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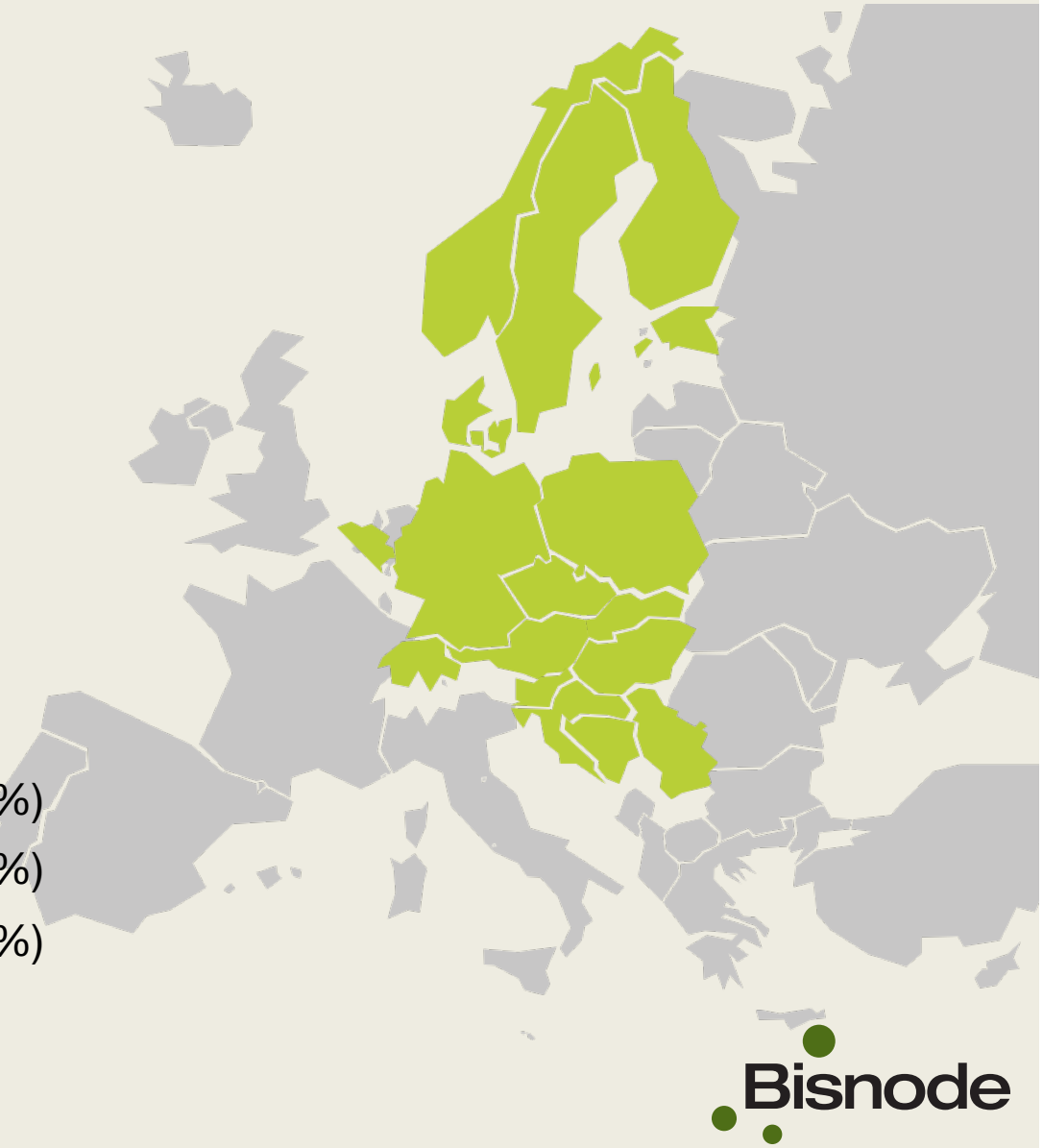
# KEY FACTS 2015

- 17 countries
- 2,400 employees
- 150,000 customers
- Revenue SEK 3,500m
  - Risk & Credit 1,860m (53%)
  - Marketing 830m (24%)
  - Business Information 810m (23%)
- EBITA 8%



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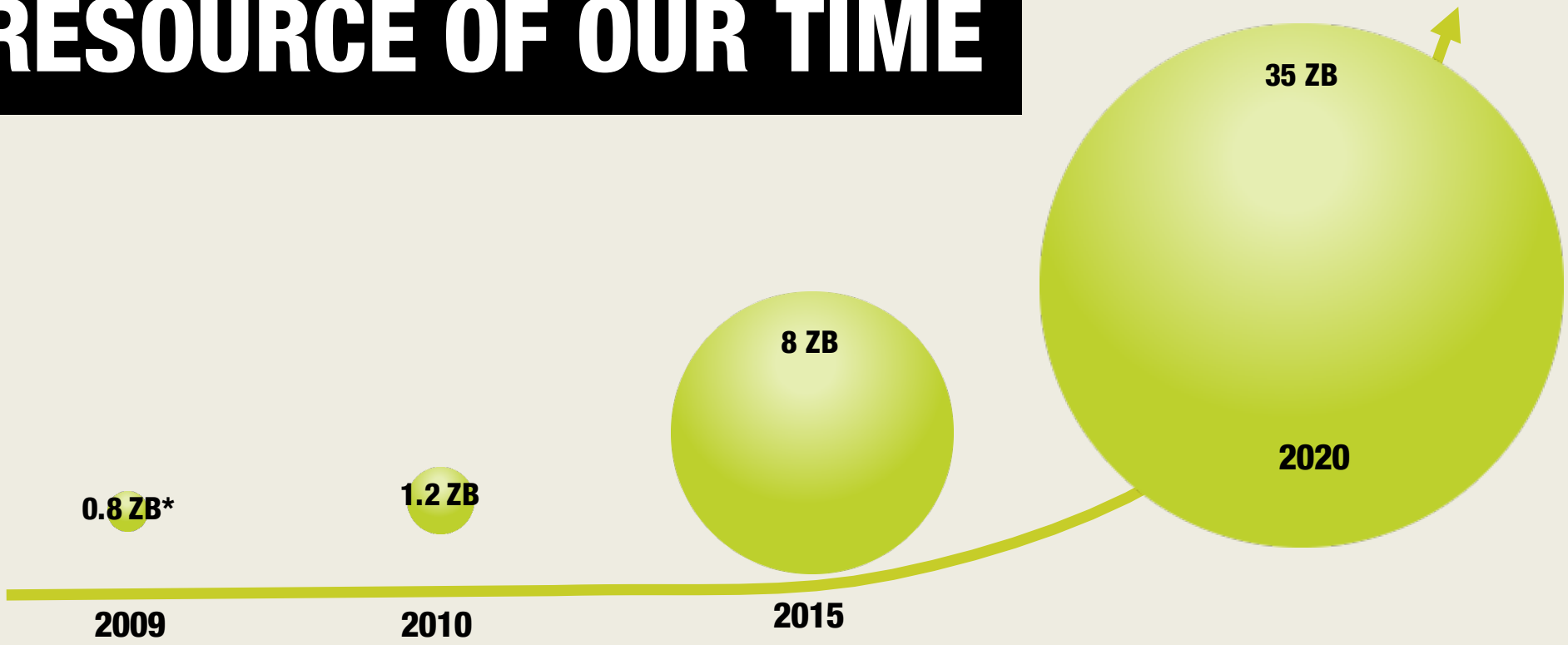
*The new natural*

# RESOURCE OF OUR TIME






*) ZB = Zettabytes, $10^{21}$ bytes

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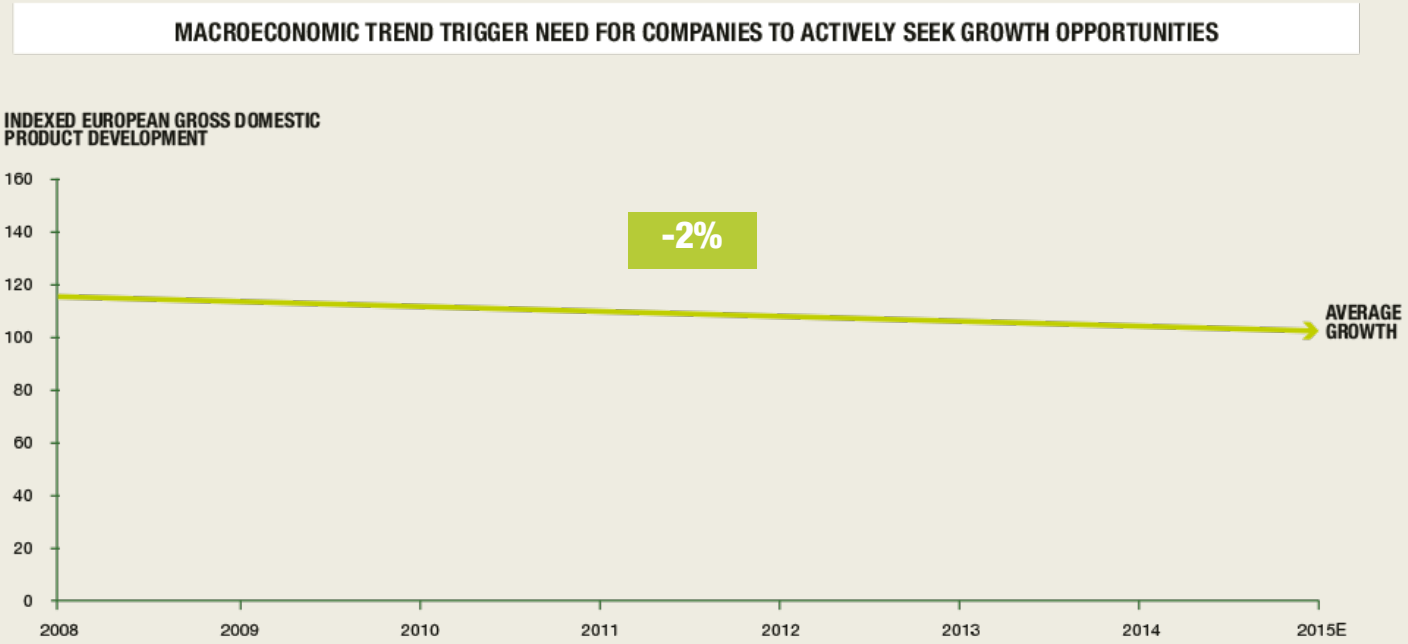
*Customers are struggling*

# TO FIND GROWTH




Source: Forbes; Datameer; Capgemini research; McKinsey globally; The CMO survey



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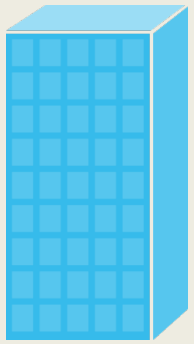
# OUR MARKET IS GROWING

**ESTIMATED EUROPEAN DATA AND ANALYTICS MARKET SIZE**

**AVERAGE GROWTH 2015-2018 (EST.)**

| | B2B = companies serving companies | B2C = companies serving consumers |
|---|---|---|
| ESTIMATED EUROPEAN DATA AND ANALYTICS MARKET SIZE | 3.3 BUSD | 4.0 BUSD |
| AVERAGE GROWTH 2015-2018 (EST.) | 4-8% | 6-12% |



Source: The CMO survey; Selected outsell reports 2015; McKinsey Global Media Report 2014; Consultancy.uk; source-for consulting market report 2014; Feco consulting survey; IRM Reklam- och mediaprognos 2015; Dach market data report; Gartner group; Wilkofsky Gruen Associates; QVARTZ analysis



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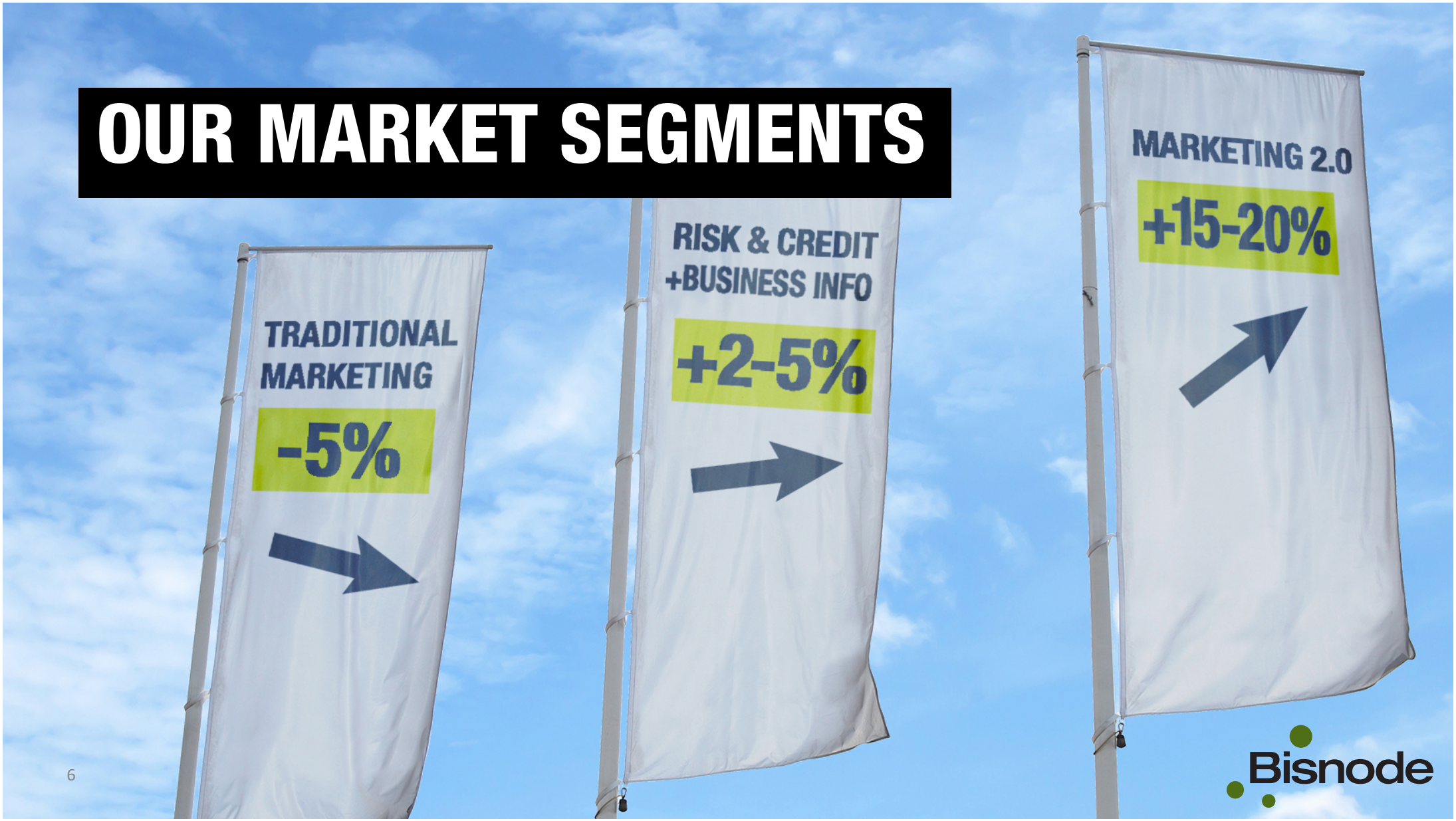
# OUR MARKET SEGMENTS



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*Our*

# CHALLENGES

- **Positioned in traditional marketing**
- **Flat revenue and declining profit**
- **Fragmented due to history of conglomerate**
- **Structural inefficiencies**

# OUR STRENGTHS

## OUR WHY

**PIONEERING SMART DATA TO ENABLE OUR CUSTOMERS TO MAKE SMART DECISIONS.**

**INTEGRATIONS**

**ANALYTICS**

**DATA**



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OUR TARGET STATE 2018
• Most wanted partner for Data & Analytics, Pioneering Smart Data
• Leading position in risk & credit + business information
• Develop market 2.0 offering



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OUR TARGET STATE 2018
• One Bisnode – for real
• Winning culture
• Innovation as part of our DNA

*We help companies*

# FIND AND MANAGE THEIR CUSTOMERS




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# KEY INITIATIVES

- Create Leading Credit Offering on a Common Platform
- Develop B2C Marketing Offering 2.0
- Big Data Analytics
- Develop Competence and Drive Operational Excellence
- Create Strong Winning Culture and Foster Innovation



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*Organizational changes*

# TO SUPPORT STRATEGY EXECUTION

- New Group Management Team and regional set-up supporting new strategy
- IT & Product centralized and increased mandate for Marketing,

  HR and Finance to work centrally
- Central Program Management Office (PMO) to implement the strategy



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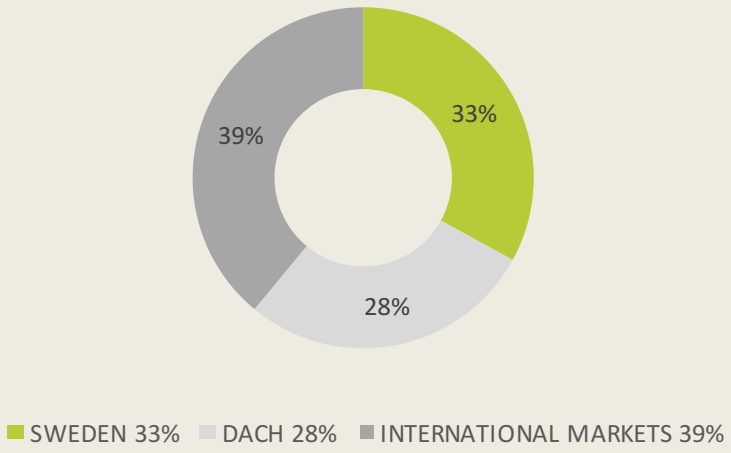
# 3 STRONG REGIONS

| External revenue SEK m | 3,535 | |
|---|---|---|
| SWEDEN | 1,174 | 33% |
| DACH | 973 | 28% |
| INTERNATIONAL MARKETS | 1,388 | 39% |
| Norway | 423 | 12% |
| Finland | 209 | 6% |
| Denmark | 150 | 4% |
| Central Europe | 335 | 9% |
| Belgium | 270 | 8% |




| EBITA SEK m | 280 |
|---|---|
| SWEDEN | 133 |
| DACH | 36 |
| INTERNATIONAL MARKETS | 220 |
| Norway | 96 |
| Finland | 21 |
| Denmark | 27 |
| Central Europe | 55 |
| Belgium | 22 |
| CENTRAL FUNCTIONS | -108 |



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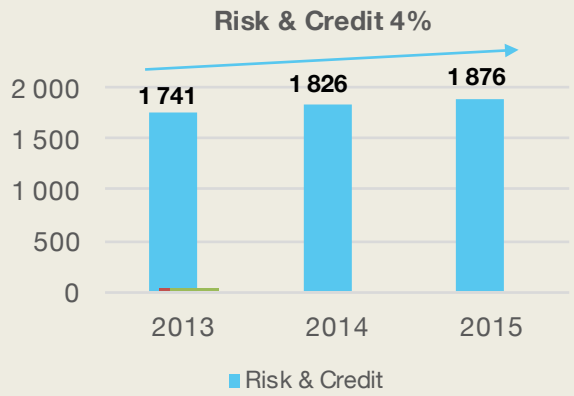
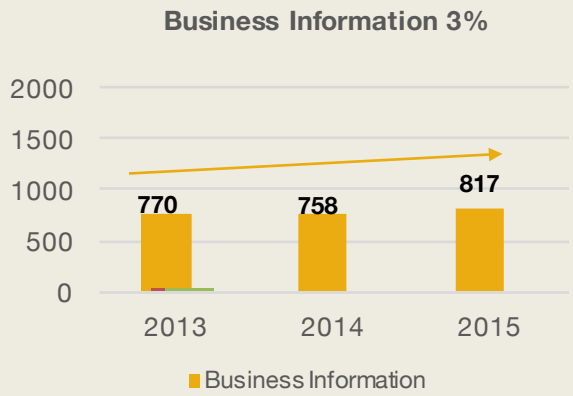
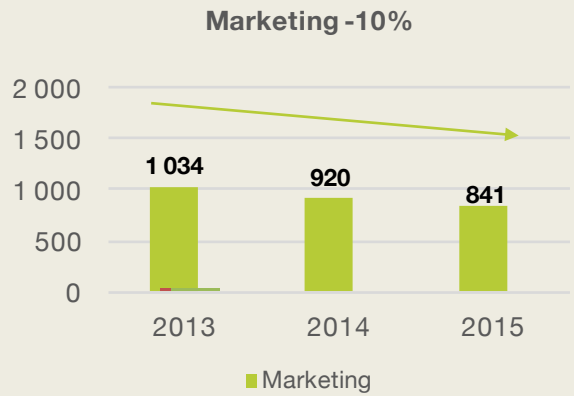
# BREAK-DOWN REVENUE* 2013-2015




*) External revenue in SEK m, % - Compound Annual Growth Rate

# THREE-YEAR TRANSFORMATION PLAN

**2016:** Focus on cost measures, such as product profitability and building capabilities

**2017:** Focus on new products

**2018:** Focus on migrations and decommissioning legacy systems

**REPOSITIONING**

**OFFERING**

**ONE BISNODE**



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