



# Q1 2009 RESULTS

Oslo, 30 April 2009

Erik Øyno, CEO

Scott Danielsen, CFO



# Agenda

- Highlights Q1 2009
- Financial review
- Operational review
- Summary and outlook

# Highlights Q1 2009

- Pre-tax cash flow per share up 21% to NOK 6.33 in Q1 2009 (5.22)
  - Portfolio collection relatively stable
  - Still challenging collection environment
- Effects of NOK 100 million cost programme starting to materialise
  - All major actions delivered
  - Monthly opex in March reduced by 19%
- Positive signals on portfolio prices
  - Still awaiting further repricing



# FINANCIAL REVIEW

CFO Scott Danielsen



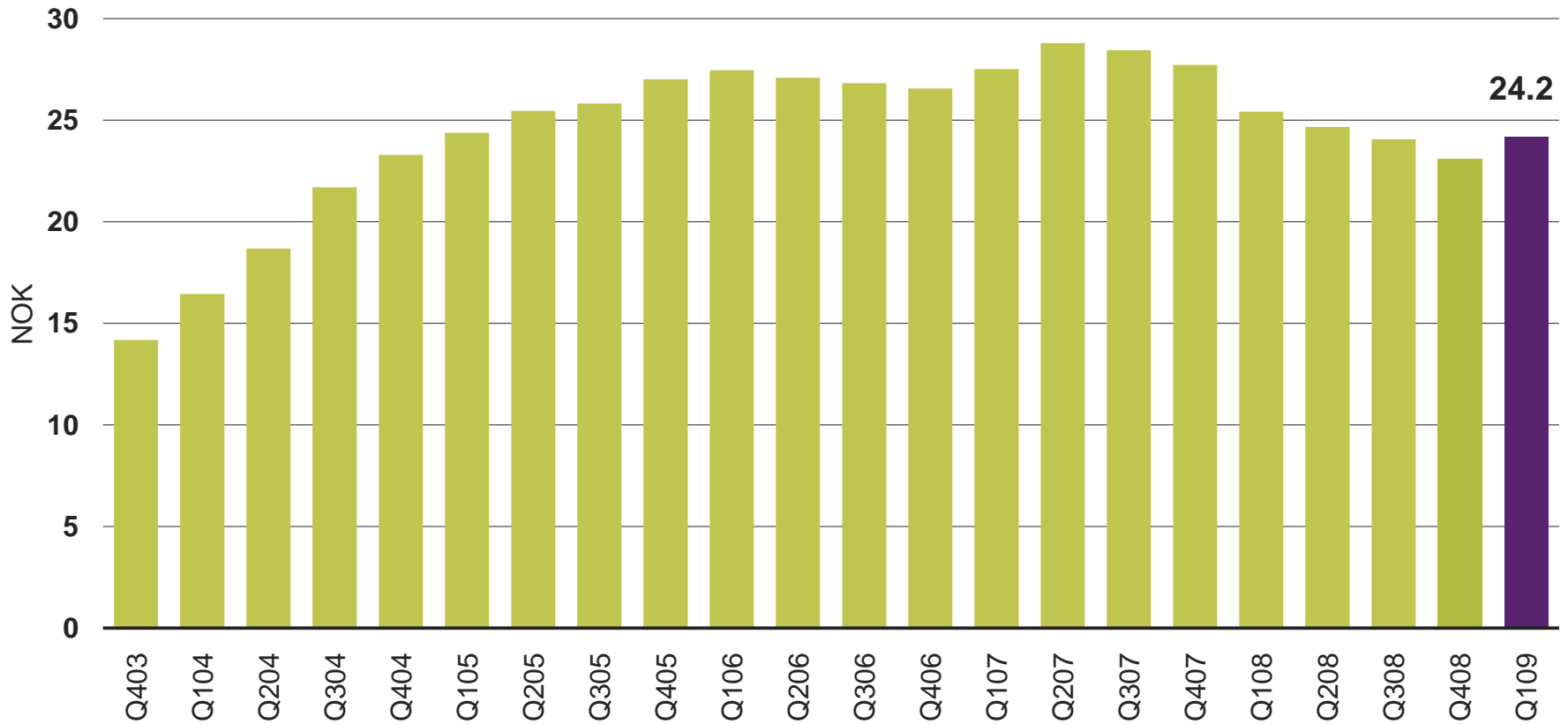
# Financials Q1 2009

- Paid in on portfolios stable
  - Positive contribution from Austria, Switzerland and Germany
  - Negative trend in Spain and UK
  - Higher amortisation
- Stable in third party debt collection
- Net non-recurring items totalled NOK 14 million

(NOK MILLION)	Q1'09	Q1'08	2008	2007
<b>Paid in on portfolios</b>	<b>491.8</b>	<b>489.9</b>	<b>1 982.6</b>	<b>2 018.8</b>
Amortisation	-200.3	-177.3	-895.0	-796.9
Portfolio	291.5	312.5	1 087.6	1 221.9
Debt collection	57.1	57.6	247.4	253.8
Other operating revenue	0.0	0.3	15.7	0.4
<b>Total operating revenue</b>	<b>348.6</b>	<b>370.5</b>	<b>1 350.8</b>	<b>1 476.1</b>
Operating expenses	226.8	227.0	941.4	853.1
<b>Operating profit before change in portf. coll. est.</b>	<b>121.8</b>	<b>143.4</b>	<b>409.3</b>	<b>623.0</b>
Change in portfolio coll.est.	1.3	0.0	-361.4	-2.2
<b>Operating profit</b>	<b>123.1</b>	<b>143.4</b>	<b>47.9</b>	<b>620.8</b>
Profit before tax	91.3	61.1	-199.7	464.9
<b>Earnings per share</b>	<b>1.44</b>	<b>1.00</b>	<b>-3.85</b>	<b>7.85</b>
<b>Pre-tax cash flow per share</b>	<b>6.33</b>	<b>5.22</b>	<b>23.10</b>	<b>27.47</b>

# Pre-tax cash flow per share

**PRE-TAX CASH FLOW PER SHARE\***  
Rolling 12 months



\* AFS segment included in historic figures

# Currency effects

## FROM Q1 2008 FX RATES ON Q1 2009 NUMBERS

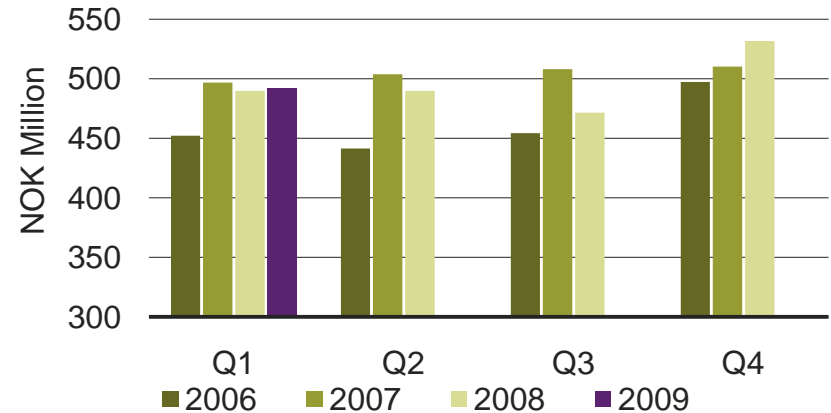
Q1 - 2009 results		Total currency effect				GBP – 6.2%		EUR 15.4%		Other currencies	
<i>P&amp;L</i>	<i>NOK million</i>	<i>NOK million</i>	<i>%</i>	<i>NOK million</i>	<i>%</i>	<i>NOK million</i>	<i>%</i>	<i>NOK million</i>	<i>%</i>	<i>NOK million</i>	<i>%</i>
Revenue	348.6	17.0	4.9%	-5.7	-1.6%	17.9	5.1%	4.7	1.3%		
OPEX	226.8	-8.9	-3.9%	2.9	1.3%	-9.6	-4.2%	-2.2	-1.0%		
EBITDA	329.6	8.3	2.5%	-2.8	-0.8%	8.6	2.6%	2.5	0.8%		
Financial items	-31.7	14.0									

Average exchange rates in P&L		
	GBP	EUR
Q1 2009	9.99	9.21
Q1 2008	10.65	7.98
Change	-6.2%	15.4%

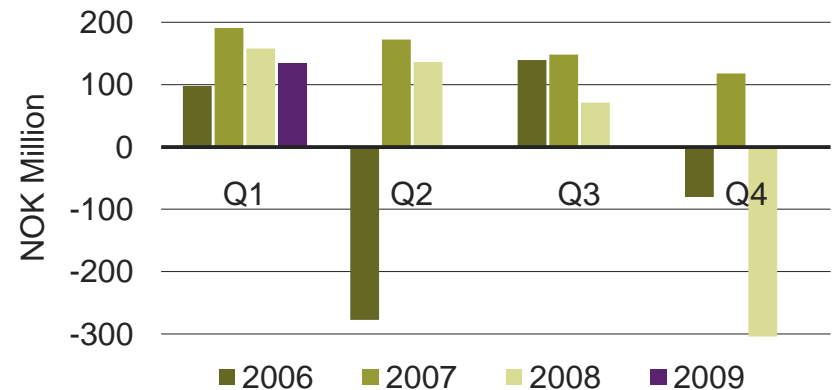
# Portfolio Collection segment

- Cash collection amounted to NOK 491.8 million (NOK 489.9 million)
  - Same level as observed in the two first quarters of 2008
- OPEX increased by 2.9% YoY due to non-recurring costs of NOK 11.1 million
  - Partly offset by lower variable cost due to revenue shortfall in UK

**CASH COLLECTIONS**



**OPERATING PROFIT**



# Collection per country

(NOK Million)	Q1'09	Q4'08	Q3'08	Q2'08	Q1'08	Q4'07	Q3'07	Q2'07	Q1'07
UK	146	167	167	173	189	196	207	205	214
Austria	75	78	23	25	23	23	22	23	22
Sweden	53	61	72	71	65	64	78	69	67
Finland	49	49	40	43	49	68	58	60	57
Germany	44	35	30	24	26	19	13	14	16
Norway	32	36	33	36	32	43	38	37	36
Canada	31	36	34	34	33	30	28	25	23
Spain	28	38	45	56	45	38	38	42	34
Switzerland	24	17	13	14	15	17	12	13	17
Denmark	7	8	6	8	7	8	7	9	7
France	4	4	5	4	5	4	5	6	6
Other	1	2	2	1	1	0	0	0	0
<b>Total</b>	<b>492</b>	<b>532</b>	<b>471</b>	<b>490</b>	<b>490</b>	<b>510</b>	<b>508</b>	<b>504</b>	<b>497</b>

# Collection per vintage

- 24% decay on portfolios pre 2008 vintages in NOK

NOK million	Q1 2008	Q1 2009	Decay %
Pre 1997	11	9	23 %
1997	19	15	22 %
1998	3	2	13 %
1999	5	4	31 %
2000	40	36	8 %
2001	31	26	14 %
2002	40	34	16 %
2003	44	39	12 %
2004	56	41	28 %
2005	60	49	18 %
2006	77	53	31 %
2007	94	57	39 %
2008	10	123	N/A
2009		4	N/A
<b>Total</b>	<b>490</b>	<b>492</b>	<b>N/A</b>

All amounts are translated to NOK using the average quarterly exchange rate

# Portfolios acquired in Q1 2009

## Forward flow deliveries

- 37 957 claims acquired in Q1'09
- Total face value of approximately NOK 625.7 million
- Total acquisition price NOK 88.4 million (14.1% of face value)
- Acquisitions in Q1 based on existing forward flow agreements
  - All major forward flow agreements cancelled and subject to renegotiations

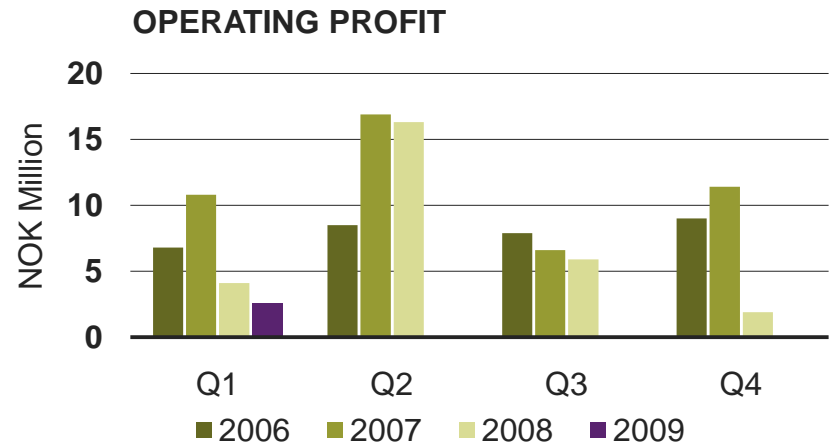
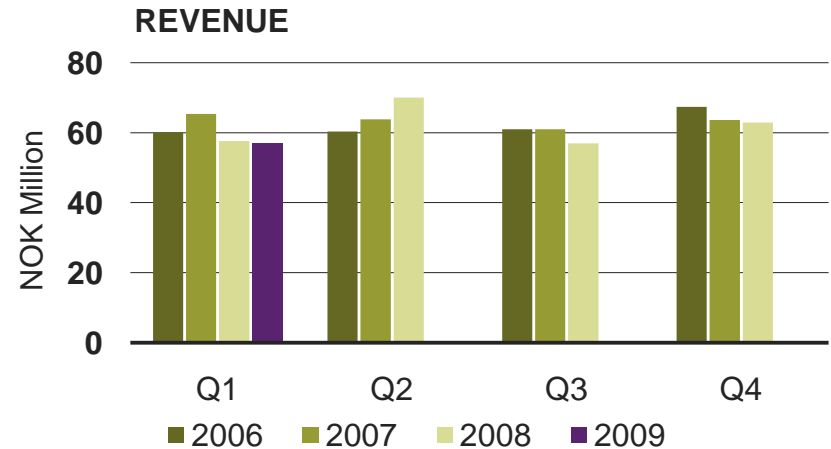
COUNTRY	FACE VALUE	NUMBER OF
	(NOK MILLION)	CLAIMS
	<b>Q1'09</b>	<b>Q1'09</b>
Canada	136.0	3 682
Sweden	8.8	1 031
UK	479.0	33 143
Other	2.0	101
<b>Total</b>	<b>625.7</b>	<b>37 957</b>

# Funding and acquisition capacity

- Multicurrency facility to be renegotiated in Q2'09
  - Quarterly instalments to be reduced by approximately NOK 100 million to NOK 200 million
  - Instalments may exceed NOK 200 million if performance above estimates
  - Total facility to be reduced to NOK 3.0 billion from NOK 3.85 billion
- Acquisition capacity of approximately NOK 600 million
  - NOK 397 million in unused multicurrency facility
  - NOK 220 million in available cash

# Third Party Debt Collection segment

- Operating revenue amounted to NOK 57.1 million (NOK 57.6 million)
- Operating profit amounted to NOK 3.0 million (NOK 4.1 million)
- Debt collection in Denmark sold
- Restructuring in Norway

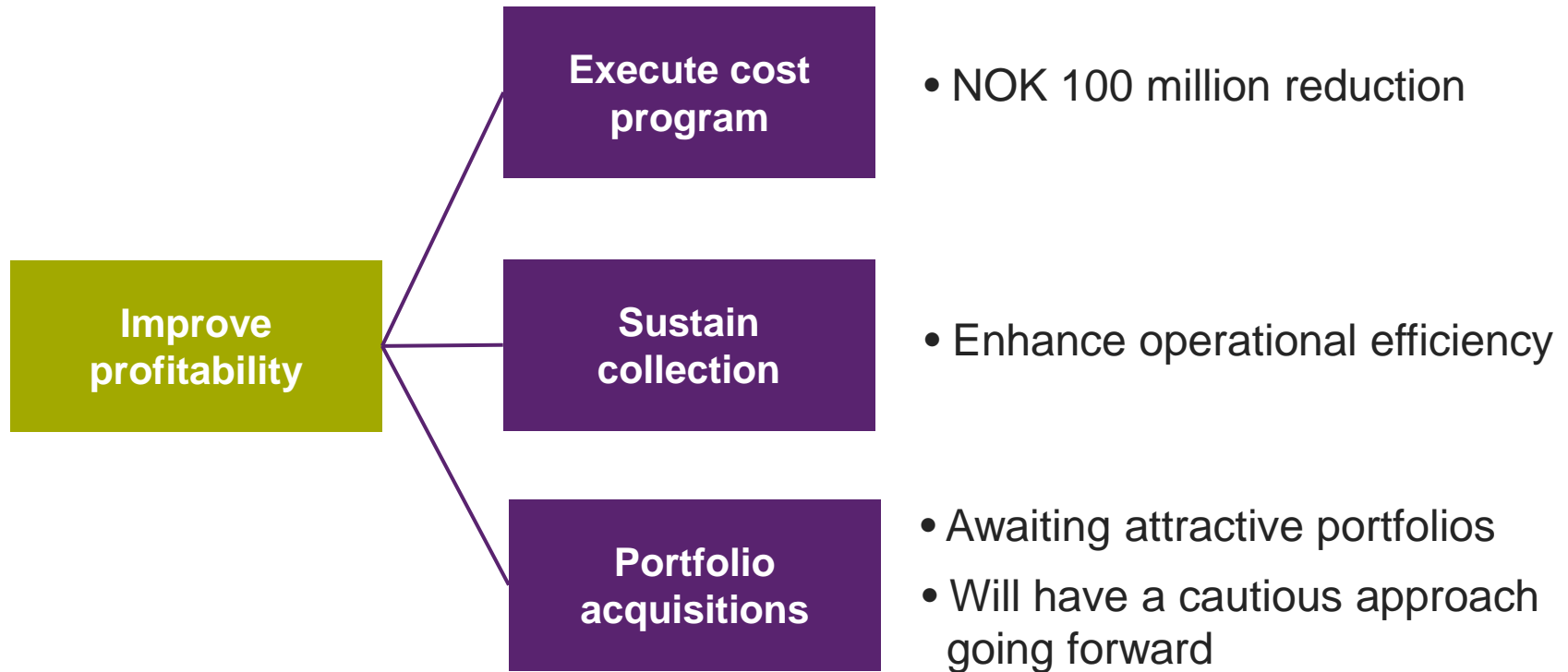




# OPERATIONAL REVIEW

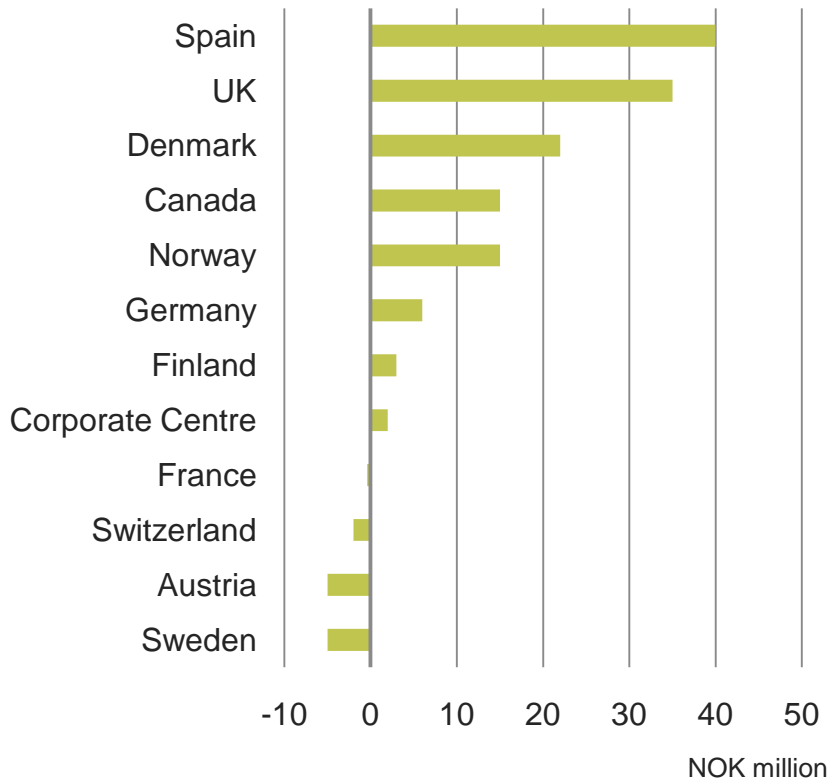
CEO ERIK ØYNO

# Operational focus next 12 months



# NOK 100 million programme on track

**COUNTRYWISE COST MEASURES**



COST INITIATIVES	SAVINGS* (NOK mill)	IMPL. COST (NOK mill)
<b>Headcount</b>	55.0	14.0
<b>Best practise</b>	31.0	4.7
<b>Consulting</b>	28.0	-
<b>“Belt tightening”</b>	19.0	-
<b>Premises</b>	4.0	5.6
<b>Outsourcing</b>	-4.5	-
<b>Depreciation/ amortisation</b>	-2.5	-
<b>Total</b>	130.0	24.3

\*) excluding implementation cost

# Country development



## Canada

- From\* 264 to 83 employees
- Increased outsourcing

## UK

- From\* 272 to 238 employees
- More strategic use of credit rating agencies (CRA) for tracing

## Norway

- From\* 126 to 101 employees
- Office closure



## Denmark

- From\* 23 to 6 employees

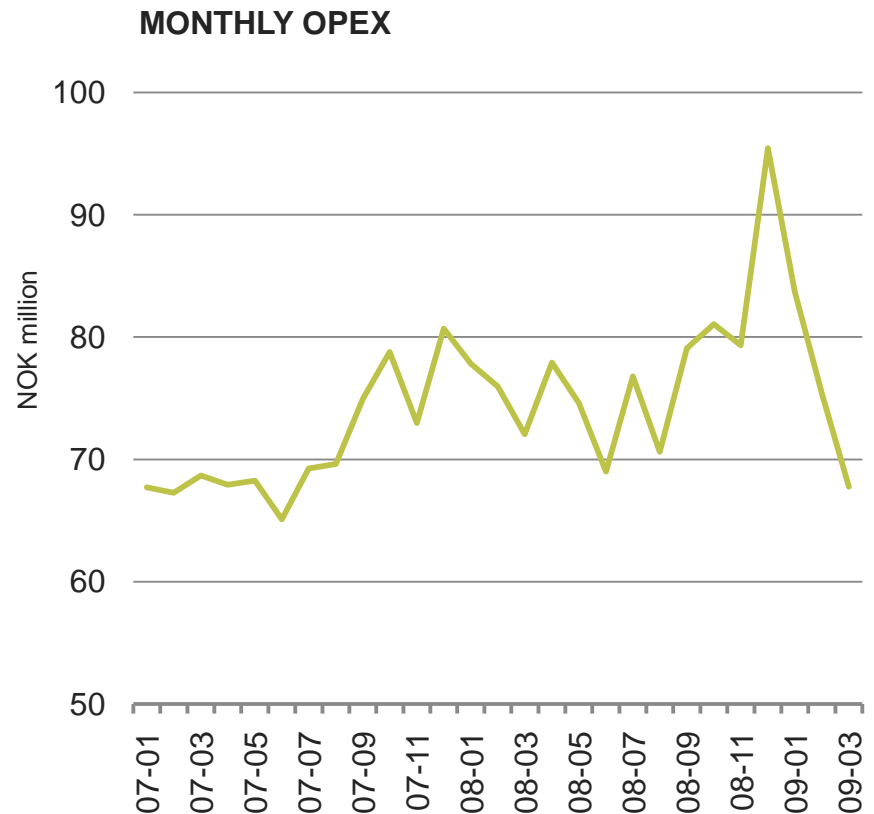
## Spain

- From\* 261 to 145 employees
- Outsourcing
- Closure of one office

\*)From March 2008

# Effect of cost programme materialising

- All major actions delivered
  - Headcount reduced by approximately 250 full time employees to 877
- Monthly opex reduced by 19%
  - Approximately NOK 15 million per month
- Monitoring market development
  - Will implement further measures if necessary



# More flexible organisation after rightsizing

- More use of outsourcing
  - Target is to outsource 20% of all accounts
  - Benchmark to identify how and where we can improve our efficiency and productivity
  - Identify which DCAs are best at collecting which types of debt
  - External collectors can be better at collecting certain claims
- Can adapt quickly to changes in market conditions
  - Flexibility capacity wise



# Regions established to enhance scale advantages

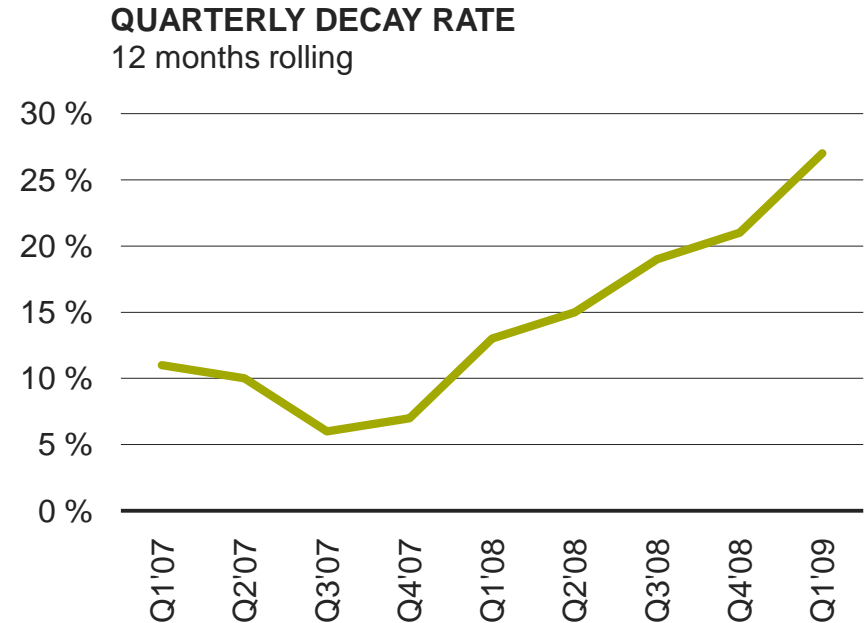
Operational since 1 April 2009

- Establishing organisational regions for Portfolio Collection
  - Increases scale in operations
  - Build excellence in collection exploiting untapped knowledge sharing potential cross border
- Establishing a Nordic 3PDC organisation
  - Separating the Portfolio Collection and the 3PDC will ensure 3PDC's competitive position
  - The Nordic countries should utilise scalability, resources and knowledge



# Still challenging collection environment

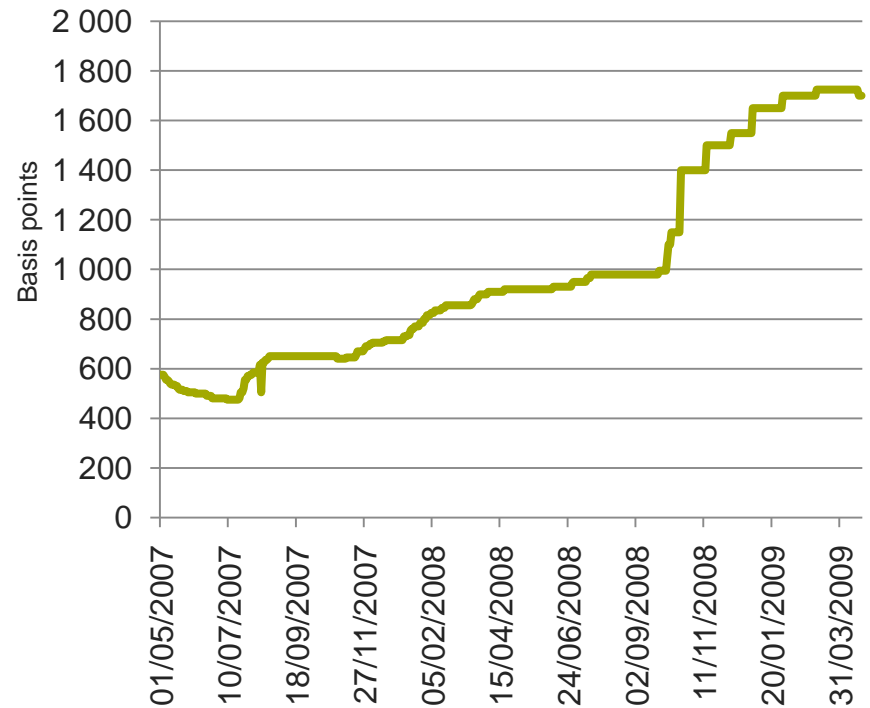
- Decay continues to increase
  - Measures are implemented to reduce decay
- Improve short-term cash flow
  - Harvest existing payment through uplift offers
  - Rescheduling
  - Discount
- Invest in new technology
  - Interactive voice messaging
  - Debtor web
- Number of campaigns towards customers increased



# Yield requirements increased

- Currently in forward flow agreement negotiations
  - Existing agreements cancelled
  - Offered 50 % price reductions in some cases
- Buyer side relatively stable

**SPREAD CCC RATED BOND OR BELOW VS  
10 YEAR GOVERNMENT BOND**



Source: Reuters EcoWind

# Summary and Outlook

- Cost programme on track
  - Organisation more flexible after turnaround
  - Further measures will be implemented if necessary
- Challenging collection environment expected for 2009
  - Continue to introduce more campaigns
  - Invest in new technology
- Maintain collection target of approximately NOK 2 billion for 2009