

# AcadeMedia Investor presentation

2018-02

*Education is the key to each individual's development and to a competitive society.*



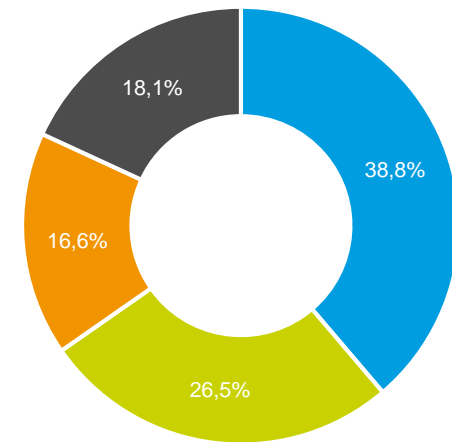
# AcadeMedia in brief



# Largest education provider in Northern Europe

- Net Sales 2016/17: SEK 9,500 million
- 172,900 children, students and adult education participants
- 370 pre-, compulsory-, and upper secondary schools in Sweden
- Adult education in 150 locations in Sweden
- 100 preschools in Norway, 19 preschools in Germany
- More than 15,500 employees
- Approx. 25 different brands – for example Vittra, Pysslingen, Hermods, Rytmus and NTI-gymnasiet

Net Sales Split 16/17<sup>2</sup>



- Pre- and compulsory school
- Upper secondary school
- Adult education
- Preschool International



# AcadeMedia key highlights

1. Sizeable underlying market with stable and predictable long-term growth drivers
2. Increasing share of independent education providers
3. Largest independent educational provider in Northern Europe – leading position in all segments
4. Unique model for assuring high quality, school attractiveness and sustainable growth
5. Proven track record of stable organic growth combined with successful acquisitions
6. Scalable business model with strong cash flow generation and limited cyclicality

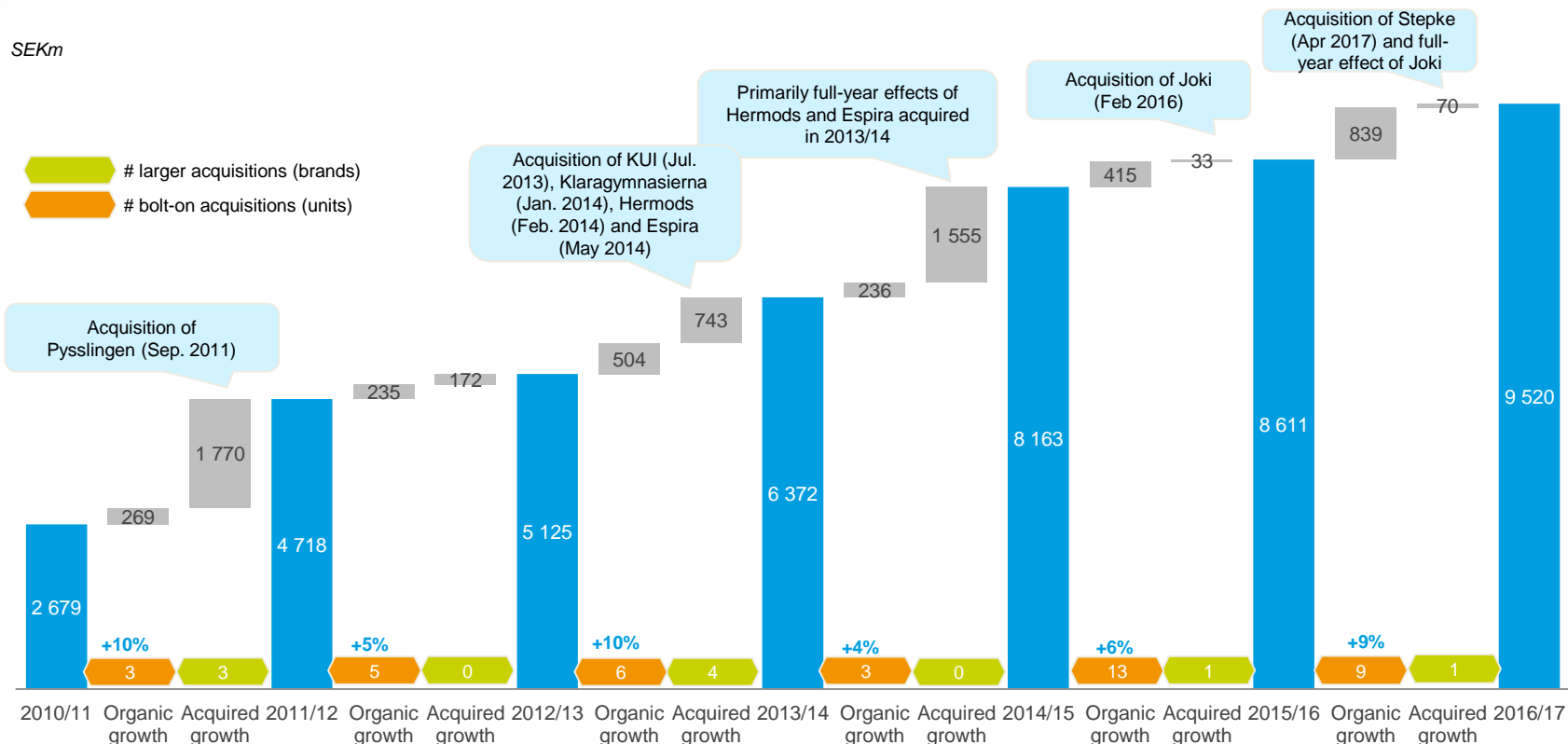




# Growth track record

*Proven ability to roll-out, acquire and integrate new businesses*

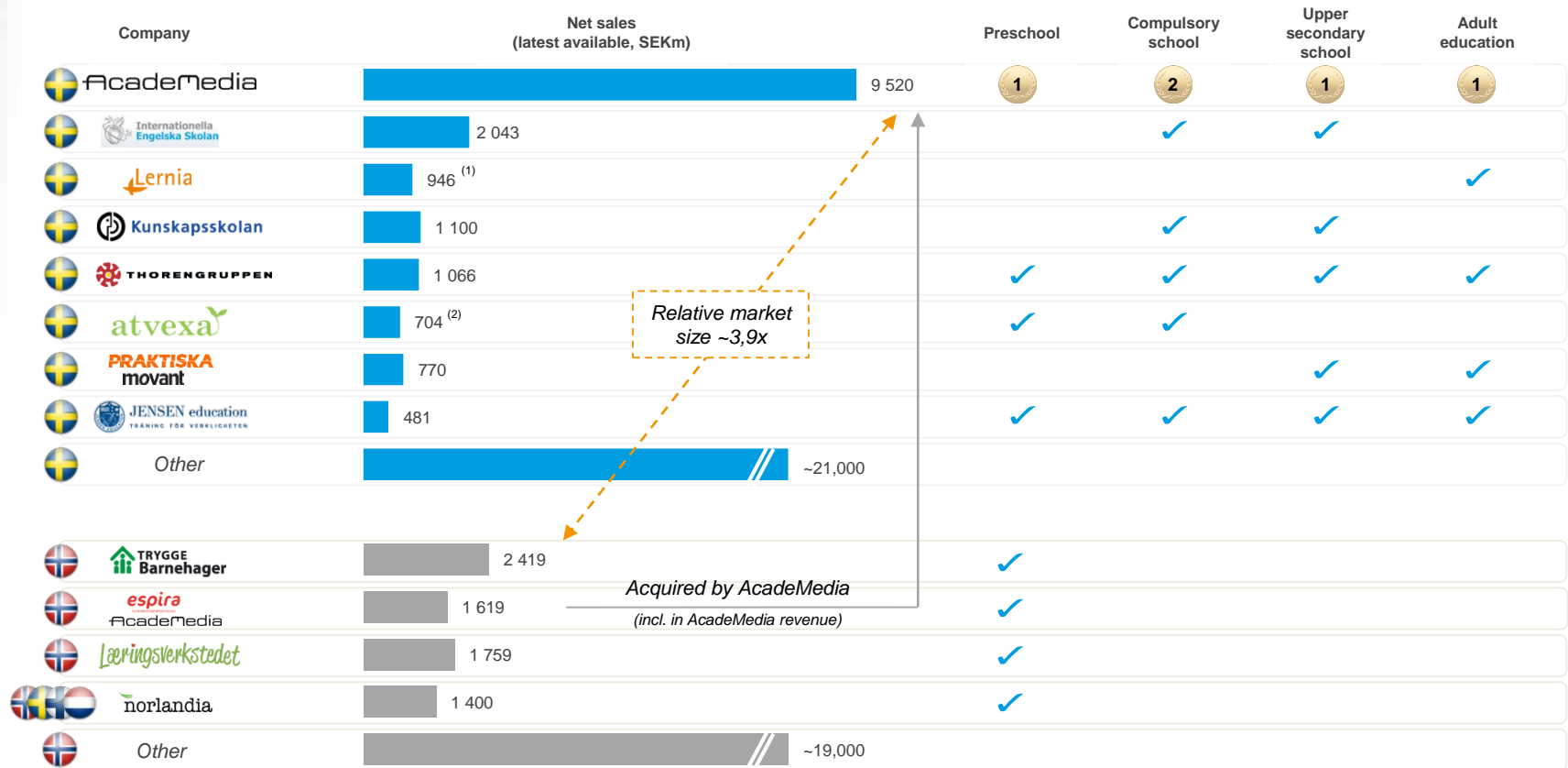
Revenue development 2010/12 – 2016/17



Average EV/EBITA acquisition multiples 2011/12 – 2016/17: **8.0x** **4.4x\***

Definitions: Organic growth includes smaller bolt-on acquisitions and excludes changes in currency. Acquired growth refers to revenues from larger acquisitions during the last 12 months. \*) Refers to Swedish acquisitions whereas Preschool International has higher multiples of 8-10x.

# Leading position with potential to further consolidate – Nordic perspective



- Highly fragmented market – AcadeMedia’s relative market size is ~3,9x the second largest
- Coverage of the whole educational system brings scale benefits and enables best practice sharing within and across segments

Source: Annual reports. 1) Only Lernia Education. 9) Acquired by Læringsverkstedet 2017.

# Employee satisfaction continues to improve



85% are proud of their workplace

The most influential factor in recommending a workplace to others is when employees feel pride.



3 out of 4 believe they have valuable opportunities to develop within their role.



Improved leadership

Leadership efforts in recent years have bolstered our leaders and have led to our managerial index trending positively. (From 75 in 2013 to 79 in 2017)

566

Schools/units/departments took part in the survey

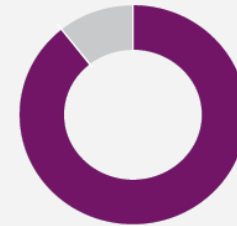
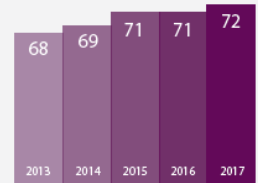
&

6,718

out of 8,629 employees responded anonymously, a response rate of 78%.

Employee satisfaction continues to increase

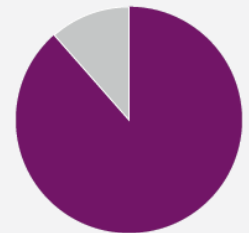
A consistently high level since 2013.



81% recommend their workplace to others.

85%

of employees have confidence in their manager, with 87% believing their manager is leading them towards increased success.





# Strategy



# AcadeMedia's strategy

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AcadeMedia shall...

- ...lead the development of future education
- ...operate along the entire education value chain
- ...offer diversity through our multi-brand strategy
- ...continue to develop and implement the AcadeMedia model
- ...go from good to great through best practice
- ...have a value-creating growth strategy

# Roadmap 2020 – the way forward

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*Our goal is to lead the development of future education in terms of:*

- Quality
- Attractiveness
- Efficiency
- Innovation



# The importance of vocational training – investing in our future





# Leading provider of apprenticeship and practical vocational training

**PRAKTISKA**  
Gymnasiet

- Upper secondary schools
- 32 schools
- 5,000 students

  
HAGSTRÖMSKA GYMNASIET

- Upper secondary schools
- 3 schools
- 800 students

**movant**

- Adult education
- 13 locations
- 778 participants



# Vindora acquired for a price of SEK 546 m

*Partially financed with a rights issue of SEK 410 m*

- Economic effects as November 1st
- Interesting and important market
- Solid financial development
- Investments are needed
  
- Acquisition price SEK 546<sup>2)</sup> million (for equity)
- Partial financing through a rights issue maintains AcadeMedia's financial position at a strong level
- Also enables capitalization of foreign investments

Vindora, "proforma" 2016

	2016
# students Upper sec	6,400 <sup>1)</sup>
# participants Adult ed	1,200
Revenue	833
EBITDA	100
EBITDA-margin	12.0%
# FTE	1,100
Acquisition price	546 <sup>2)</sup>



# The education sector

A stable and growing market

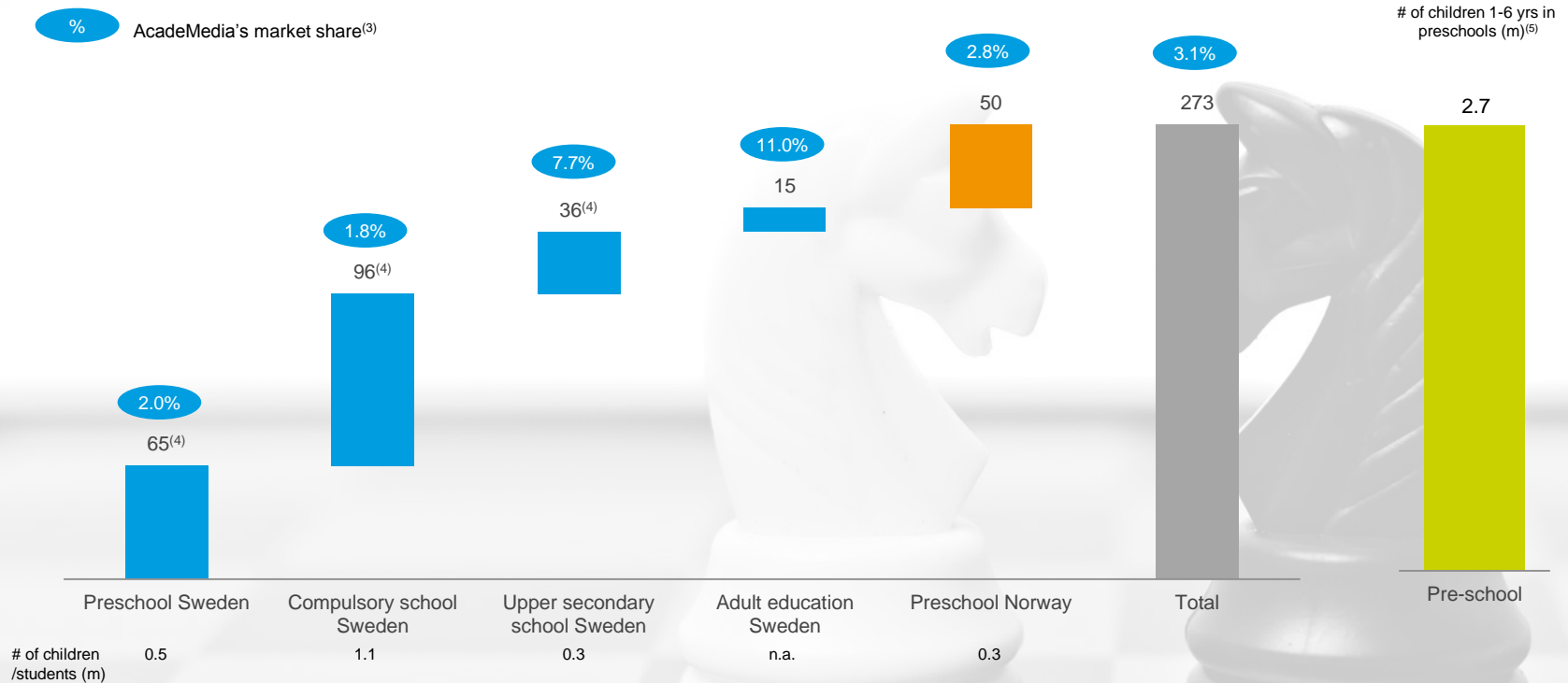


# The size of the public education sector

*Large market where AcadeMedia still only has a small part*

## Sweden and Norway addressable market 2015 (SEKbn)

## Germany



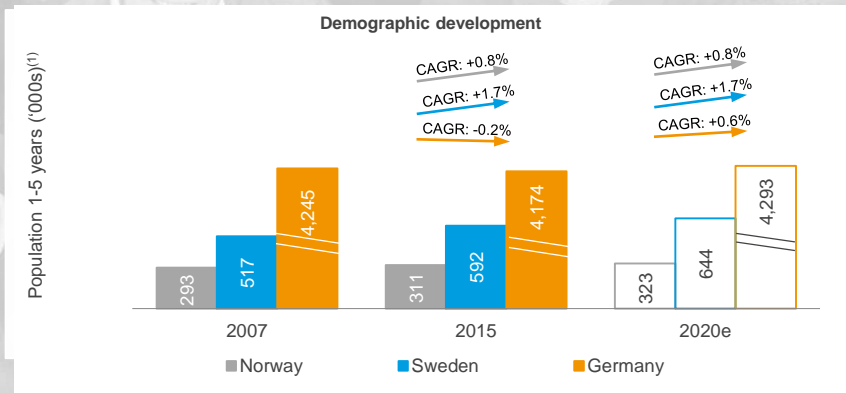
- Addressable market in Sweden and Norway worth approximately SEK 273bn
- Significant potential to grow in sizeable German market
- Investments in education represent a substantial part of national GDP and is high on government agendas

Source: Skolverket, SCB, SSB, Destasis. Note: 1) Refers to 2014 total education spend (not only AcadeMedia addressable market) and 2014 GDP. 2) Refers to mainland GDP. 3) Market share is based on number of students for all segments except adult education and total, where market share is calculated based on revenue. 4) Based on the total number of students (municipal and independent) multiplied by the average municipal cost per student, as the municipal cost (budgeted) is the basis for reimbursement to independent providers according to the equal terms principle. 5) Refers to children in both municipal and independent preschools.

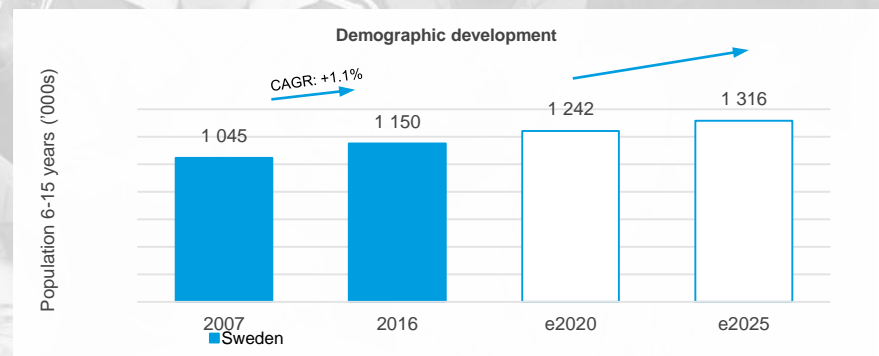
# Stable long-term growth drivers

*Favorable demographic development across all segments*

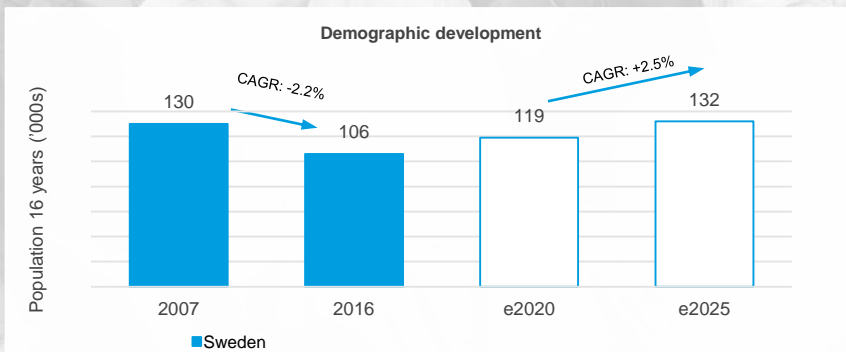
## Preschool



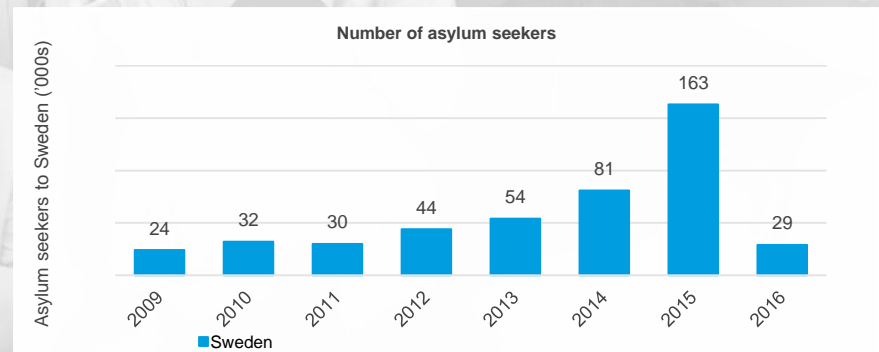
## Compulsory school



## Upper secondary school



## Adult education

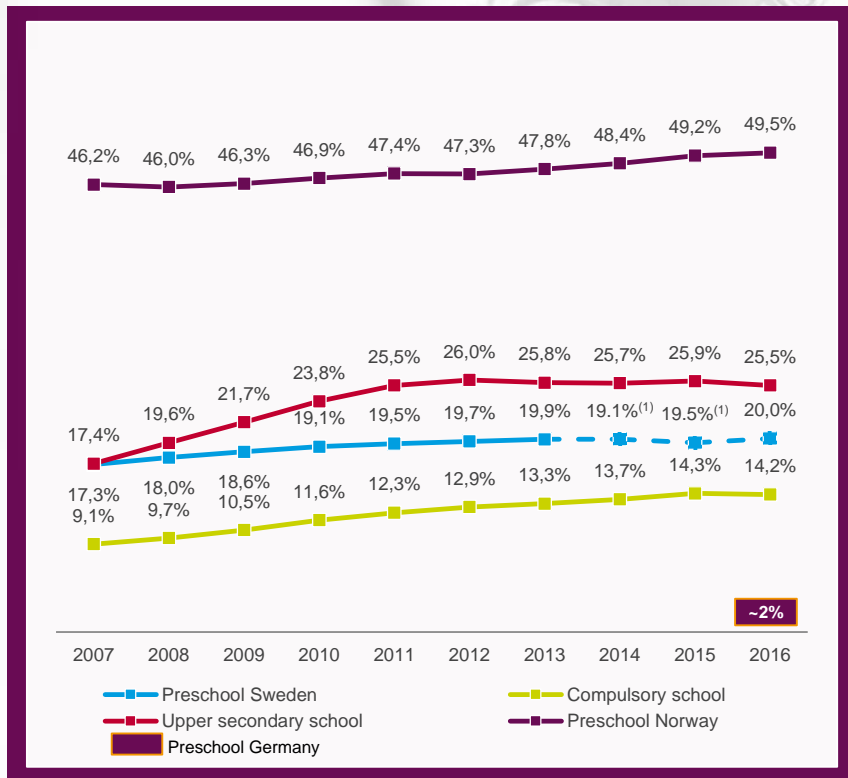


- Source: Skolverket, SCB. Note: Compulsory school includes pre-compulsory school education.
- 1) Germany refers to children age 1-6.

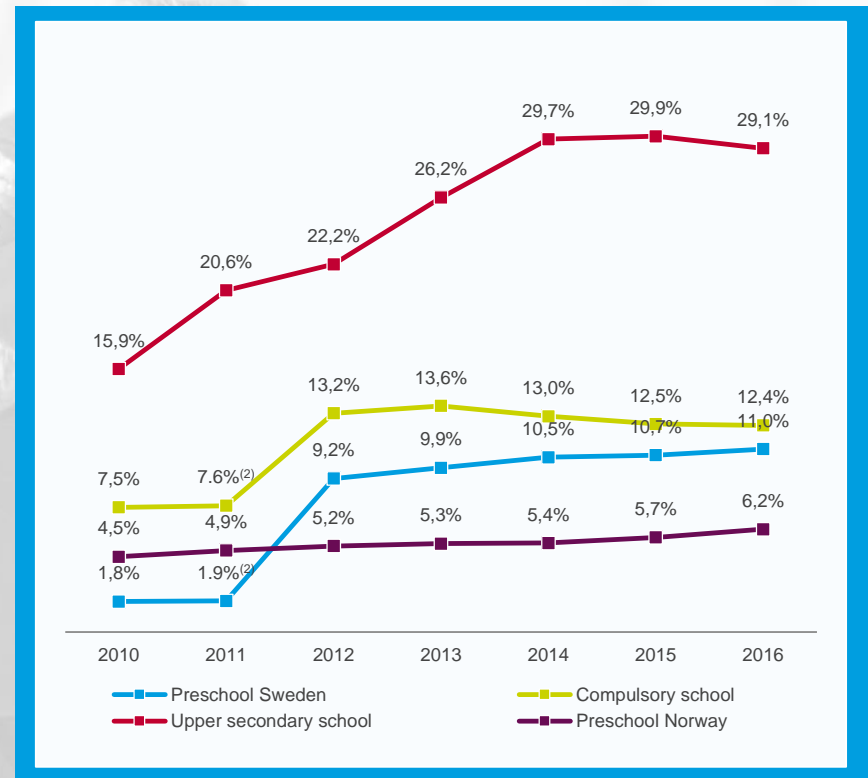


# Independent providers have grown. Room for increased penetration

INDEPENDENT PROVIDERS' PENETRATION OF TOTAL MARKET



ACADEMEDIA'S MARKET SHARE OF INDEPENDENT MARKET



- Independent providers have grown significantly – however penetration still remains low in most segments
- AcadeMedia continues to gain market share

Source: Skolverket, SSB, Destasis. Note: Compulsory school includes preschool class. Market shares based on number of students. 1) SCB's measuring methodology changed in 2014 – on the same measuring basis 2014 and 2015 overall independent penetration is estimated to be higher. 2) Figures do not include the students in Pyslingen units acquired in 2011.

# Growing market with new possibilities

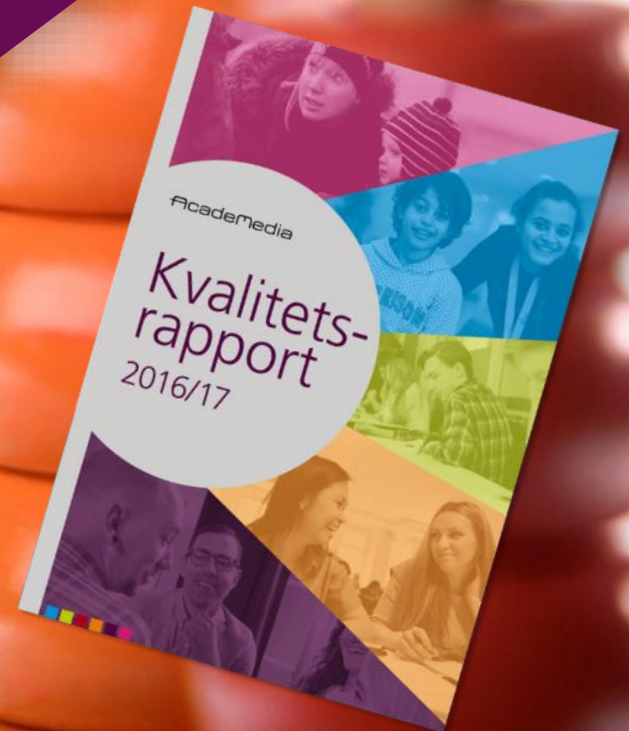
*Increasing demand of education at all levels*

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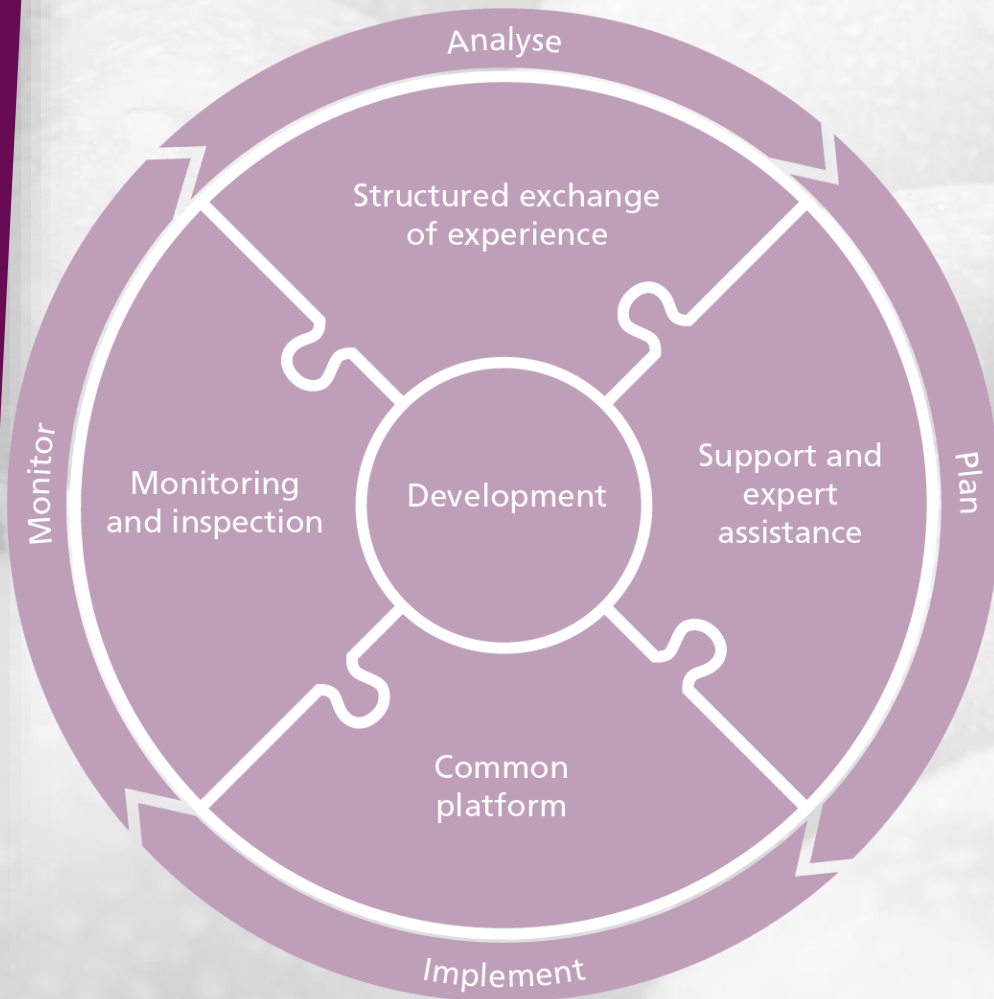
- The need for education is growing with the positive demographic trends
- New possibilities
  - 300,000 new preschool places in Germany
  - 1,000 new compulsory schools needed in Sweden
  - Norwegian labor market education is being deregulated



# Quality & Staff



# The AcadeMedia model

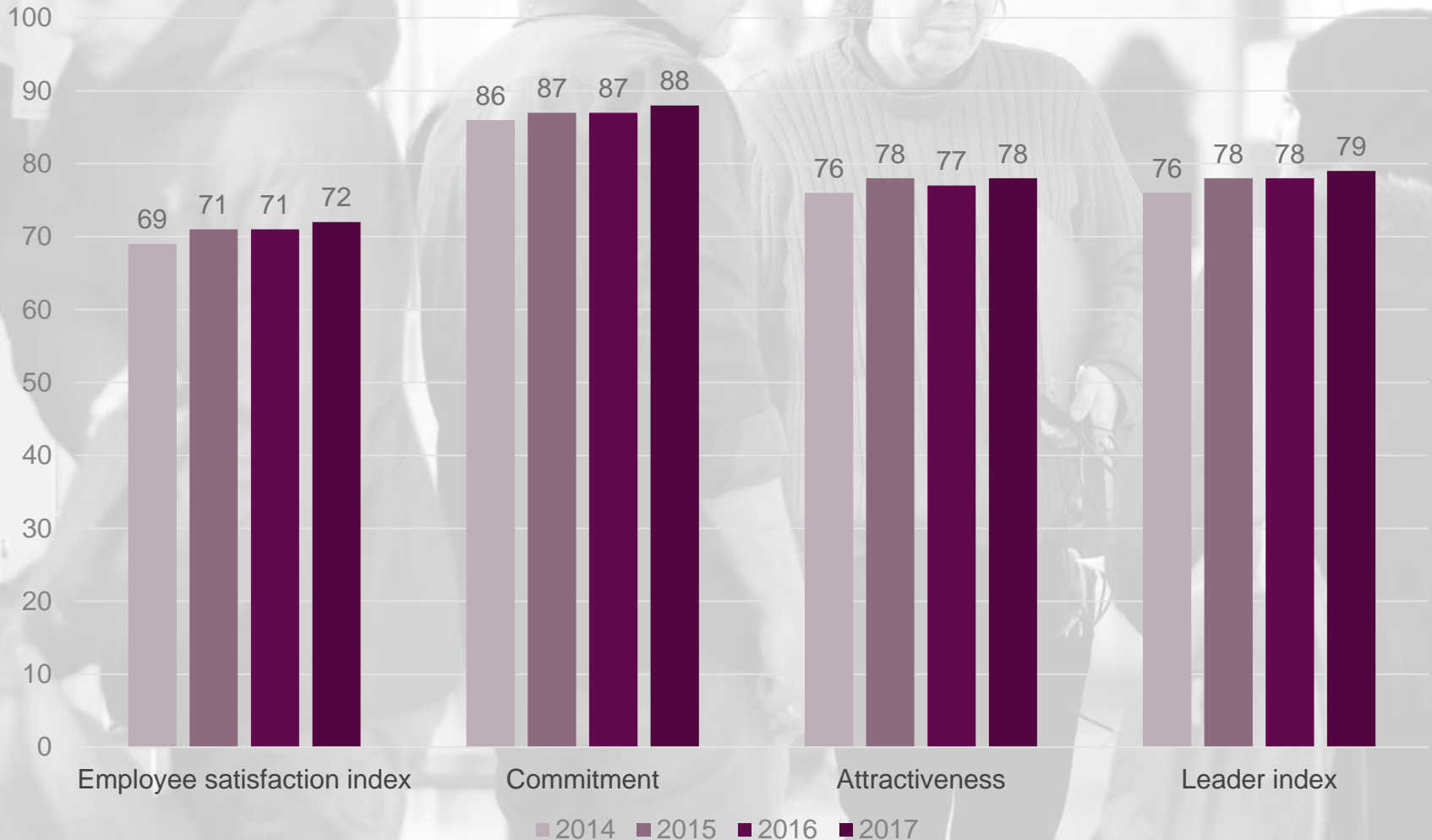


# Our employees

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- Approx. 15,600 employees, whereof 12,600 in Sweden
- Approx. 9,000 educators
- 70% women and 30% men
- 68% female managers
- 500 employees with senior positions
- 330 lead teachers

# The employee satisfaction survey 2017



# Our business segments





# Pre- and compulsory schools (Sweden)



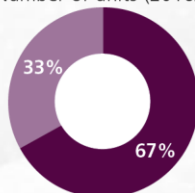
Pre- and compulsory schools

- Preschools in Sweden
- Compulsory schools in Sweden

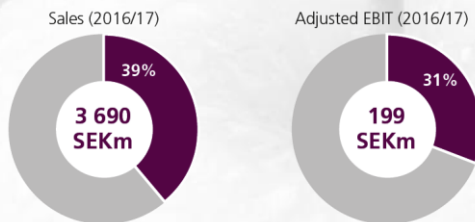


Distribution between preschool and compulsory school

Number of units (2016/17)



Segment's share of the Group



**KEY RATIOS 2016/17**

Number of children/students 31,231

Number of units 228

**MARKET SHARE OF INDEPENDENT MARKET (2016)<sup>1)</sup>**

Preschools **11.0%**

Compulsory schools **12.4%**

**MARKET SHARE OF TOTAL MARKET (2016)<sup>1)</sup>**

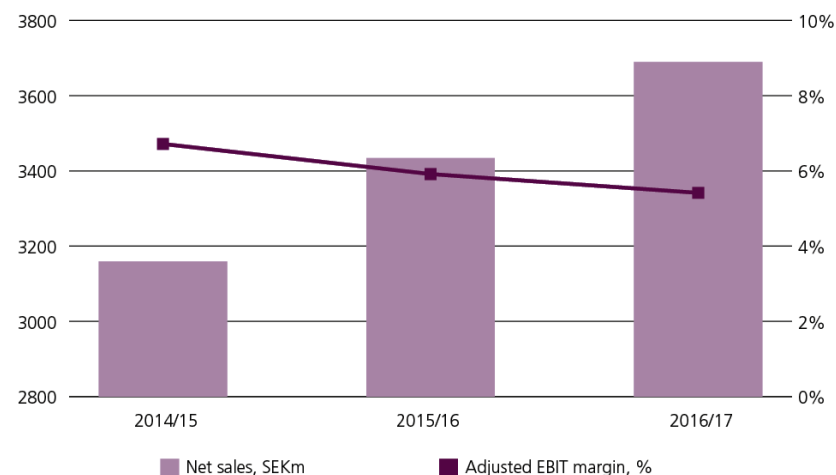
Preschools **2.2%**

Compulsory schools **1.8%**

AcadeMedia's pre- and compulsory schools operate in 45 of Sweden's 290 municipalities with a focus on the metropolitan areas.

PRESCHOOL AND COMPULSORY SCHOOL (SWEDEN)	2016/17	2015/16	CHANGE
Net sales, SEK m	3,690	3,434	7.5%
EBITDA, SEK m	252	255	-1.2%
EBITDA margin, %	6.8%	7.4%	-0.6 p.p.
EBIT margin, %	5.4%	6.0%	-0.6 p.p.
Items affecting comparability, SEK m	0	3	-100.0%
Adjusted operating profit/loss (EBIT), SEK m	199	203	-2.0%
Adjusted EBIT margin, %	5.4%	5.9%	-0.5 p.p.
Number of children/students	31,231	30,081	3.8%
Number of units	228	226	0.9%

Net sales and Adjusted EBIT margin, %





# Upper Secondary Schools



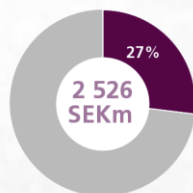
Upper secondary schools

● Upper secondary schools in Sweden

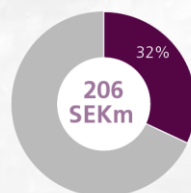


Segment's share of the Group

Sales (2016/17)



Adjusted EBIT (2016/17)



KEY RATIOS 2016/17

Number of students 25,544  
Number of units 103

MARKET SHARE OF  
INDEPENDENT MARKET (2016)<sup>1)</sup>

29.1%

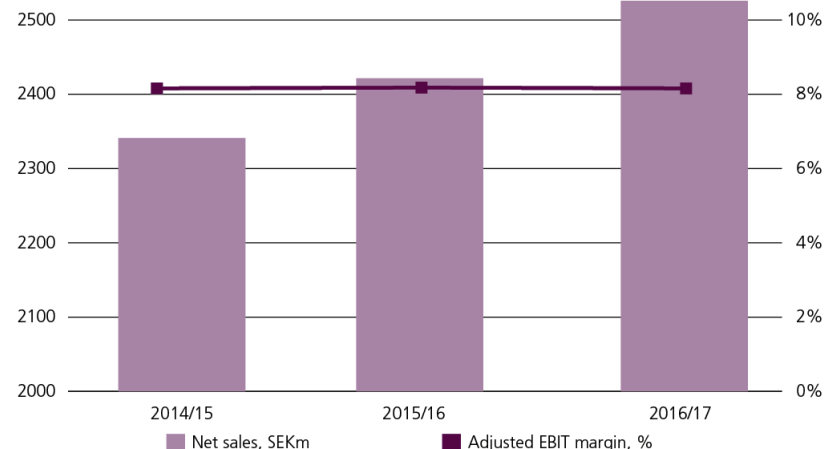
MARKET SHARE OF  
TOTAL MARKET (2016)<sup>1)</sup>

7.8%

AcadeMedia operates in 40 of Sweden's 290 municipalities with a focus on the metropolitan areas.

UPPER SECONDARY SCHOOL (SWEDEN)	2016/17	2015/16	CHANGE
Net sales, SEK m	2,526	2,421	4.3%
EBITDA, SEK m	303	298	1.7%
EBITDA margin, %	12.0%	12.3%	-0.3 p.p.
EBIT margin, %	7.8%	8.2%	-0.4 p.p.
Items affecting comparability, SEK m	-9	0	-
Adjusted operating profit/loss (EBIT), SEK m	206	198	4.0%
Adjusted EBIT margin, %	8.2%	8.2%	0.0 p.p.
Number of students	25,544	25,014	2.1%
Number of units	103	105	-1.9%

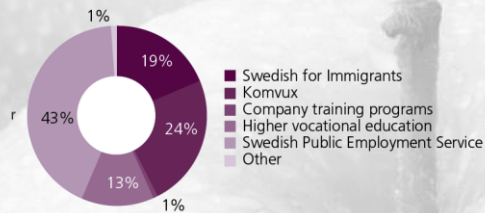
Net sales and Adjusted EBIT margin, %



# Adult education



## Operation's percentage of the segment



## Adult education

- Language, integration and labor market efforts
- Higher vocational education and municipal adult education

## Segment's share of the Group

Sales (2016/17)



Adjusted EBIT (2016/17)



### KEY RATIOS 2016/17

Number of participants ~ 100,000  
Number of contracts/assignments 625

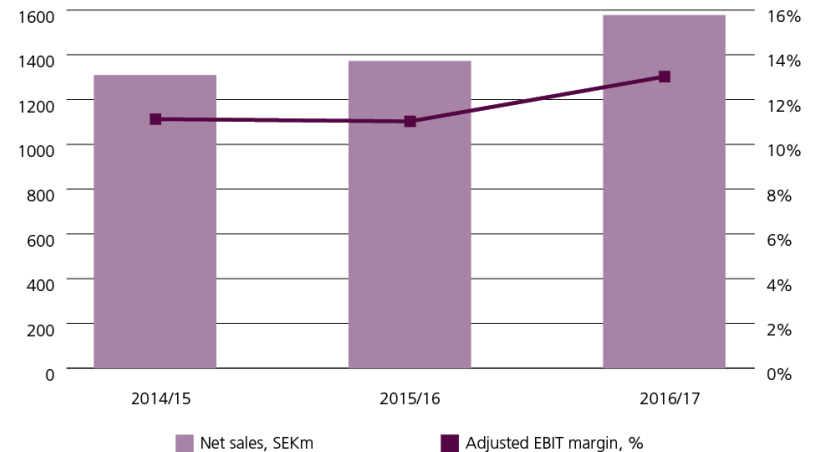
### GEOGRAPHIC COVERAGE

Contract area	Number of locations
Labor market services	59
Basic adult education	9
Upper secondary school for adults	88
SFI education	25
Higher vocational education	15

Distance education gives AcadeMedia 100% geographic coverage.

FACTS ADULT EDUCATION	2016/17	2015/16	CHANGE
Net sales, SEK m	1,576	1,372	14.9%
EBITDA, SEK m	206	154	33.8%
EBITDA margin, %	13.1%	11.2%	1.9 p.p.
EBIT margin, %	12.7%	10.7%	2.0 p.p.
Items affecting comparability, SEK m	-	-3	-
Adjusted operating profit/loss (EBIT), SEK m	200	150	33.3%
Adjusted EBIT margin, %	12.7%	10.9%	1.8 p.p.

## Net sales and Adjusted EBIT margin, %



# Preschool International



● Preschools in Norway



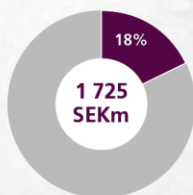
● Preschools in Germany

🚐 Mobile preschools in Germany

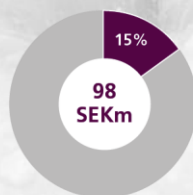


## Segment's share of the Group

Sales (2016/17)

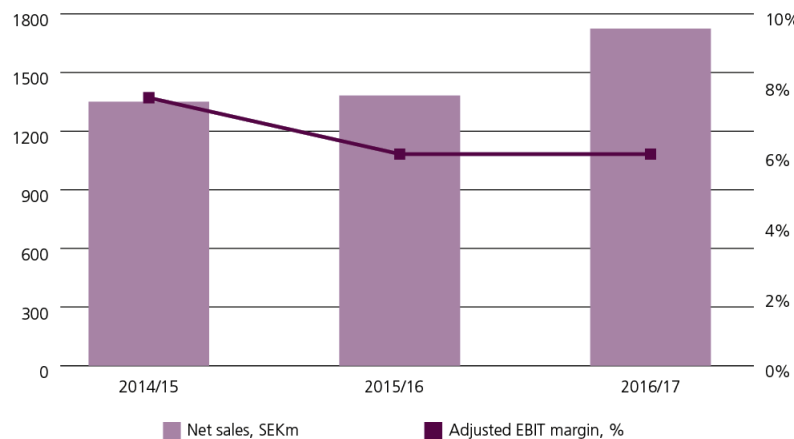


Adjusted EBIT (2016/17)



FACTS	2016/17	2015/16	CHANGE
Net sales, SEK m	1,725	1,381	24.9%
EBITDA, SEK m	139	110	26.4%
EBITDA margin, %	8.1%	8.0%	0.1 p.p.
EBIT margin, %	5.7%	6.1%	-0.4 p.p.
Items affecting comparability, SEK m	-	6	-
Adjusted operating profit/loss (EBIT), SEK m	98	78	25.6%
Adjusted EBIT margin, %	5.7%	5.6%	0.1 p.p.
Number of children	9,295	8,056	15.4%
Number of units	102	94	8.5%

## Net sales and Adjusted EBIT margin, %



# Financial information

Q2

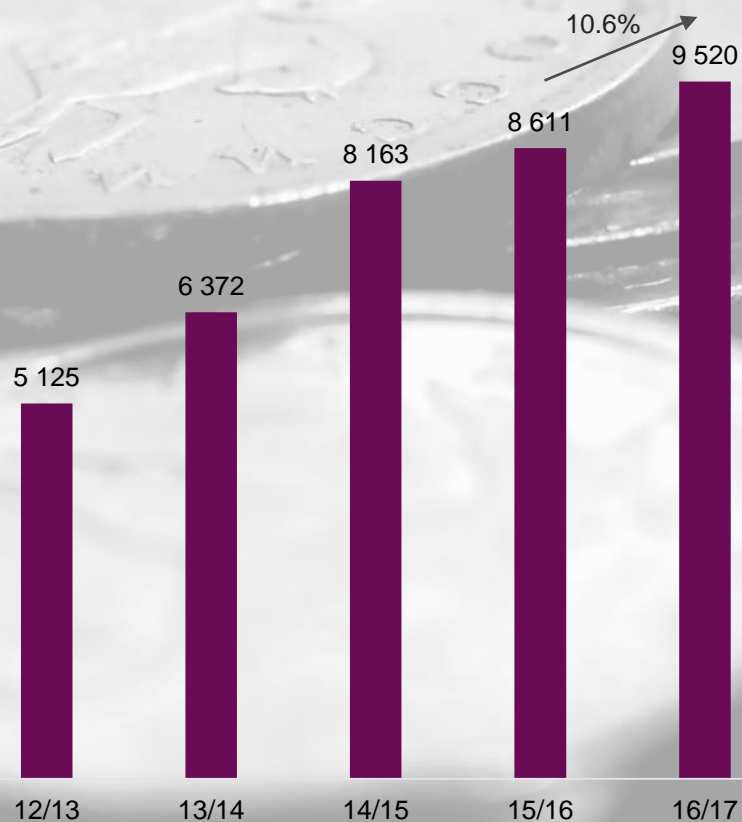




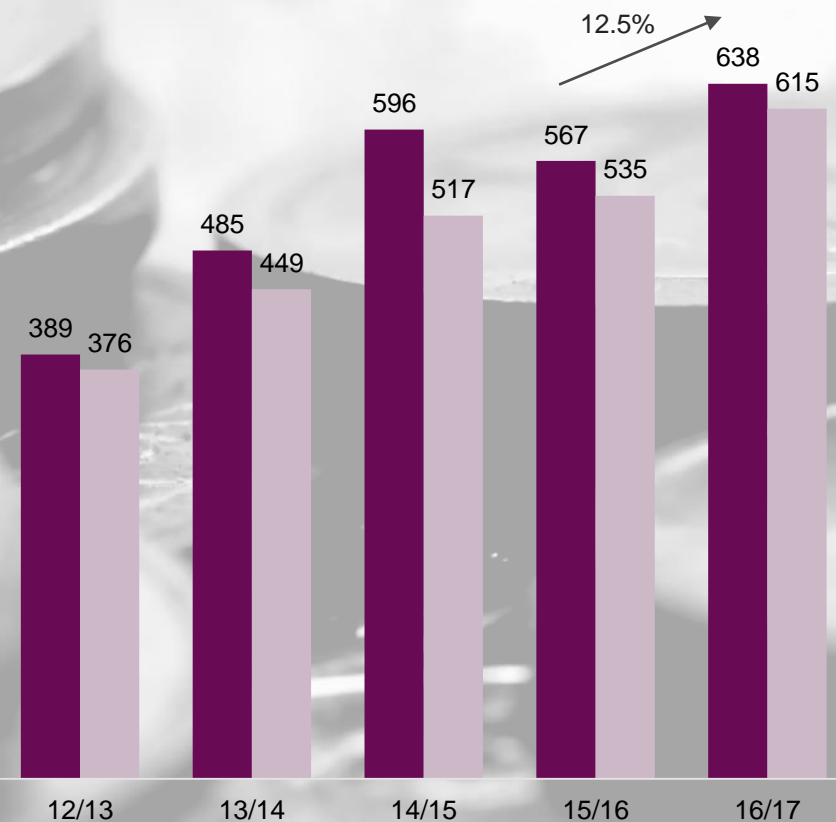
# Financial information 12/13 – 16/17

*Strong growth continues*

Net sales (MSEK)



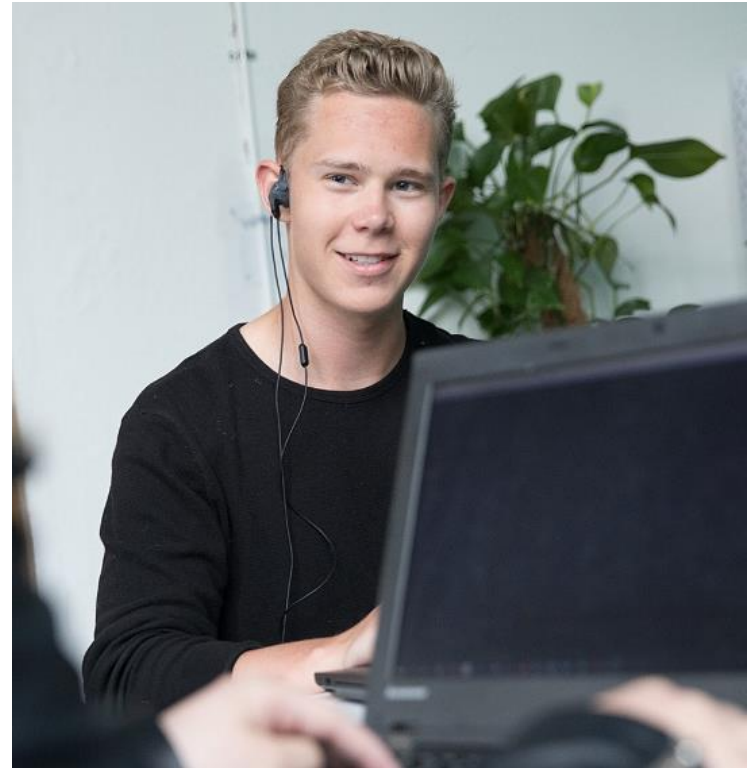
EBIT and Adjusted EBIT (MSEK)



# Second quarter headlines

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- Strong net sales and profit growth in the second quarter
- Student numbers up 11.1 percent
- Acquisition of Vindora closed
- Contract transition in adult education delayed
- Rights issue oversubscribed and completed





# Key highlights Q2 2017/18

## *Acquisition of Vindora boosts revenue growth and earnings*

### Comments for Q2 2017/18

- Student numbers increased in all segments.
- Growth in net sales was boosted by acquisitions (mainly Vindora) but also from bolt-on acquisitions, new units as well as high volumes in the Adult education segment. FX had a negative impact on net sales of SEK 21 million in the quarter.
- Seven preschools were acquired and one new opened. Vindora acquisition included 36 upper secondary schools.
- EBIT increased by SEK 25 million (16,9%) compared to the same period last year, largely explained by the acquisition of Vindora (SEK 21 million).

### Key figures for Q2 2017/18

	2017/18	2016/17	Change
# of Students	72,945	65,633	11.1%
Net sales	2,813	2,508	12.2%
EBIT	166	142	16.9%
EBIT-margin	5.9%	5.7%	0.2 p.p.
Adj. EBIT	167	142	17.6%
Adj. EBIT margin	5.9%	5.7%	0.2 p.p.
Earnings after tax	116	89	30.3%
Earnings per share <sup>1)</sup> , SEK	1.22	0.95	28.4%
Cash flow from operations	257	260	n/a

1) Earnings per share before dilution and based on average number of shares during the period.

# Key highlights July-December 2017/18

## Acquisitions drive growth

### Comments for July to December 2017/18

- Student numbers increased in all segments.
- Growth in net sales was boosted by acquisitions (mainly Vindora) but also from new establishments as well as high volumes in the Adult education segment.
- High activity with several acquisitions and opening of new entities. The number of units grew by 39 (net) in the upper secondary segment, 7 in international preschool, and -1 (net) in the pre- and compulsory school segment.
- EBIT increased by SEK 37 million (17.1%) compared to the same period last year explained by Vindora (SEK 21 million).

### Key figures for July to December 2017/18

	2017/18	2016/17	Change
# of Students	70,522	65,388	7.9%
Net sales	4,850	4,370	11.0%
EBIT	246	210	17.1%
EBIT-margin	5.1%	4.8%	0.3 p.p.
Adj. EBIT	249	211	18.0%
Adj. EBIT margin	5.1%	4.8%	0.3 p.p.
Earnings after Tax	168	130	29.2%
Earnings per share <sup>1)</sup> , SEK	1.76	1.38	27.5%
Cash Flow from Operations	399	391	n/a

1) Earnings per share before dilution and based on average number of shares during the period.

# 12 month rolling figures Q2 2017/18

*Acquisitions push net sales to SEK 10,000 million*

## Comments for 12 month rolling figures

- 12 month rolling net sales and EBIT are at all time high thanks to acquisitions, volume growth and four strong quarters in the adult segment.
- *NB Comparison between Q2 12-month rolling figures and full year 2016/17.*

## Key figures for Q2 R12 2017/18 vs FY 2016/17

	<b>2017/18 R12</b>	<b>2016/17</b>	<b>Change</b>
Net sales	10,000	9,520	5.0%
EBIT	652	615	6.0%
EBIT-margin	6.5%	6.5%	0.0 p.p.
Adj. EBIT	676	638	6.0%
Adj. EBIT margin	6.8%	6.7%	0.1 p.p.
Earnings after tax	453	416	8.9%

# Pre- and Compulsory Schools (Sweden)

## *Margins under pressure but growth maintained*

### Comments for Q2 2017/18

- One compulsory school and two preschools with approximately 700 children were acquired in the second quarter.
- Overall student numbers increased by 2.5%.
- Net sales grew by 5.9 % also as a result of annual voucher adjustments.
- EBIT-margin was 0.6 percentage points lower mainly due to higher personnel costs, not yet compensated by school vouchers.

### Comments for H1 2017/18

- Three units were closed or divested in the beginning of the period and three units were acquired in the period.
- Overall student numbers increased by 2.1%.
- Net sales increased with 5.9%.
- EBIT-margin was 0.6 percentage points lower mainly due to higher personnel costs.

### Key figures for Q2 2017/18

	2017/18	2016/17	Change
Net sales	1,021	964	5.9%
EBIT	40	43	-7.0%
EBIT-margin	3.9%	4.5%	-0.6 p.p.
Adj. EBIT	40	43	-7.0%
Adj. EBIT-margin	3.9%	4.5%	-0.6 p.p.
# of Students	31,727	30,951	2.5%

### Key figures for H1 2017/18

	2016/17	2015/16	Change
Net sales	1,781	1,682	5.9%
EBIT	43	50	-14.0%
EBIT-margin	2.4%	3.0%	-0.6 p.p.
Adj. EBIT	43	50	-14.0%
Adj. EBIT-margin	2.4%	3.0%	-0.6 p.p.
# of Students	31,419	30,782	2.1%

# Upper Secondary Schools (Sweden)

## *Vindora acquisition drives growth*

### Comments for Q2 2017/18

- In November, Vindora was acquired with 36 units under the brands Praktiska och Hagströmska with 6,227 students. Students increased by 6.0 percent
- Overall student numbers increased by 20.3%.
- Net sales increased by 24.6% compared to the same quarter last year as a result of the Vindora acquisition and opening of seven new entities.
- Adj EBIT-margin increased by 0.7 percentage points in the quarter.

### Comments for H1 2017/18

- Overall student numbers increased by 12.3% with an all-time-high of first year students.
- Net sales increased by 17.4% compared to last year due to a higher number of students and voucher adjustments from previous year.
- Adjusted EBIT increased to SEK 103 million (74). EBIT and margin improvement was due to increased capacity utilization and the Vindora acquisition.

### Key figures for Q2 2017/18

	2017/18	2016/17	Change
Net sales	845	678	24.6%
EBIT	63	47	34.0%
EBIT-margin	7.5%	6.9%	0.6 p.p.
Adj. EBIT	64	47	36.2%
Adj. EBIT-margin	7.6%	6.9%	0.7 p.p.
# of Students	30,928	25,707	20.3%

### Key figures for H1 2017/18

	2017/18	2016/17	Change
Net sales	1,384	1,179	17.4%
EBIT	102	74	37.8%
EBIT-margin	7.4%	6.3%	1.1 p.p.
Adj. EBIT	103	74	39.2%
Adj. EBIT-margin	7.4%	6.3%	1.1 p.p.
# of Students	28,923	25,755	12.3%



# Adult Education (Sweden)

*Contract transition delayed one quarter kept profit and margins high*

## Comments for Q2 2017/18

- Net sales increased by 10.1% mainly attributed to the acquisition of Vindora but also higher volumes within Basic Modules, Swedish for immigrants (SFI), and Komvux.
- Adj EBIT-margin remained at a high level.
- The contract transition to YSM has been delayed one quarter. No further participants admitted to the Basic Modules contract by end of January.

## Comments for H1 2017/18

- Sales growth of 10.1% was driven by the acquisition of Vindora, which represented 3.1%, as well as high participant volumes.
- Adj. EBIT increased by SEK 8 million and amounted to SEK 107 million (99), compared to last year.
- *While the market is strong and AcadeMedias position remains solid, replacement of high margin contracts which are pending will result in 1-3 percentage points lower margins.*

## Key figures for Q2 2017/18

	2017/18	2016/17	Change
Net sales	459	417	10.1%
EBIT	64	59	8.5%
EBIT-margin	13.9%	14.1%	-0.2 p.p.
Adj. EBIT	64	59	8.5%
Adj. EBIT-margin	13.9%	14.1%	-0.2 p.p.

## Key figures for H1 2017/18

	2017/18	2016/17	Change
Net sales	825	749	10.1%
EBIT	107	99	8.1%
EBIT-margin	13.0%	13.2%	-0.2 p.p.
Adj. EBIT	107	99	8.1%
Adj. EBIT-margin	13.0%	13.2%	-0.2 p.p.

# Preschools (International)

*Strong growth in Norway and Germany following acquisitions*

## Comments for Q2 2017/18

- One new preschool in Germany and four preschools acquired in Norway.
- As a result child numbers increased by 14.7%.
- Net sales growth for the quarter 8.7%. Growth was mainly attributed to the acquisition of the German operation Stepke, as well as new establishments and acquisitions in Norway. Fx (SEK/NOK) had a negative impact on net sales of SEK 21 million.
- Adjusted EBIT is at same level as previous year.

## Comments for H1 2017/18

- Overall student numbers increased by 15.0%.
- Net sales growth was 13.3% as a result of acquisitions and new establishments. Fx (SEK/NOK) had a negative impact on sales of SEK 21 million compared to last year.
- Adj. EBIT decreased with 9.5%, mainly due to higher property related expenses.
- Three new units opened and four units were acquired in the period. Germany will open nine new preschools during 2018.

## Key figures for Q2 2017/18

	2017/18	2016/17	Change
Net sales	488	449	8.7%
EBIT	14	14	-
EBIT-margin	2.9%	3.1%	-0.2 p.p.
Adj. EBIT	14	14	-
Adj. EBIT-margin	2.9%	3.1%	-0.2 p.p.
# of students	10,290	8,975	14.7%

## Key figures for H1 2017/18

	2017/18	2016/17	Change
Net sales	860	759	13.3%
EBIT	19	21	-9.5%
EBIT-margin	2.2%	2.8%	-0.6 p.p.
Adj. EBIT	19	21	-9.5%
Adj. EBIT-margin	2.2%	2.8%	-0.6 p.p.
# of students	10,180	8,851	15.0%

# Financial position

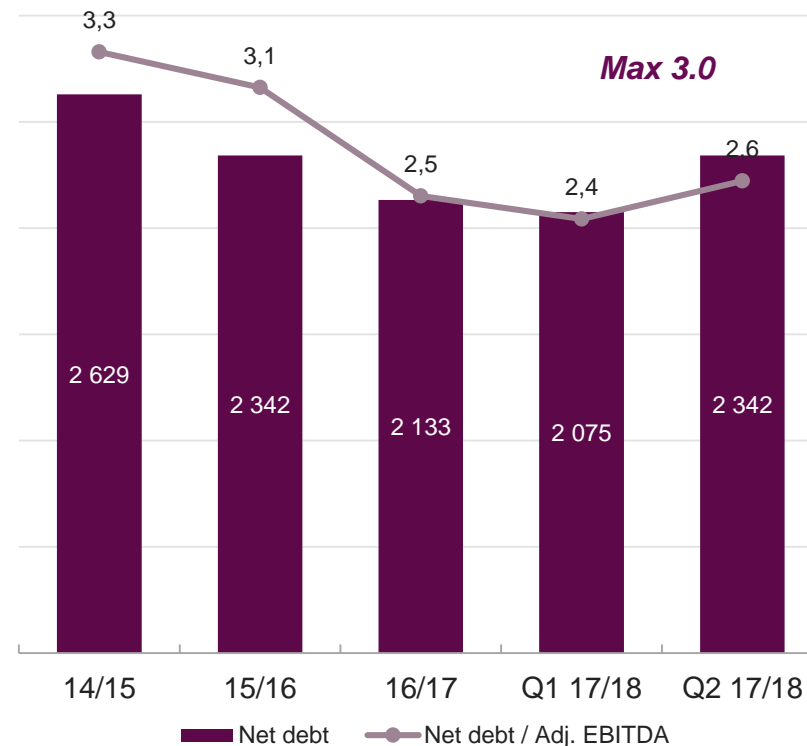
*Rights issue of SEK 410 million completed*

Key figures for Q2 2017/18

	<b>2017/18 31 Dec</b>	<b>2016/17 31 Dec</b>	<b>Change</b>
Total equity	3,997	3,150	26.9%
Net debt	2,342	2,289	2.3%
Adj. net debt <sup>1)</sup>	1,750	1,762	-0.7%
Capital employed	6,866	5,875	16.9%
Equity ratio	45.0%	41.6%	3.4 p.p.

1) Adjusted Net Debt excludes real estate loans, purpose being to show the amount of net debt required to finance operations

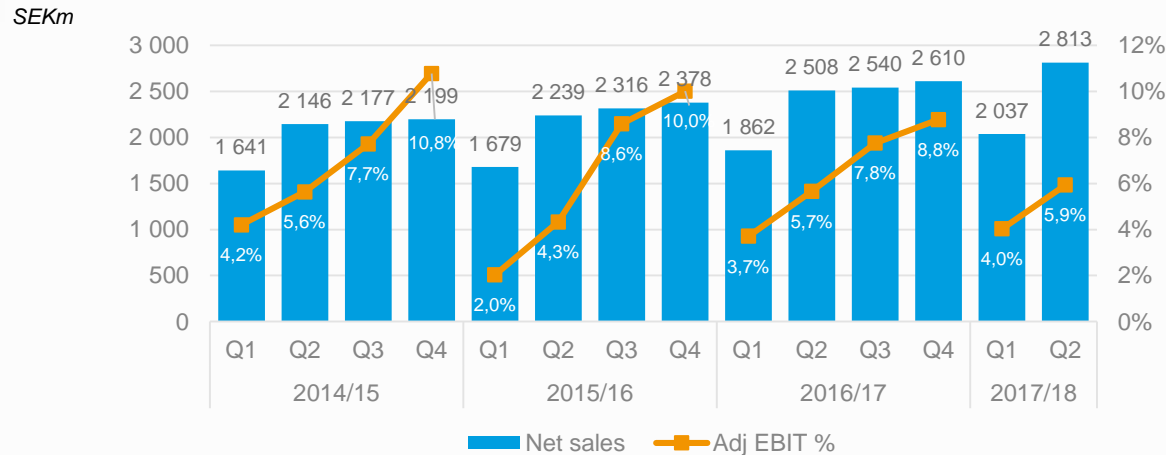
Net debt and Net debt / Adj. EBITDA



# Seasonality varies between segments

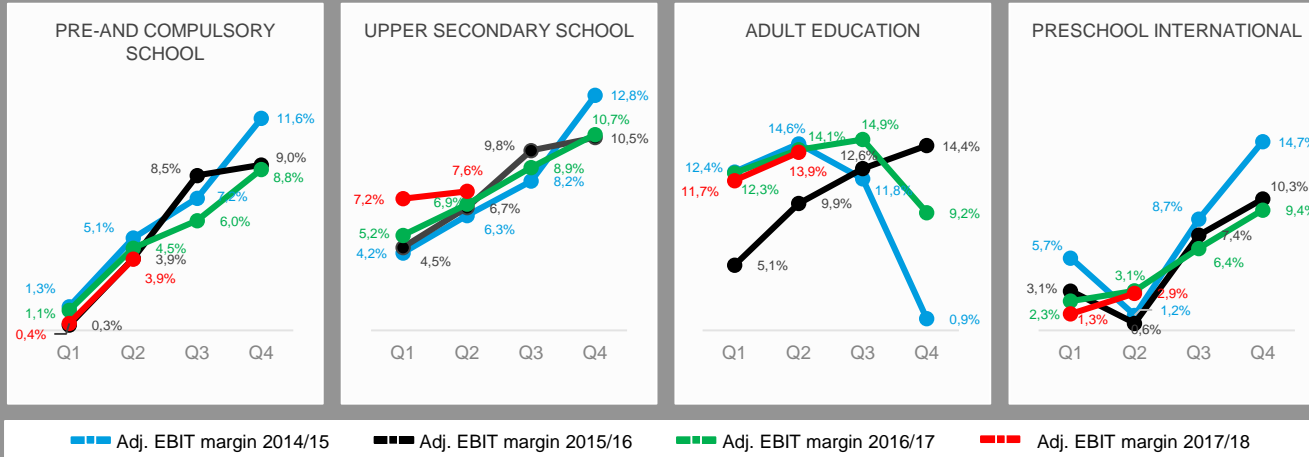
Q2 shows normal seasonality in school segments

Quarterly seasonality – Net sales and adj. EBIT 2014/15 – 2017/18



Comments

- School segments continue to show normal seasonality.
- Second quarter margin improvement primarily due to the acquisition of Vindora which operates with a higher margin.
- Adult segment is volatile and fluctuations are determined by contract portfolio.



# Financial performance according to plan

## Financial targets

**Q2/R12M**  
(FY 16/17)

<b>Growth</b>	<b>5-7%</b>	<ul style="list-style-type: none"> <li>Annual revenue growth rate of 5-7% including organic growth and smaller bolt-on acquisitions but excluding larger strategic acquisitions and FX</li> </ul>	<b>7.4%*</b> (9.0%)
<b>Profitability</b>	<b>7-8%</b>	<ul style="list-style-type: none"> <li>Adj. EBIT margin of 7-8% over time</li> </ul>	<b>6.8%*</b> (6.7%)
<b>Capital structure</b>	<b>&lt;3.0x</b>	<ul style="list-style-type: none"> <li>Net debt / adj. EBITDA below 3.0x</li> <li>Leverage may temporarily, exceed the target level</li> </ul>	<b>2.6x</b> (2.5x)
<b>Use of free cash flow</b>	<b>n.a.</b>	<ul style="list-style-type: none"> <li>Free cash flow primarily to be reinvested</li> <li>Excess cash distributed to the shareholders while still maintaining quality and leverage targets</li> </ul>	No dividend paid 16/17

\*Turnover Q2R12 vs FY16/17



# A unique combination of sustainability, growth and cash flow generation

## A Sustainable & predictable business model

- ✓ Favorable demographic trends with high predictability
- ✓ Attractive “recurring revenue model” – a student will likely remain in AcadeMedia schools for several years
- ✓ Student base and revenue levels known at the beginning of each year
- ✓ Pricing is based on municipality costs – no price competition from independent providers

## B Multi-layered and scalable growth ahead

- ✓ Secular growth drivers in the underlying market
- ✓ Increasing market share for independent providers
- ✓ Best-in-class offering
- ✓ Substantial consolidation opportunities
- ✓ Attractive international expansion opportunities
- ✓ Significant operating leverage due to high degree of centralized operations and low incremental costs for adding students

## C Strong cash flow generation

- ✓ Limited capex requirements
- ✓ Negative working capital profile
- ✓ Capacity to fund growth and deleveraging
- ✓ Very limited cyclicality

# Thank you for listening!

## Q&A



# Status on Politics and Regulation

## *Proposal to Parliament not expected to gain approval*

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- Government investigator Illmar Reepalu has presented a proposal to cap on return on invested capital (ROIC).
- The referral process ended in February '17 and criticism has been massive, both from industry, authorities and municipalities.
- The Government has announced its profit-cap proposal in January 2018 and it is currently being reviewed by the Council on Legislation. The proposal will be put to parliament in March. There is a clear majority in the Swedish parliament against capping profitability
- We see various accounting and legal obstacles in enforcing such a regulation
- The proposal would seriously negatively affect the supply of healthcare and schooling in Sweden at a time of increasing demand.
- An alternative way of calculated premises cost in Swedish school vouchers as of March 1

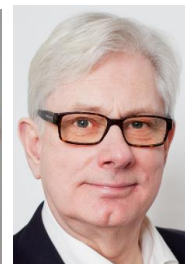
### **What next?**

- The political debate continues, but the children and students choose the best schools
- We continue to be pro-active in promoting ways how to develop the quality of the Swedish school system

# Appendix

# AcadeMedia's board of directors

*As of AGM november 2017*



**Anders  
Bülow**

**Silvija  
Seres**

**Johan  
Andersson**

**Pia  
Rudengren**

**Anki  
Bystedt**

**Thomas  
Berglund**

**Håkan  
Sörman**

Chairman of  
the Board

Board Member

Board Member

Board Member

Board Member

Board Member

Board Member

Board Member  
MellbyGård AB  
and Chairman  
of the Board of  
KappAhl.

CEO  
TechnoRocks.

Board Member  
Nordea,  
Synchron

International  
AB, Eidsiva  
Energi AS,  
Enoro Holding  
AS and Oslo  
Business  
Region AS.

CEO Mellby  
Gård AB.

Chairman of  
the Board

Board member  
Duni AB,  
Ålvsbyhus  
Intressenter  
AB, Student  
Consulting  
Holding AB.

Board member  
KappAhl AB,  
Boliden AB,  
Duni AB, and  
Tikkurila Oyj.

Chairman of  
the Board  
Social Initiative  
Norden AB.

Head of  
External  
Relations and  
Communication  
s at Stockholm  
University.  
Auditor for the  
Royal Swedish  
Academy of  
Engineering  
Science.

CEO Capio AB.

A number of  
positions as  
chairman of the  
board within the  
Capio Group.  
Deputy  
Chairman in ISS  
A/S.



# AcadeMedia's board of directors

## *Employee representatives*



**Anders  
Lövgren**

Employee  
representative,  
Läraryrskommittén

Teacher,  
Network  
technology,  
IT-Gymnasiet,  
Västerås.



**Peter  
Milton**

Employee  
representative,  
Lärarnas  
Riksförbund

Teacher in  
religion, history  
and  
philosophy,  
Didaktus  
skolor,  
Liljeholmen.



**Fredrik  
Astin**

Deputy  
employee  
representative,  
Lärarnas  
Riksförbund

Teacher,  
Fenestra  
centrum i  
Göteborg



**Pernilla  
Larsson**

Deputy  
employee  
representative,  
Läraryrskommittén

Teacher at  
Design &  
Construction  
College in  
Helsingborg.

# Owner structure

*AcadeMedia's ten largest shareholders as per 2017-12-31*



Name	Number of shares	Share of total number of shares, %
MELLBY GÅRD AB	22 178 141	21.1
Nordea	11 849 403	11.3
Fidelity	5 029 425	4.8
MSIL IPB CLIENT ACCOUNT	5 038 537	3.8
SEB	3 951 856	3.8
ANDRA AP-FONDEN	2 913 924	2.8
TREDJE AP-FONDEN	2 518 799	2.4
ILMARINEN	2 417 777	2.3
FÖRSÄKRINGSBOLAGET PRI	2 060 742	2.0
ALLIANZ	1 921 473	1.8