

2015

ANNUAL
REPORT



TODAY'S AGENDA



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Disclaimer

The outlook for 2016 reflects management's expectations of future events and must be viewed in the context of the business environments and currency markets, which may cause actual results to deviate materially from those projected by Santa Fe Group A/S.

- Full Year Highlights 2015
- Q4 highlights
- Market trends
 - EMEA
 - Asia
 - Australia
- Financial Statements
- Strategy update
- Full-year outlook for 2016
- Q&A session

2015 MARKED A NEW BEGINNING



**EAC changed its name to Santa Fe Group A/S
and merged with Santa Fe Group Holding Ltd. A/S**

New management team in place

New strategy launched

Improvement initiatives gaining traction

REPOSITION

2015 RESULTS IN LINE WITH OUTLOOK



EURm	2015	2014
Revenue	373.6	338.1
EBITDA before special items	12.2	12.3
Special items	-2.7	-2.5
Reported EBITDA	9.5	9.8
Depreciation and amortization	-7.7	-6.0
Impairment of goodwill and trademarks, etc.	0.0	-38.7
Share of profit in associates	0.6	0.1
Financials, net	-3.4	-2.5
Income tax	-2.3	3.6
Profit from continuing operations	-3.3	-33.7
Net profit/loss	-3.4	46.8

10.5% growth in revenue – 3.8% in local currency

Including EUR 2.0m divestment gain

Including EUR 1.5m amortization of Wridgways trademark

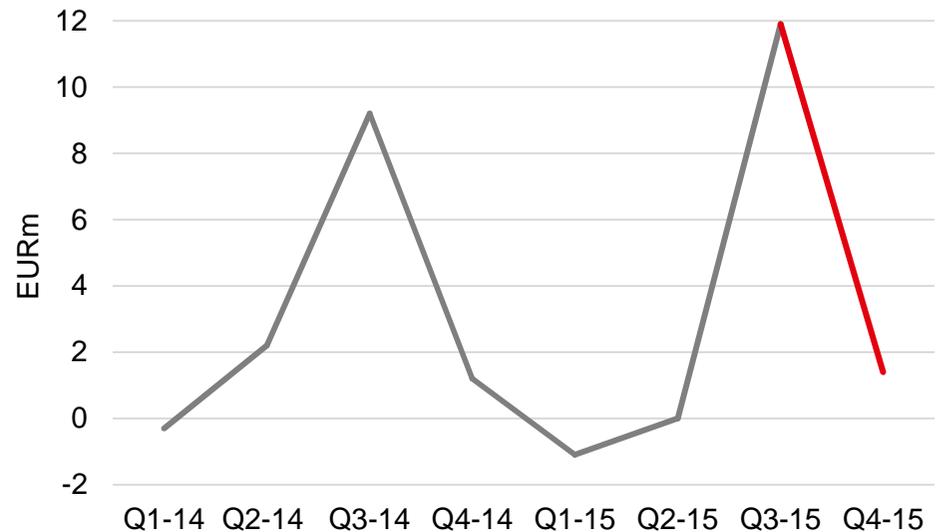
Growth rates stated in local currencies

Q4 HIGHLIGHTS

- Q4 peak season in Australia was very soft
- Overall revenue decline of 3.8% (-0.1% in EUR), subdued by Australia and reduced activity from existing customers
- EUR 1.4m (1.2m) EBITDA result before special items
- Higher restructuring activity in Europe than anticipated
- EBITDA margin bsi of 1.6% (1.3%)
- Continued cash flow improvements

EBITDA

before special items

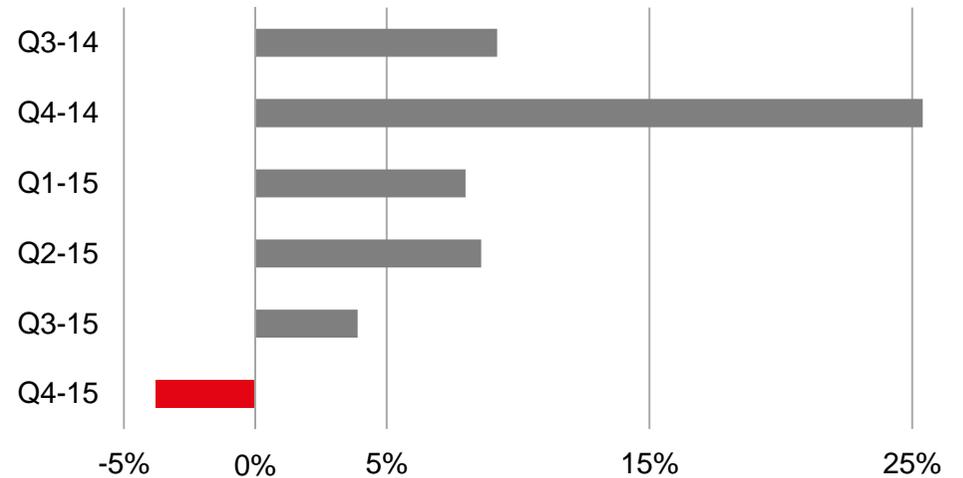


Growth rates stated in local currencies

MOVING SERVICES DECLINED IN Q4

- Australia and lower freight rates contribute to drop in Moving Services
- Corporate activity levels and agent revenues declining
- Records Management secured rate increases in HKG
- Asia strong, with exception of China

Overall revenue growth



Moving Services

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Relocation Services



Records Management

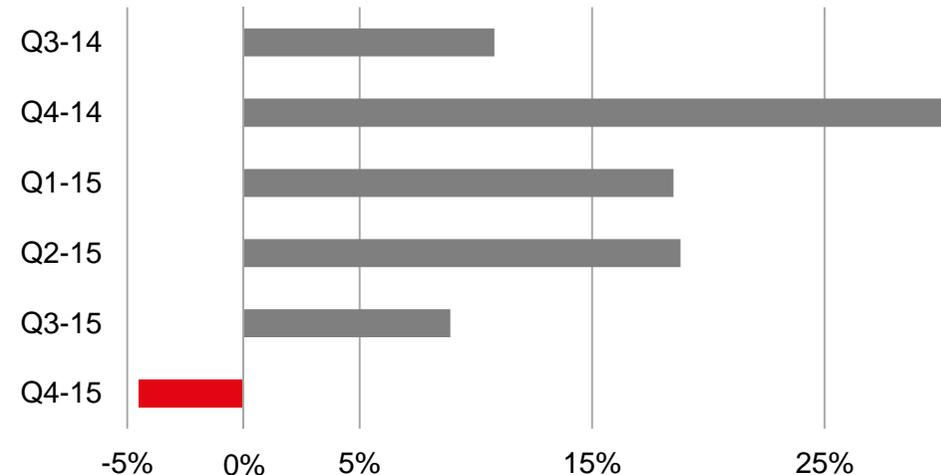
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Growth rates stated in local currencies

Q4 PERFORMANCE – EMEA

- 4.5% revenue decrease overall
 - 7.8% decline in Moving Services
 - 10.4% growth in Relocation Services
 - Slower ramp-up than expected from new customers
 - Lower freight rates affects revenue
- EBITDA of EUR -0.9m (0.0m)
 - Continued margin pressure in main markets and a setback in Germany
 - Higher staff cost to new contracts
 - Restructuring initiatives launched in several countries during Q4

EMEA growth rates

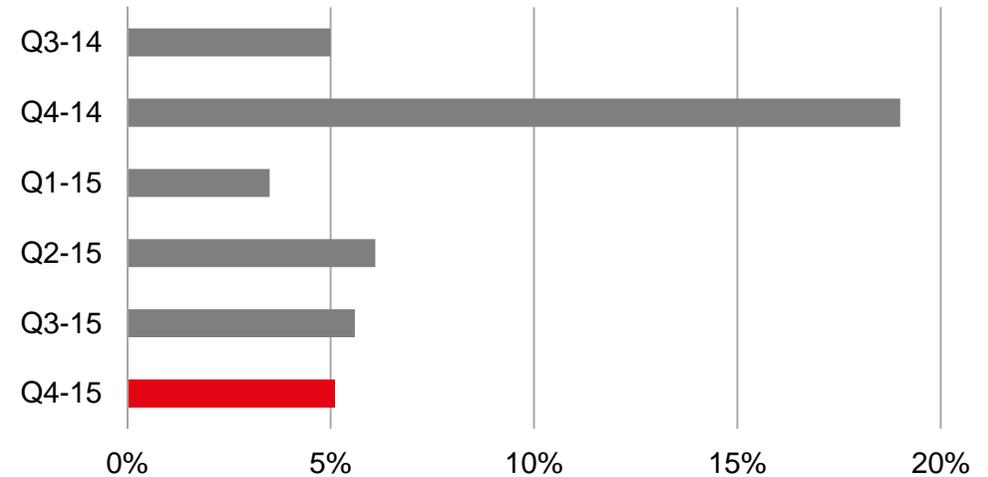


Growth rates stated in local currencies

Q4 PERFORMANCE – ASIA

- 5.1% revenue growth overall
 - 5.3% growth in Relocation Services and 3.3% growth in Moving Services
 - Progress in most markets, primarily Singapore, Hong Kong and Indonesia
 - 20% decline in Chinese market
 - 13.5% growth in Records Management
- EBITDA up to EUR 3.3m (2.5m)
 - Rate increases in HKG
 - Tight cost control, lower staff costs
 - In discussion to buy out our partner in China

Asia growth rates

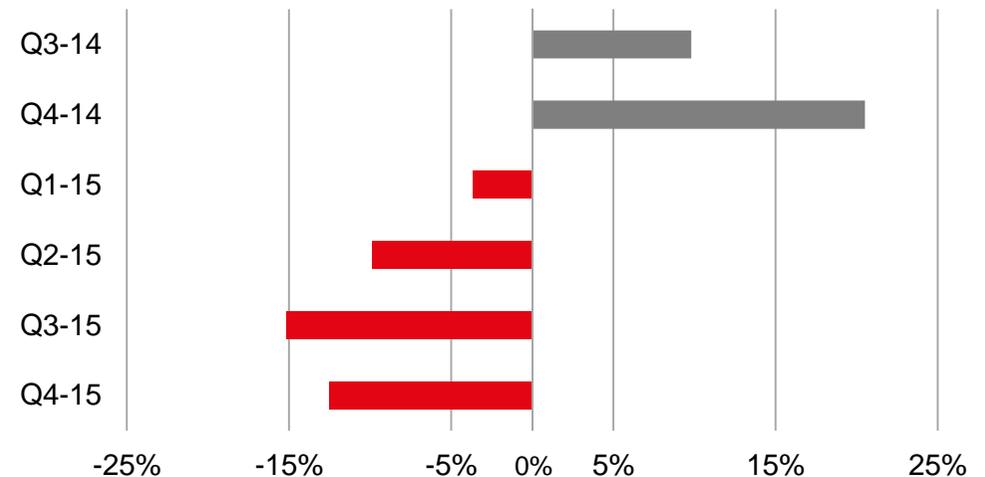


Growth rates stated in local currencies

Q4 PERFORMANCE – AUSTRALIA

- 12.5% revenue decline
 - General economic slowdown and severe downturn in mining industry
 - Reduced activity from corporate customers and from consumers
 - Peak season below expectations
- EBITDA slightly improved at EUR -0.1m (-0.3m)
 - Restructuring of network continues
 - Cost reductions creating impact
 - New Customer Service Center opened in Fiji
 - Established own office in New Zealand

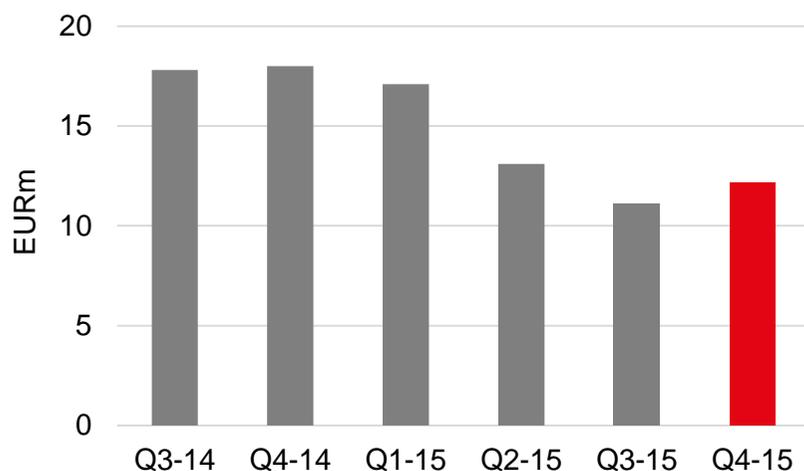
Australia growth rates



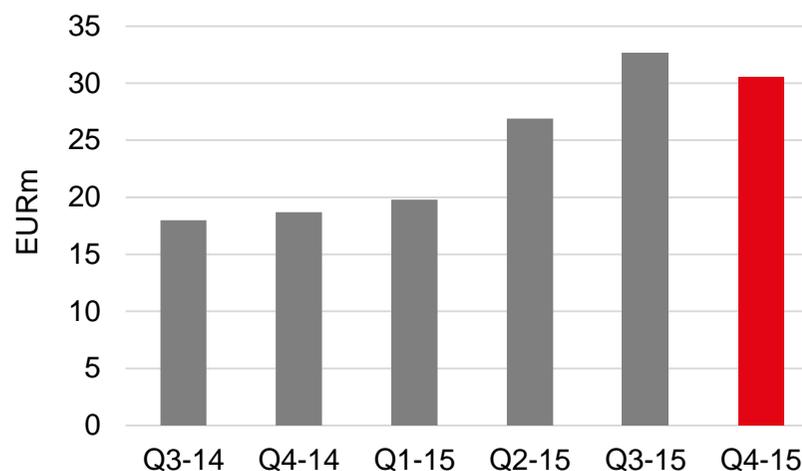
CASH FLOW FOCUS HAS PAID OFF

- Reduced accounts receivables \Rightarrow overdues now 27% of total (down from 50%)
- Cash flow from operating activities advanced by EUR 17.8m
- Net interest bearing debt down 52% – cash position improved by 63%

Working capital employed



Cash and cash equivalents



KEY FINANCIAL FIGURES



EURm	2015	2014
Total Assets	241.3	239.7
Working Capital Employed	12.2	18.0
Cash & cash equivalents	30.5	18.7
Net Interest Bearing Debt	9.6	20.2
SFG's share of equity	96.8	97.0
Invested Capital	101.0	114.8
ROIC (%)	1.6	-27.2
Cash Flow from operating activities	12.5	-5.3
Cash Flow from investing activities	-0.4	-29.1

No new impairments in 2015

Limited investment in fixed assets

2020 STRATEGY LAUNCHED



Fix the core

Moving Services & DSP



Accelerate RAMS

Relocation & Assignment
Management Services



Accelerate IMMS

Immigration Services



Power Up Technology



Expand our global footprint

- Address immediate challenges to Moving Services effectively
- Accelerate growth in higher-margin Relocation Services
- Take advantage of attractive market fundamentals
- Move Santa Fe up the value chain
- Maximise value creation

SETTING UP SANTA FE FOR GROWTH



2015-16

Lay the Foundation

- Fix core moving business
- Build growth-enabling capabilities; recruit top talent
- Implement new technologies
- Optimize financial and operational processes
- Bring strategy to life for employees

2017-2018

Next Level Growth

- Leverage efficiencies and scale
- Return to growth
- Increase RAMS and IMMS share of market
- Scale up enabling functions
- Develop next-level leadership and talents

2019-20

Industry Leader

- Add new markets and segments
- Take market shares
- Constant above-market growth
- Large-scale operations
- Outperform competition

CAPITAL ALLOCATION AND CAPITAL STRUCTURE POLICY



- The Santa Fe 2020 Strategy will require ongoing investments over the coming years – primarily in technology – and in turn also to finance potential acquisitions.
- Santa Fe will aim to maintain a financial gearing (NIBD / EBITDA before special items) below 2.0. Free Cash Flow will be allocated to reduce debt if the financial gearing exceeds target.
- Whenever the financial gearing is within range, Free Cash Flow will be held for investments, value creating acquisitions or allocated to shareholders. Allocation to shareholders will primarily be in the form of share buybacks.
- As announced at the Annual General Meeting on 26 March 2015, (Company Announcement 3/2015) no dividend will be declared in 2016 where earnings will be reinvested in the company, as was the case in 2015.

FULL-YEAR OUTLOOK FOR 2016



2016 Outlook	Comments	2015
Revenue: At the same level as in 2015	<ul style="list-style-type: none"> • Macro economic outlook uncertain • Continued growth in Relocation Services • Reduced activity for Moving Services • Continued weakness in Australian market 	373.6m
EBITDA before special items: EUR 13m - EUR 15m	<ul style="list-style-type: none"> • Non-recurring gain EUR 2.0m in 2015 • Increased warehouse (RM) rental in HKG of EUR 1.6m • Margin improvement driven by relocation services and 'Fix the Core' initiatives 	12.2m
Special items: At the same level as in 2015	<ul style="list-style-type: none"> • Restructuring costs, etc. 	-2.7m

Outlook for the year is dependent on the peak season for relocations in Q3 and generally sensitive to currency fluctuations, etc.



QUESTIONS, PLEASE





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ADDITIONAL INFORMATION

