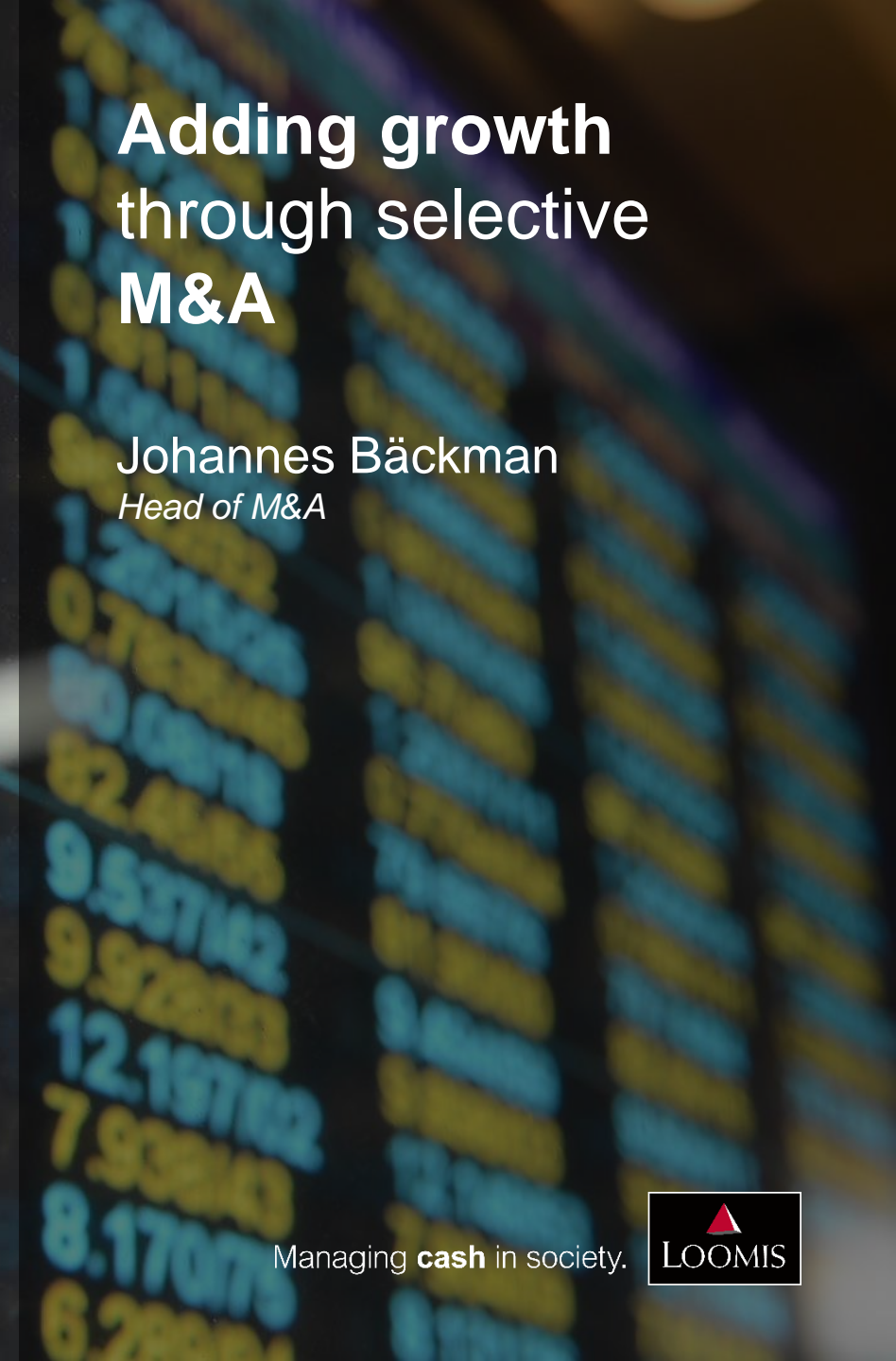




Adding growth through selective M&A

Johannes Bäckman
Head of M&A



Managing **cash** in society.



Adding growth through selective M&A in a fragmented market

Loomis has **growth potential**

50% of growth will come from M&A

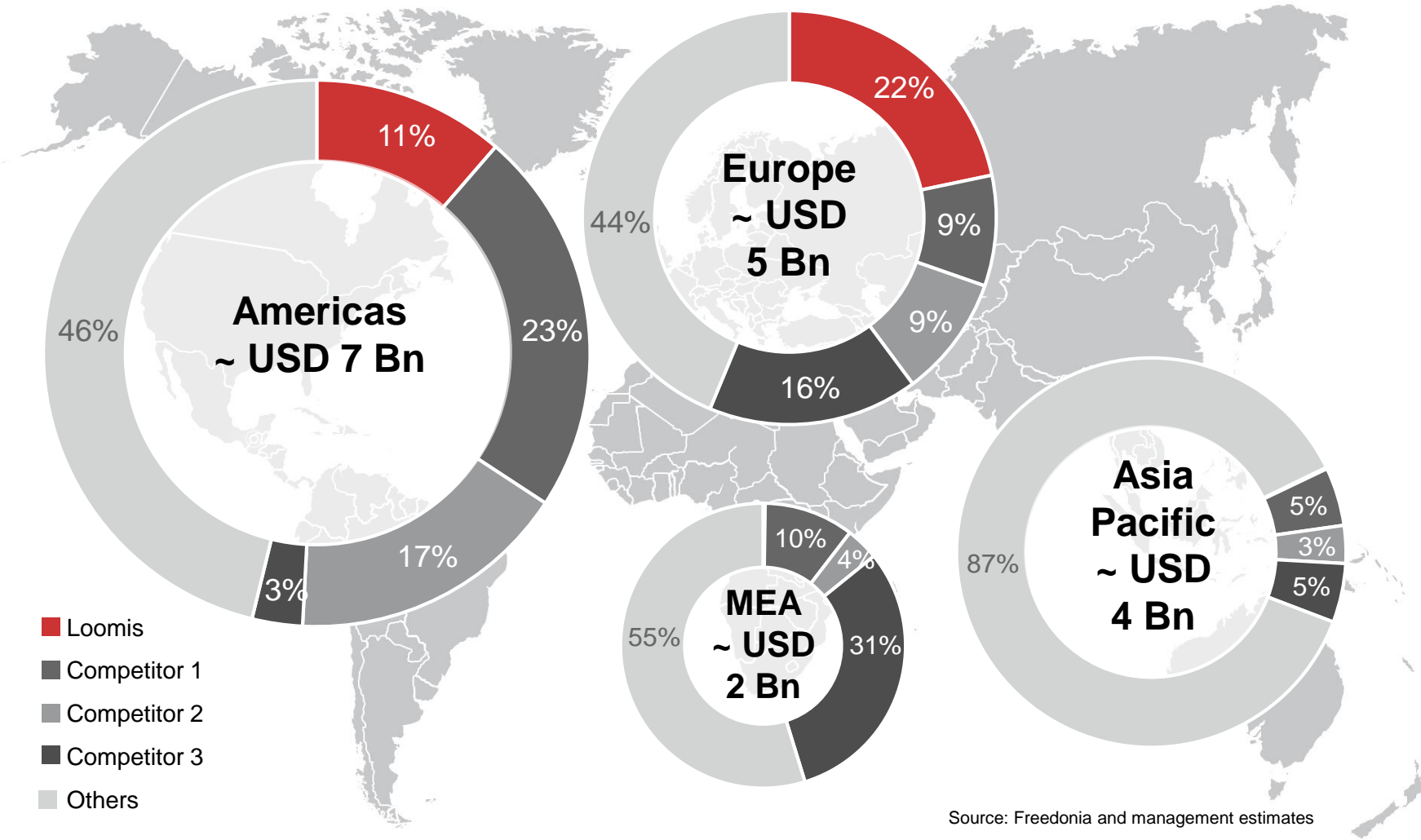
Loomis knows how to **create value**

We have a solid track record across the Group

Expanding across the value chain

M&A will support and accelerate expansion in adjacent services

Great opportunities to **lead market consolidation**



Source: Freedonia and management estimates

→ **A fragmented market and strong position provides consolidation opportunities**

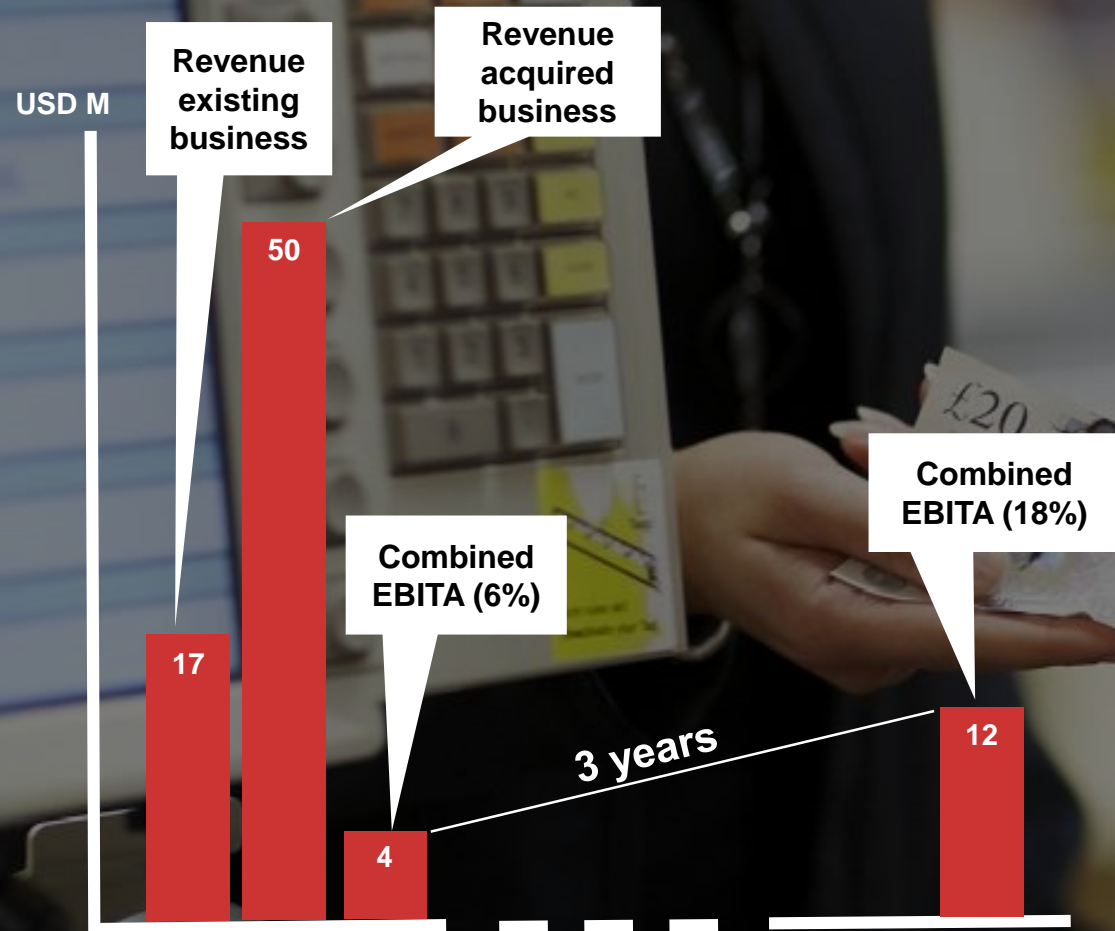
- Strong growth potential in our core business as well as in new services
- Existing markets will remain key priorities

Our M&A criteria focus on **existing markets** and **new technologies**

SEK 10 Bn in acquisition pipeline



We know how to **create value** – tripling EBITA in 3 years



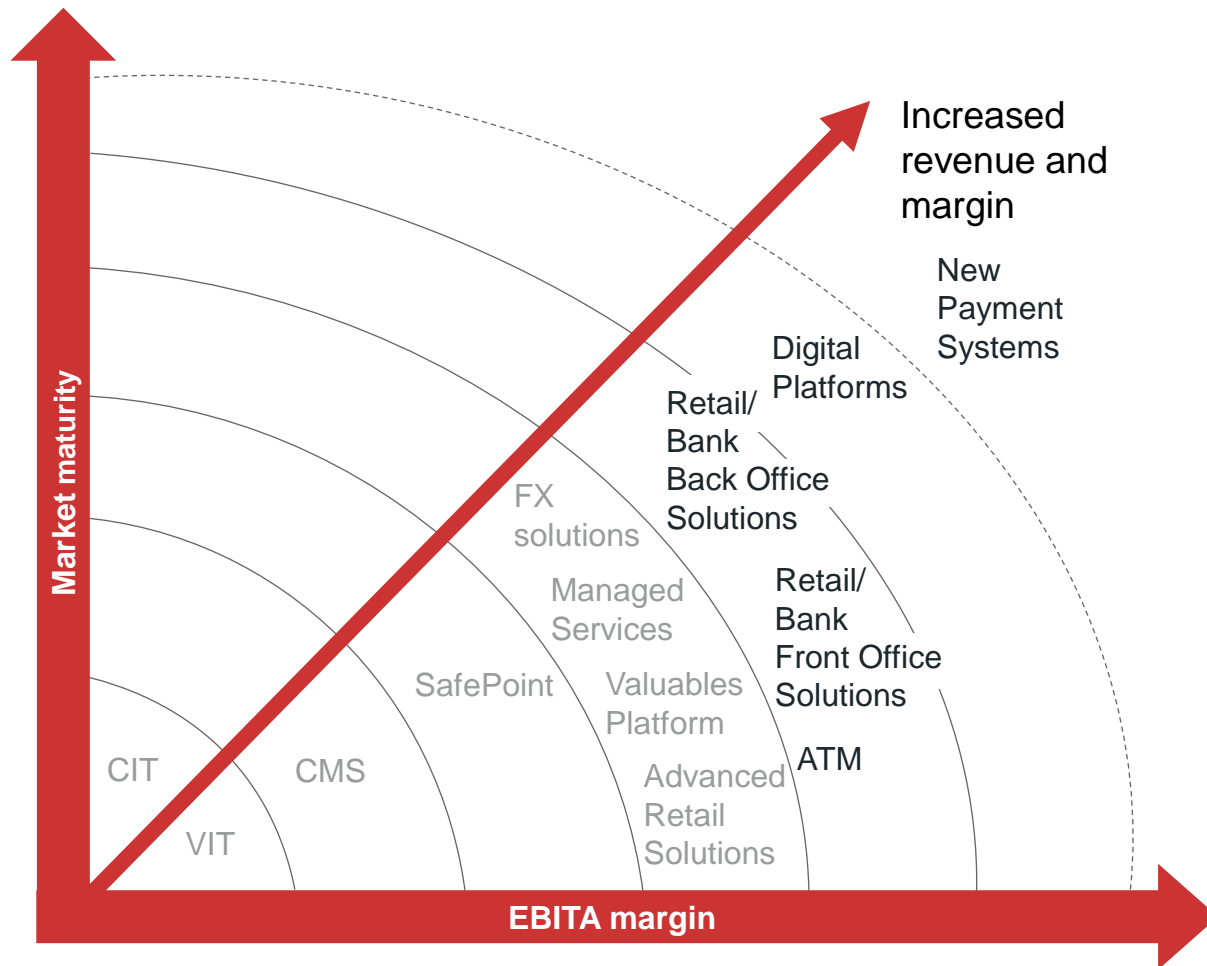
→ Switzerland is a mature market with low growth prospects and well run CIT/CMS business

→ The Loomis model of decentralisation and incentivising local management

→ We combined two customer portfolios by;

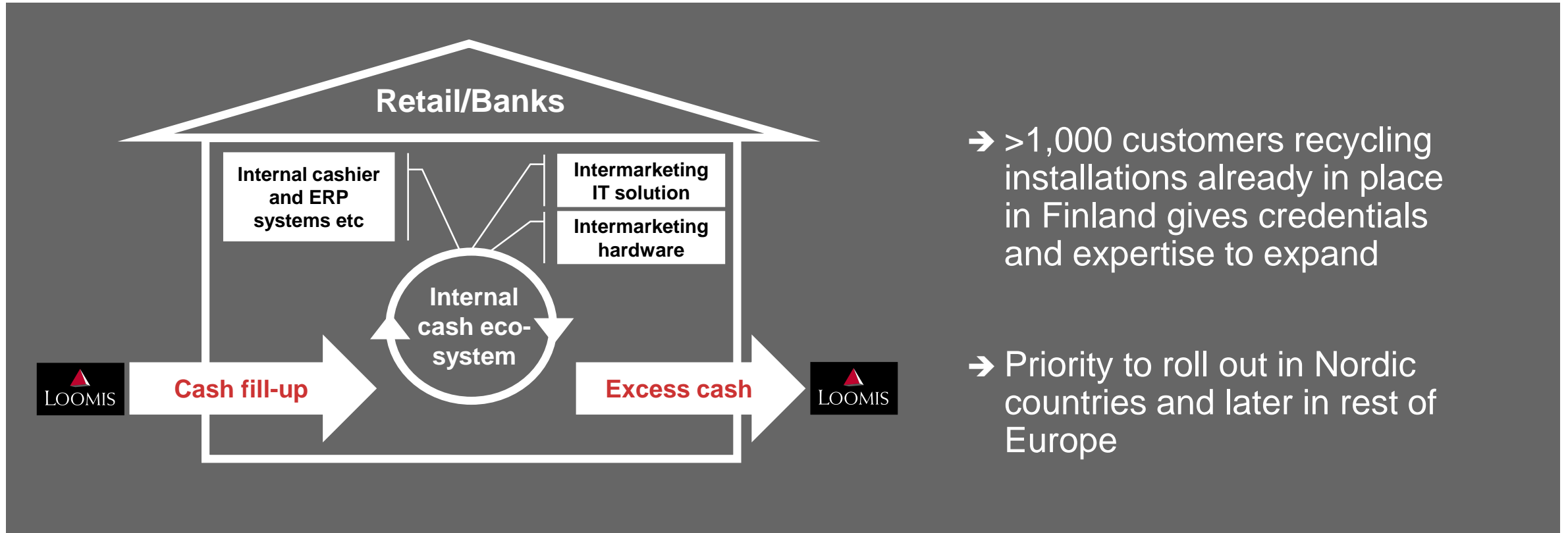
- Closing a number of overlapping branch offices
- Combining CIT routes increased the number of customers on each route
- More volumes of work in the cash centres

M&A will support our ambition to **transform the Cash Ecosystem**



- Loomis strategy is to manage cash across a wider spectrum of the value chain
- New higher margin IT driven solutions will be most attractive in mature markets with high labor costs
- New IT solutions require new skills and competence. Selective M&A will play an important role in our growth strategy
- 50% of growth from M&A including a significant share of adjacent services, without exceeding conservative net debt/EBITDA levels (2.0)

Cash recycling as a service – Case study Intermarketing



→ >1,000 customers recycling installations already in place in Finland gives credentials and expertise to expand

→ Priority to roll out in Nordic countries and later in rest of Europe

→ Integrated solutions to support clients with their entire Cash Ecosystem

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