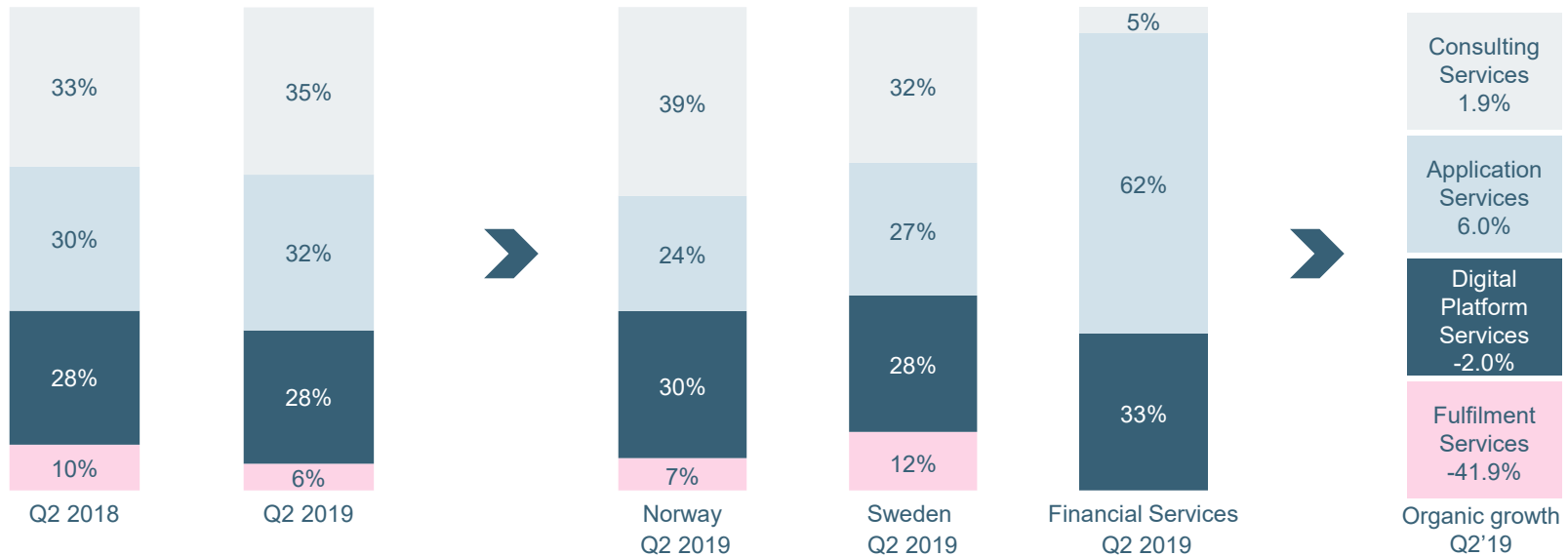
Soft results in the quarter, but the first six months are driven by favourable product mix in line with strategy



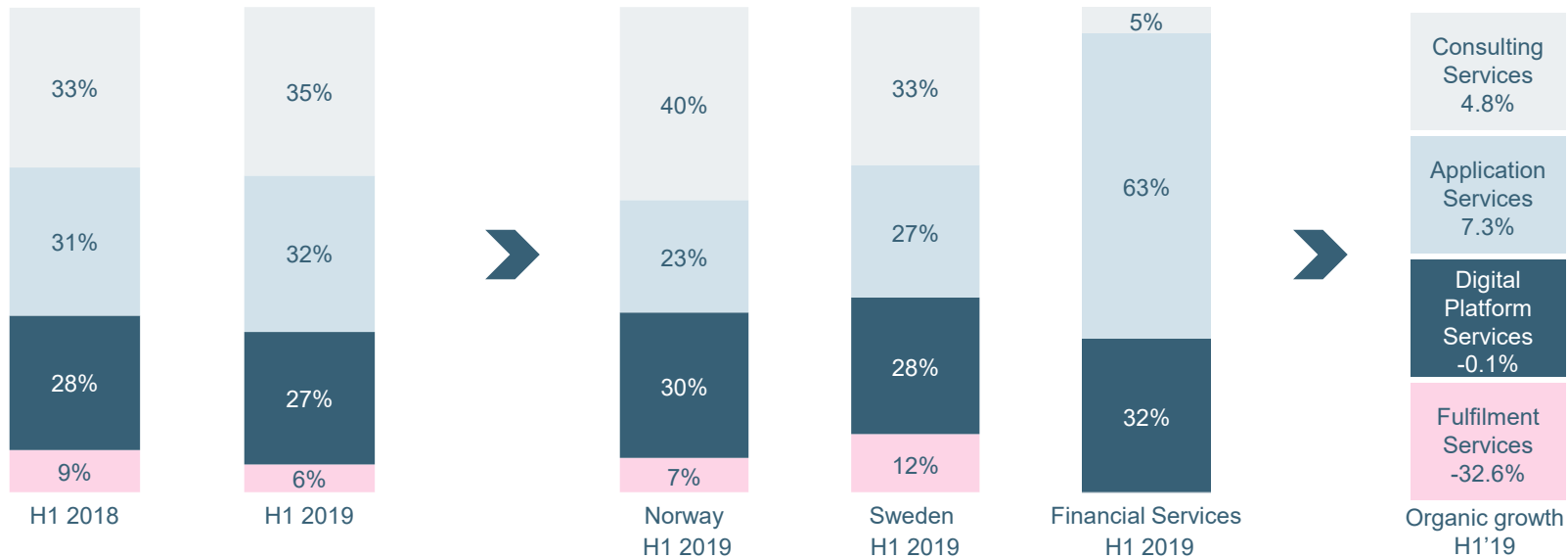
Financial Services experiences high activity driven by demand across all solutions and services areas



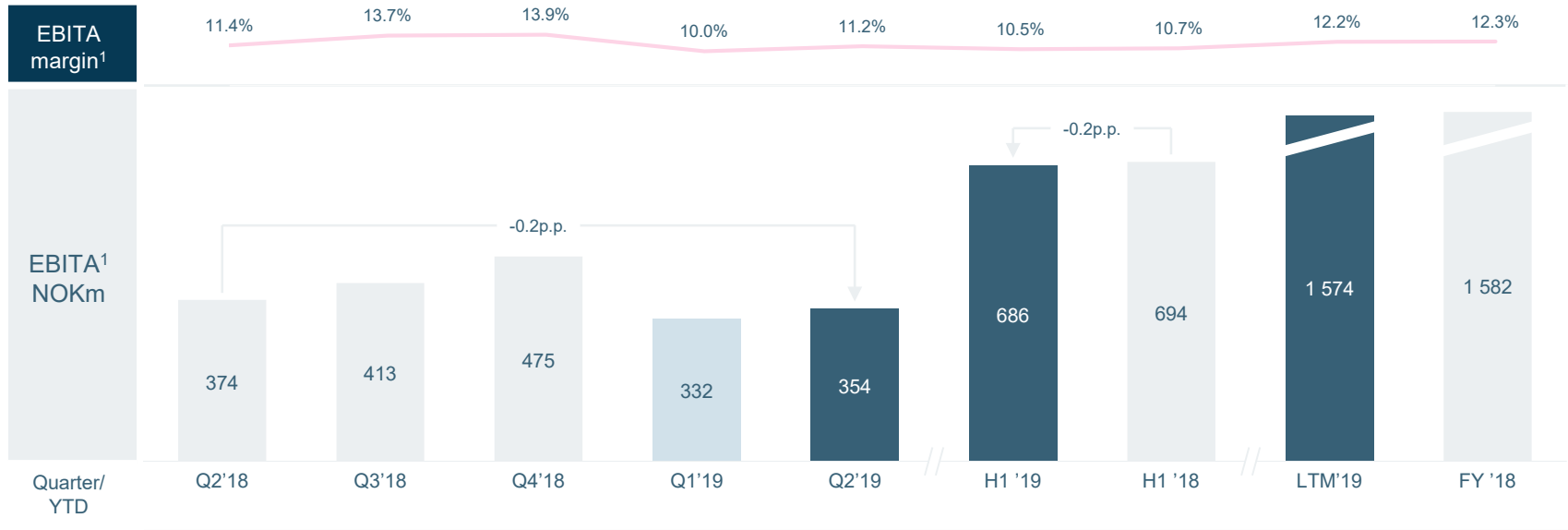
Growth in Consulting Services and Application Services underlines a positive shift in revenue mix as higher margin services are delivered



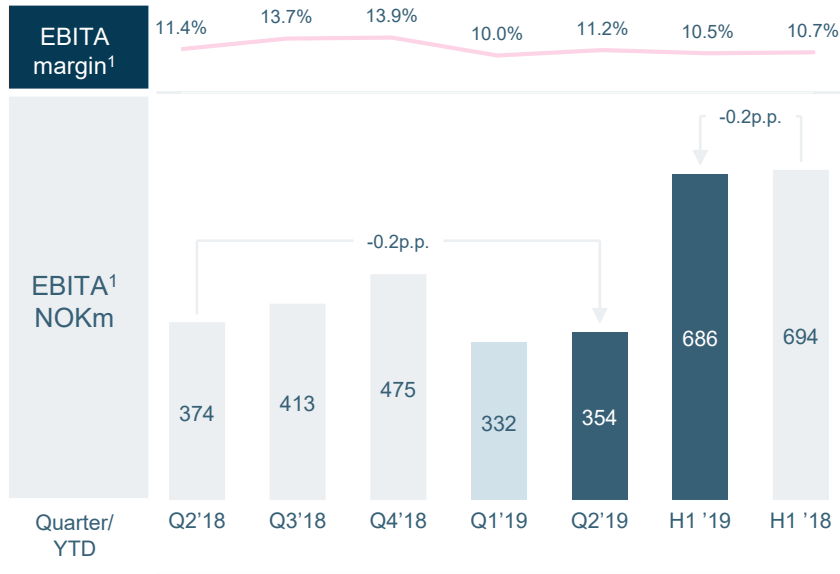
Reduced revenue from infrastructure services and fulfilment is in line with corporate strategy – to sell services higher up in the value stack



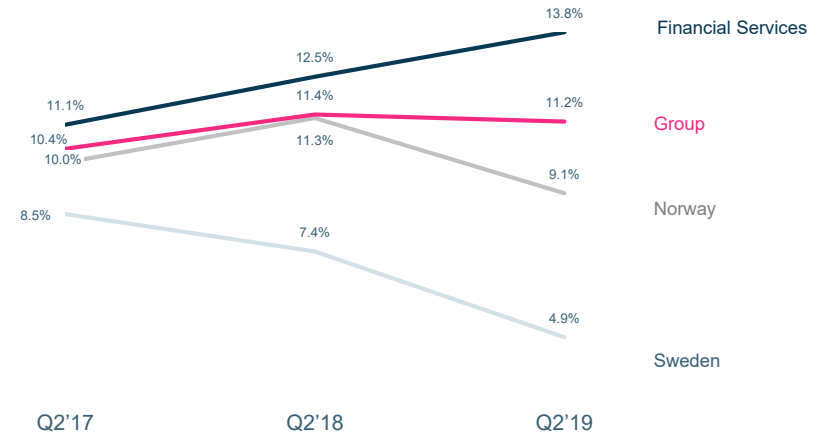
Sweden continues to impact the margin performance in Q2



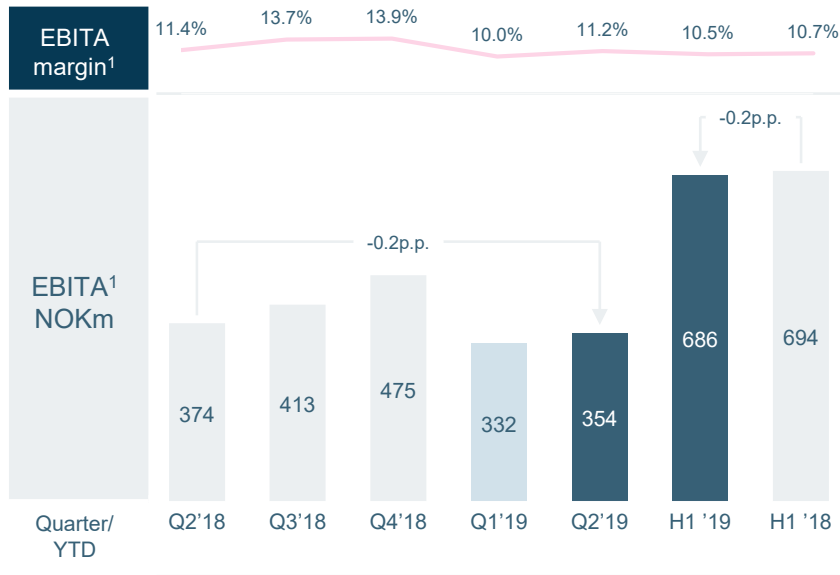
Margin softened by less working days in Q2 and Sweden



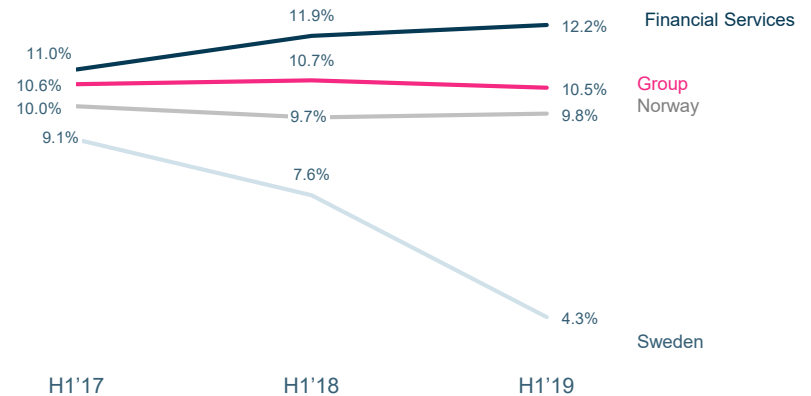
EBITA margin development (%) - quarter



Margin softened by less working days in Q2 and Sweden

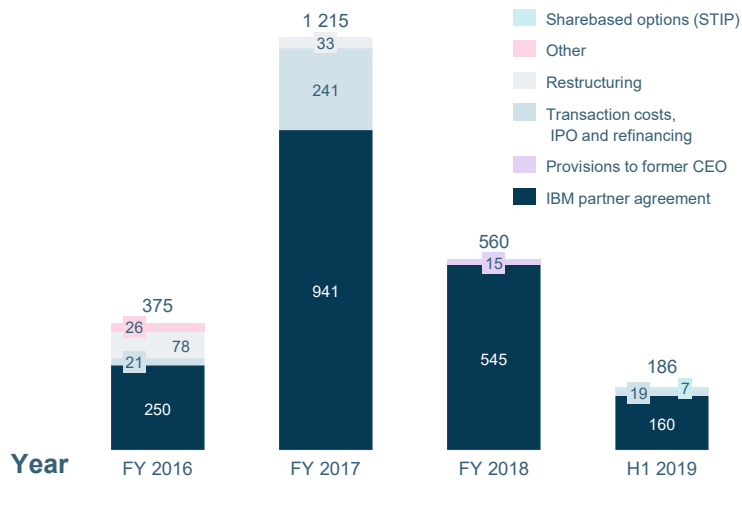


EBITA margin development (%) – first six months

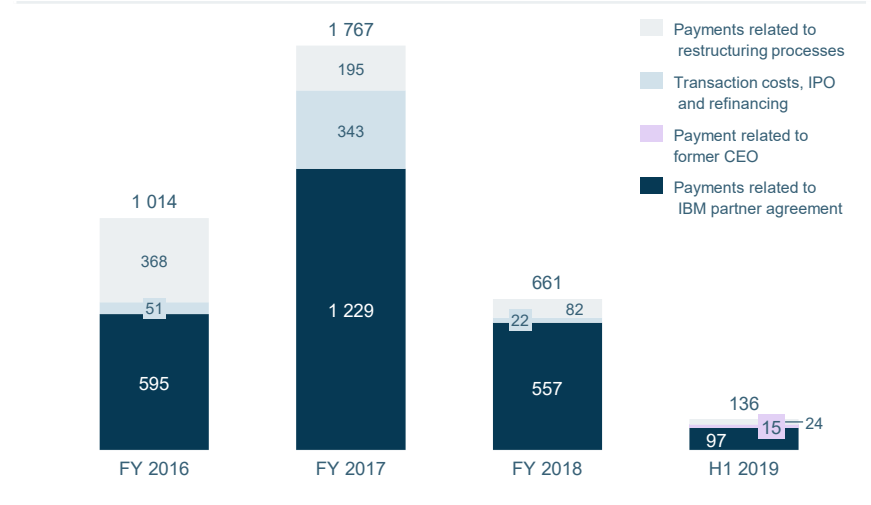


Other income and expenses according to plan significantly lower in relation to IBM

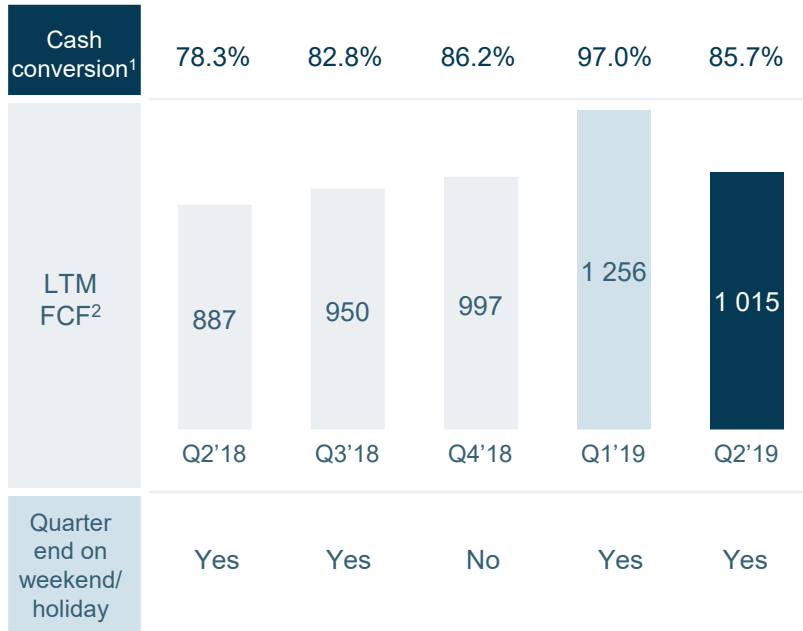
OIE with P&L effect (NOKm)



OIE with cash flow effect (NOKm)



Increased cash conversion of 85.7%, up from 78.3% in Q2 2018



- LTM Cash conversion as of June 2019 ended at 85.7%, compared to 78.3% as of LTM June 2018

- The increased cash conversion was explained by reduced working capital outflow and increased operational cash flow before paid interests relative to adjusted EBITDA for the last twelve months ended 30 June 2019

- As of 30 June 2019, the LTM DSO was 38.3 days, compared to 36.5 days for LTM June 2018, an increase of 1.8 days.

1) CASH CONVERSION: MEASURES HOW EBITDA IS CONVERTED INTO CASH AND IS DEFINED AS ADJUSTED OPERATIONAL CASH FLOW BEFORE PAID INTERESTS DIVIDED BY ADJUSTED EBITDA. IN ADDITION, CASH CONVERSION IS ALSO CALCULATED AFTER INVESTMENTS IN TANGIBLE OPERATING ASSETS AND IN-HOUSE DEVELOPED SOFTWARE AND SALE OF TANGIBLE ASSETS.

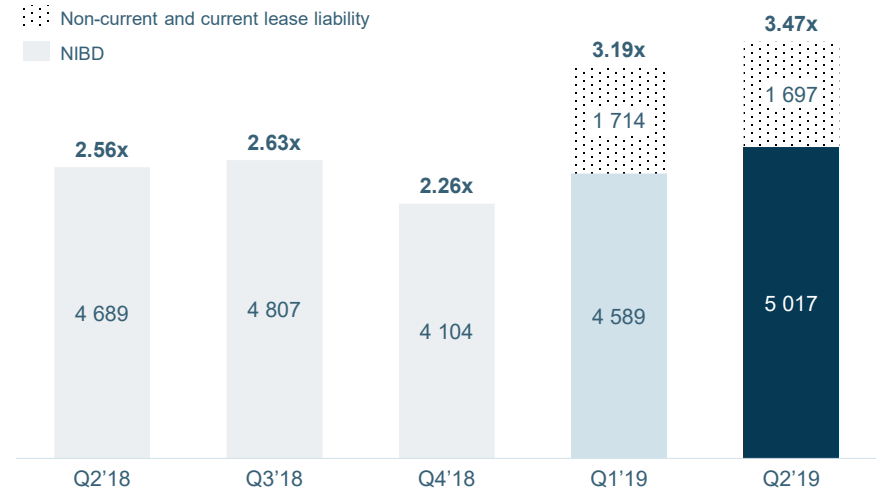
19 2) FREE CASH FLOW (FCF): IS DEFINED AS OPERATIONAL CASH FLOW ADJUSTED FOR CASH EFFECT OF OTHER INCOME AND EXPENSES LESS NET OPERATIONAL INVESTMENTS



Net leverage of 3.47x in Q2 2019

- The Group had total long-term interest-bearing debt of NOK 6 693 million at the end of June 2019, where of NOK 1 392 million was related to non-current lease liabilities (due to the implementation of IFRS 16)
- The cash balance was NOK 341 million as of 30 June 2019 and current lease liabilities and other current interest-bearing liabilities amounted to NOK 322 million
- This implies a net interest-bearing debt (NIBD) of NOK 6 713 million and a net leverage of 3.47x LTM Adjusted EBITDA

Net leverage multiples¹

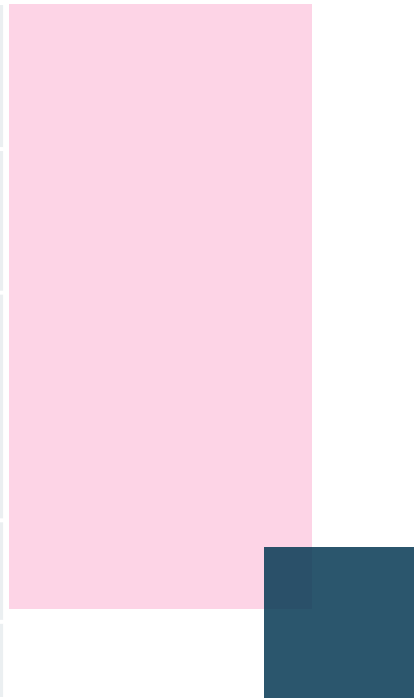


A photograph of a stack of balanced rocks on a rocky outcrop. The stack consists of several dark, smooth rocks balanced on top of each other. The background is a blurred, hazy landscape with more stacks of rocks. A pink rectangular overlay is on the left side of the image.

Concluding remarks

Ambitions for 2019

	2019 ambitions	Comments
	Revenue¹ 2 → 4% organic growth	<ul style="list-style-type: none"> ▪ EVERY Sweden stabilizing topline ▪ Application Services remains a key area for growth ▪ Focus on growth within Consulting
	EBITA margin¹ 12 → 13%	<ul style="list-style-type: none"> ▪ Continue to increase Application and Consulting ▪ Renewed focus on Sweden will drive improvements ▪ Margin pressure remains within infrastructure
P&L effect	OIE² NOK 200 → 250m	P&L seasonality <ul style="list-style-type: none"> ▪ Linear over the year, but somewhat front loaded in H1 2019
Cash effect	NOK 70 → 120m	Cash flow seasonality <ul style="list-style-type: none"> ▪ Q1 some higher than remaining quarters
	Capex +/- 2.5%	<ul style="list-style-type: none"> ▪ Mainly related to IP within Financial Services and other key verticals ▪ Limited infrastructure Capex
	Dividend: ~60%	<ul style="list-style-type: none"> ▪ Dividend payout ratio of around 60% of Adjusted Net Profit



1) ADJUSTED FOR CURRENCY EFFECTS, ACQUISITIONS AND DIVESTMENTS
 2) EXCLUDING MERGER COST

Upcoming events

- **31 Oct 2019:** Q3 2019 earnings release
- **6 Feb 2020:** Q4/FY 2019 earnings release




Q&A

EVRY

Appendix

Appendix: Business area performance

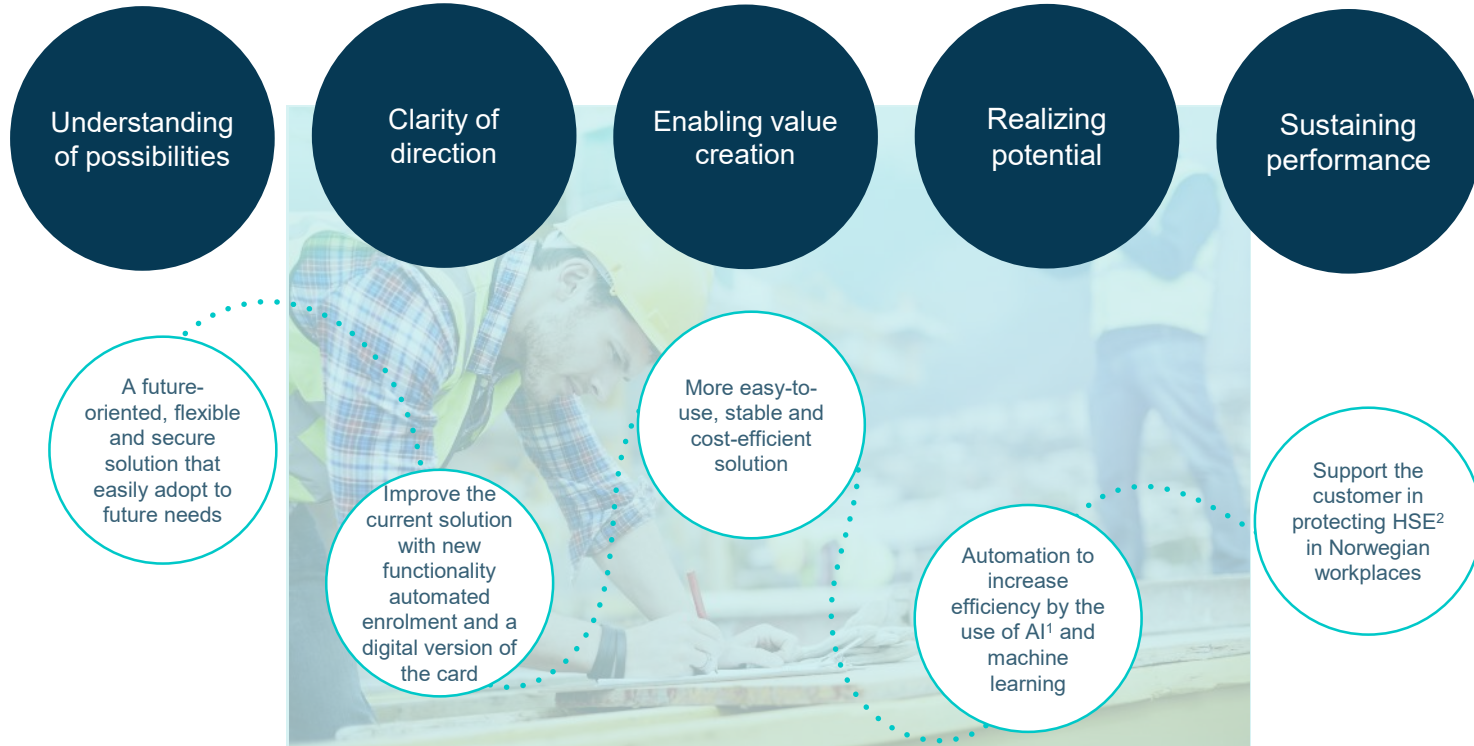
Financial highlights

		NORWAY		SWEDEN		FINANCIAL SERVICES		GLOBAL DELIVERY	
		Q2 2019	H1 2019	Q2 2019	H1 2019	Q2 2019	H1 2019	Q2 2019	H1 2019
ORGANIC GROWTH ¹		-5.2 %	-1.4 %	-7.1 %	-4.7 %	1.9 %	5.2 %	19.8%	19.3%
EBITA MARGIN ²		9.1 %	9.8 %	4.9 %	4.3 %	13.8 %	12.2 %	13.9 %	14.9 %
30 JUN. 2019 BACKLOG		NOK 6.8bn		NOK 3.2bn		NOK 8.0bn			

1) ADJUSTED FOR CURRENCY EFFECTS, ACQUISITIONS AND DIVESTMENTS

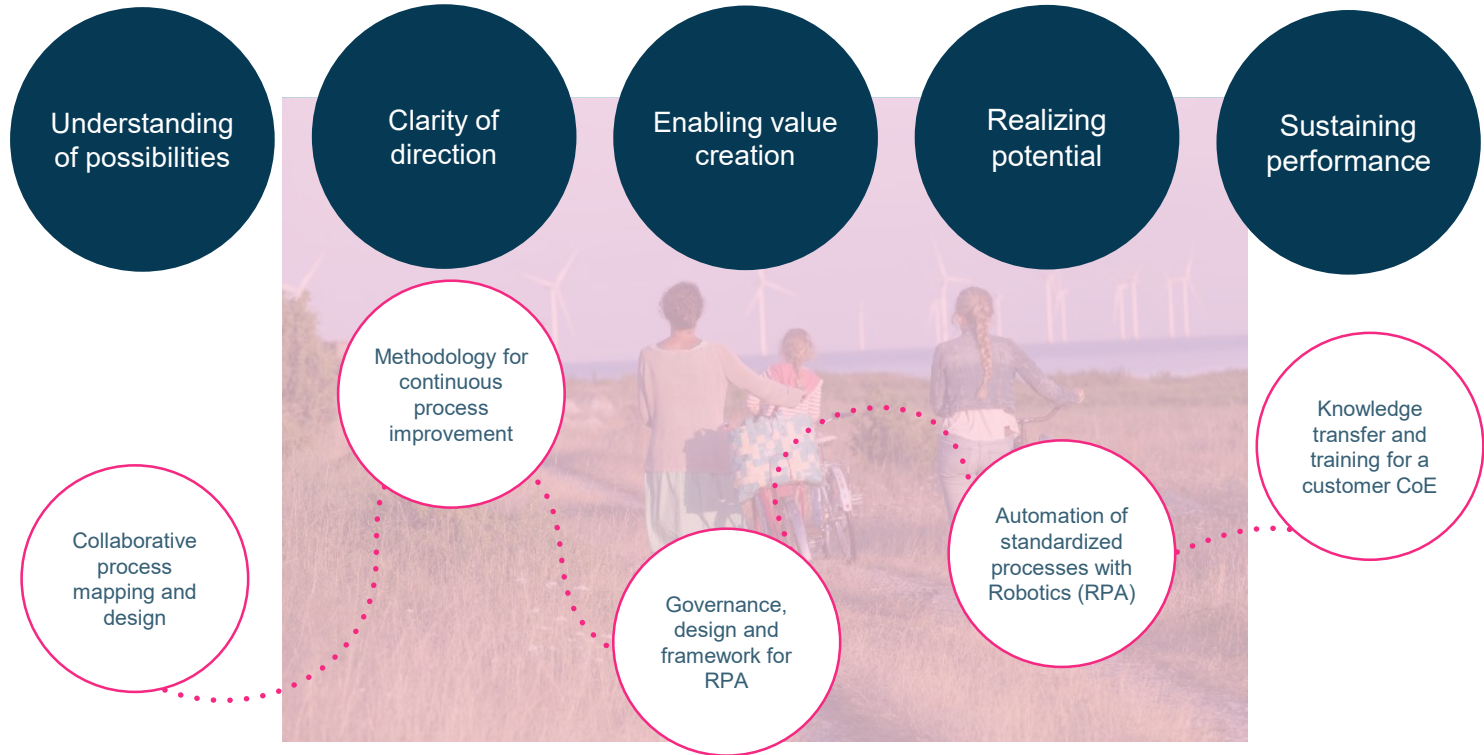
26 2) BEFORE OTHER INCOME AND EXPENSES

Support the Norwegian Labour Inspection Authority in improving safety in workplaces

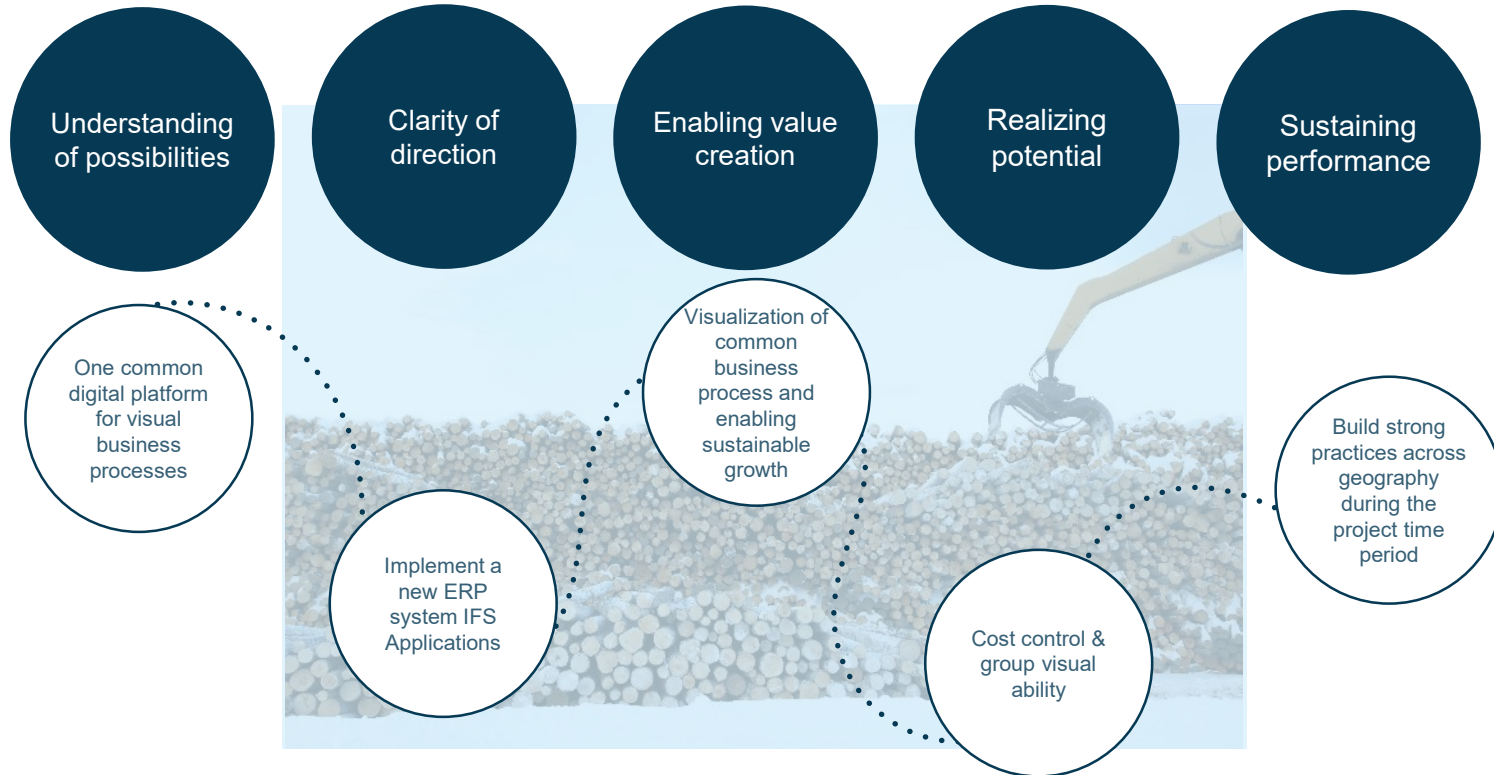


1) AI = ARTIFICIAL INTELLIGENCE
2) HSE = HEALTH, SAFETY AND THE WORKING ENVIRONMENT

Linköping is the latest municipality to embrace the hottest trends in digital transformation



Unite Derome group business process through common ERP platform



Appendix: Financials

Profit & loss (NOKm)	Q2 2019	Q2 2018	H1 2019	H1 2018	FY 2018
Revenue	3 178	3 286	6 507	6 494	12 912
Cost of goods sold	1 052	1 136	2 174	2 234	4 354
Salaries and personnel costs	1 489	1 405	3 034	2 835	5 612
Other operating costs	160	316	372	622	1 133
Adjusted EBITDA	477	429	927	802	1 812
Depreciation and write-down of tangible assets and in-house developed software	122	55	241	108	230
Adjusted EBITA	354	374	686	694	1 582
Other income and expenses	98	123	186	248	560
EBITA	257	251	500	446	1 022
Amortisation of customer contracts	-	1	-	2	1
EBIT	257	250	500	444	1 021
Net financial items	-87	-76	-181	-144	-231
Profit/-loss before tax	170	174	318	300	791
Taxes	39	61	69	88	151
Profit/-loss	131	113	250	213	640

Profit & Loss

- Adjusted for currency impact and acquisitions, the organic growth was -3.4% in Q2 2019 and 0.1% in H1 2019
- Consulting Services:** Total revenue of NOK 1 163m in Q2 2019 (34.6% of total group revenues), up from NOK 1 130m in Q2 2018 (32.9% of total group revenues). Organically this implies an increase of 1.9% in the Q2 2019. The utilization in Q2 2019 (Norway and Sweden combined) was 78.0%. The decrease was impacted by two less working days in Q2 2019 and lower activity level in Sweden.
- Application Services:** Total revenue of NOK 1 083m (32.2% of total group revenues), an improvement from NOK 1 024m in Q2 2018. Organically this implies a growth of 6.0% in Q2 2019 and is a result of the Group's focus on increasing sales of higher value-added services. Of the revenues within Application Services, Financial Services amounted to NOK 534m (49.3% of the Application Services revenues), and the business area reported an organic growth of 5.7% within application services in Q2 2019.
- Digital Platform Services (Infrastructure Services):** Total revenue of NOK 928m in Q2 2019 (27.6% of total group revenues), declined from NOK 949m in Q2 2018. This is a result of the ongoing process with focus on changing in business mix, where infrastructure services become a relatively lower part of total revenues. Revenues within Fulfilment Services was NOK 190 m, equal to 5.6% of total group revenues in Q2 2019. In Q2 2018 Fulfilment Services revenues amounted to NOK 328m (9.6% of total group revenues). Q2 2018 was positively impacted by a license sale within the Public and Health division in Norway
- Reduced margin in Q2 2019 was due to two less working days than in the Q2 2018 and to the continuance of lower activity level and performance experienced in EVRY Sweden.
- Financial expenses in Q2 2019 increased by NOK 19m compared to Q2 2018 as a result of the implementation of IFRS 16 and were negatively impacted by an exchange rate effect of. NOK 13m
- Tax expenses in Q2 2018 includes withholding tax of NOK 21 million related to dividend from foreign subsidiary.

Cash flow (NOKm)	Q2 2019	Q2 2018	H1 2019	H1 2018	FY 2018
Profit/-loss before tax	170	174	318	300	790
Depreciation, write-down and amortization	122	55	241	110	231
Tax paid	-9	-10	-11	-13	-69
Net financial items	37	32	85	54	42
Change in net working capital	-167	-14	-510	-605	-265
Other changes	44	137	110	297	644
Adjusted net cash flow from operations	198	374	234	142	1 374
Cash effect from other income and expenses	-61	-159	-136	-339	-661
Net cash flow from operations	136	215	98	-196	713
Net cash flow from investments	-139	-214	-237	-302	-534
Net cash flow from financing	-127	-237	-155	-239	-414
Changes in foreign exchange rates	-4	11	-11	-	1
Net change in cash flow	-134	-224	-305	-737	-234
Free Cash flow	48	290	-14	-31	997

Cash flow

- Net cash flow from operations for H1 2019 was NOK 98m as compared to negative NOK 196m for H1 2018.
- Adjusted operational cash flow for H1 2019 was NOK 234m, compared to NOK 142m in H1 2018. The increase in net cash flow from operations was mainly due increased EBITDA and reduced working capital outflow. H1 of 2019 was also less negatively impacted by transition and transformation expenses related to the IBM partner agreement, as these were reduced from NOK 261m in H1 2018, to NOK 97m in H1 2019.
- The change in net working capital was negative in H1 of both 2018 and 2019, and was driven by the H1 ending on a weekend (in both 2018 and 2019), which had a negative effect, as a large number of accounts receivable were due on the last calendar day in the month, with the result that a significant amount of customer payments fell into July.
- Net operational investments for H1 2019 totalled NOK 247m, compared to NOK 173m for H1 2018. Investment in tangible operating assets amounted to NOK 53m for H1 2019, while investment in in-house developed software amounted to NOK 195m in H1 2018. The increase in investments related to in-house developed software was within Financial Services and investments in the core and payment platform. Investment in group companies amounted to negative NOK 11m in H1 2019 and was related to dividend from a joint venture company.
- Net cash flow from financing for H1 2019 was negative NOK 155m, where of payments related to lease liabilities amounted to NOK 159m in H1 2019.
- The company paid out dividend to the shareholders of NOK 646m in May 2019, where temporary draw downs on the Revolving Credit Facility has been done to bridge the pay out.
- FCF for H1 2019 was negative NOK 14m compared to negative NOK 31m for H1 2018.

Other income and expenses

Break down Other income and expenses (NOKm)	Q2 2019	Q2 2018	H1 2019	H1 2018	FY 2018
EBITA	257	251	500	446	1 022
IBM partner agreement	76	123	160	248	-545
Provision for CEO	-	-	-	-	-15
Transaction costs merger	19	-	19	-	-
Sharebased options (STIP)	2	-	7	-	-
Total Other income and expenses	-98	-123	-186	-248	-560
Adjusted EBITA	354	374	686	694	1 582
Depreciation and Write-downs	122	55	241	108	230
Adjusted EBITDA	477	429	927	802	1 812

EBITA effect

- Other income and expenses totalled NOK 186m for H1 2019, where of NOK 160m was related to the IBM transition and transformation project. In addition, expenses of NOK 19m was accrued for Q2 2019 related to the proposed merger between EVRY and Tieto as communicated at 18 June 2019. In H1 2018 other income and expenses totalled NOK 248m, which was solely related to the IBM transition and transformation project.

Cash flow effect

- H1 2019 was also less negatively impacted by transition and transformation expenses related to the IBM partner agreement, as these were reduced from NOK 261m in H1 2018, to NOK 97m in H1 2019.

Other income and expenses with cash flow effect (NOKm)	Q2 2019	Q2 2018	H1 2019	H1 2018	FY 2018
Adjusted operational cash flow	198	374	234	142	1 374
Payments related to restructuring processes	-10	-27	-24	-56	-82
Transaction, IPO and refinancing payments	-	-12	-	-22	-22
Payments related to IBM partner agreement	-52	-121	-97	-261	-557
Payments related to former CEO	-	-	-15	-	-
Net cash flow from operations	136	215	98	-196	713

IFRS 16 implementation: implications

- The major asset groups for EVRY are IT equipment, Office buildings and Datacenter (over 90%)
- The outsourcing/service agreement with IBM will not be treated as a lease liability under IFRS 16
- The Group's assessment has identified an increase on the Group's balance sheet (assets and liabilities) of NOK 1.7 billion, with no effect on the book value of total equity (Right of Use Asset equal to Lease Liability). This implies an reduction of the equity ratio as of 31 December 2018 of 3.3pp (i.e. equity ratio of 22.4%)
- In the Consolidated Statement of Comprehensive Income, operating lease costs (in other operating costs) will be replaced by depreciation and interest expenses. As a result, the group expects the EBITDA to increase in the range of NOK 250 - 350 million. The group expects no significant impact on profit for the year as a result of the implementation of IFRS 16.
- In the cash flow statement, the part of lease payments that relates to repayment of the lease liability will be reclassified from cash flows from operations to cash flows from financing.
- See note 4 to the Q1'19 interim report for further information about the implementation effect of IFRS 16

Disclaimer

These materials may contain statements about future events and expectations that are forward-looking statements. Any statement in these materials that is not a statement of historical fact including, without limitation, those regarding the Company's financial position, business strategy, plans and objectives of management for future operations is a forward-looking statement that involves known and unknown risks, uncertainties and other factors which may cause our actual results, performance or achievements of the Company to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding the Company's present and future business strategies and the environment in which the Company will operate in the future. Although management believes that the expectations reflected in these forward-looking statements are reasonable, it can give no assurances that they will materialise or prove to be correct. Because these statements are based on assumptions or estimates and are subject to risks and uncertainties, the actual results or outcome could differ materially from those set out in the forward-looking statements as a result of many factors, including, among others competition from Nordic and international companies in the markets in which the Company operates, changes in the demand for IT services, in particular in the Nordic market, changes in international, national and local economic, political, business, industry and tax conditions, the Company's ability to realise backlog as operating revenue, the Company's ability to correctly assess costs, pricing and other terms of its contracts, the Company's ability to manage an increasingly complex business, political and administrative decisions that may affect the Company's public customer group contracts, the Company's ability to retain or replace key personnel and manage employee turnover and other labour costs, unplanned events affecting the Group's operations or equipment, the Company's ability to grow the business organically, changes regarding the Company's brand reputation and brand image, fluctuations in the price of goods, the value of the NOK and exchange and interest rates, the Company's ability to manage its international operations, changes in the legal and regulatory environment and in the Company's compliance with laws and regulations, increases to the Company's effective tax rate or other harm to its business as a result of changes in tax laws, changes in the Company's business strategy, development and investment plans, other factors referenced in this report and the Company's success in identifying other risks to its business and managing the risks of the aforementioned factors. Should one or more of these risks or uncertainties materialise, or should any underlying estimates or assumptions prove to be inappropriate or incorrect, our actual financial condition, cash flows or results of operations could differ materially from what is expressed or implied herein. The Company assumes no obligations to update the forward-looking statements contained herein to reflect actual results, changes in assumptions or changes in factors affecting these statements.

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