



# Q4 2008 RESULTS

Oslo, 26 February 2009

Erik Øyno, CEO

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# Agenda

- Highlights Q4 2008
- Financial review
- Operational review
- Summary and outlook

# Highlights Q4 2008

- Pre-tax cash flow per share NOK 5.40 in Q4 2008 (6.18)
  - Macro conditions affecting collection in most regions
  - Positive effects from newly acquired portfolios
- Rightsizing organisation to current market conditions
  - Cost base will be reduced by more than 10% or NOK 100 million
- Investments in already cash generating portfolios a success
- Awaiting further repricing of portfolios



# FINANCIAL REVIEW

CFO Scott Danielsen



# Financials Q4 2008

- Paid in on portfolios up 4%
  - All time high
  - Positive development in Austria
  - Positive currency effect
  - Macroeconomic environment affecting collection
  
- Costs affected by one-offs

(NOK MILLION)	Q4'08	Q4'07	2008	2007
<b>Paid in on portfolios</b>	<b>531.6</b>	<b>510.2</b>	<b>1 982.6</b>	<b>2 018.8</b>
Amortization	-292.9	-224.4	-895.0	-796.9
Portfolio	238.7	285.8	1 087.6	1 221.9
Debt collection	62.9	63.6	247.4	253.8
Other operating revenue	1.8	0.4	15.7	0.4
<b>Total operating revenue</b>	<b>303.4</b>	<b>349.8</b>	<b>1 350.8</b>	<b>1 476.1</b>
Operating expenses	254.9	234.3	941.4	853.1
<b>Operating profit before change in portf. coll. est.</b>	<b>48.5</b>	<b>115.5</b>	<b>409.4</b>	<b>623.0</b>
Change in portfolio coll.est.	-361.4	-0.7	-361.4	-2.2
<b>Operating profit</b>	<b>-312.9</b>	<b>114.8</b>	<b>47.9</b>	<b>620.8</b>
Profit before tax	-407.6	53.9	-199.7	464.9
<b>Earnings per share</b>	<b>-7.25</b>	<b>0.97</b>	<b>-3.85</b>	<b>7.85</b>
<b>Pre-tax cash flow per share</b>	<b>5.40</b>	<b>6.18</b>	<b>23.10</b>	<b>27.47</b>

# Costs affected by one-offs

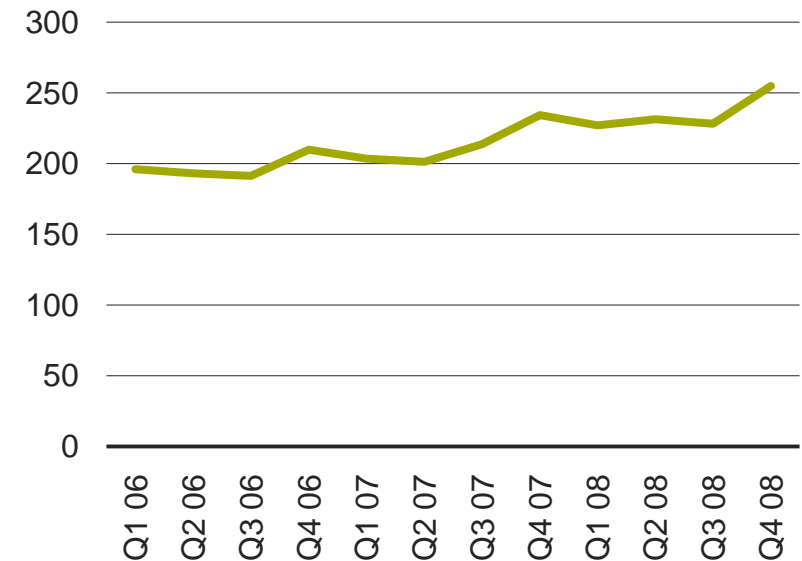
- Cost escalation

- NOK 14.0 million due to increased number of employees, new office, and termination in Spain
- NOK 9.0 million in provision for restructuring in Denmark
- NOK 1.6 million due to portfolio buy-out in France

- Cost initiatives taken and will be implemented during H1 2009

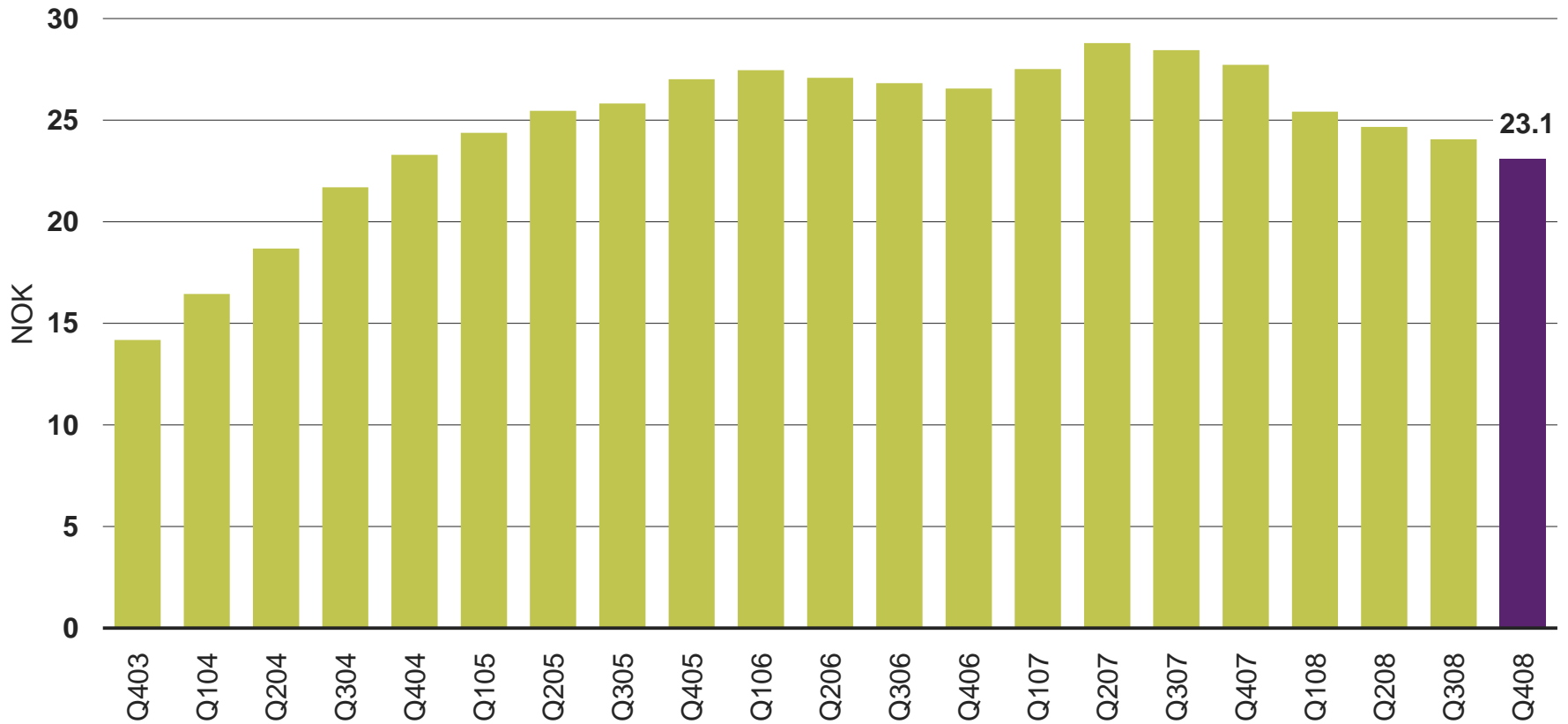
## QUARTERLY COST DEVELOPMENT

NOK million



# Pre-tax cash flow per share

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



\* AFS segment included in historic figures

# Currency effects

## FROM Q4 2007 FX RATES ON Q4 2008 NUMBERS

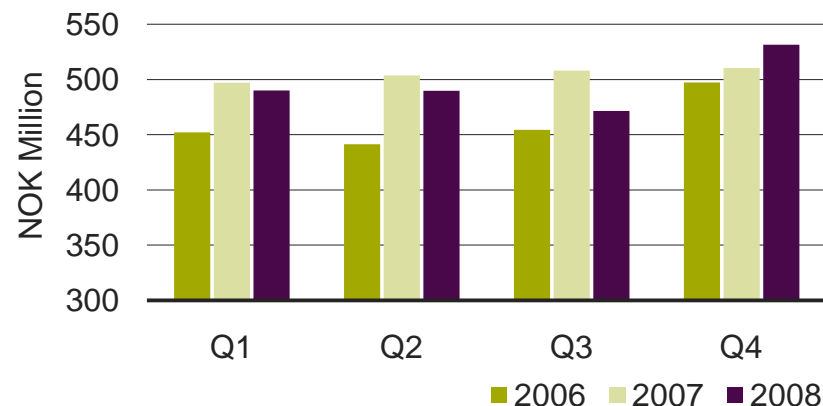
Q4 - 2008 results		Total currency effect		GBP – 3.8%		EUR 8.9%		Other currencies	
<i>P&amp;L</i>	<i>NOK million</i>	<i>NOK million</i>	<i>%</i>	<i>NOK million</i>	<i>%</i>	<i>NOK million</i>	<i>%</i>	<i>NOK million</i>	<i>%</i>
Revenue	303.4	8.2	2.7%	-2.6	-0.9%	8.3	2.7%	2.5	0.8%
OPEX	254.9	-7.1	-2.8%	2.5	1.0%	-7.8	-3.1%	-1.8	-0.7%
EBITDA	348.6	1.4	0.4%	-	-	0.6	0.2%	0.9	0.2%
Financial items	-94.7	-17.7							

Average exchange rates in P&L		
	GBP	EUR
Q4 2008	10.71	8.59
Q4 2007	11.13	7.89
Change	-3.8%	8.9%

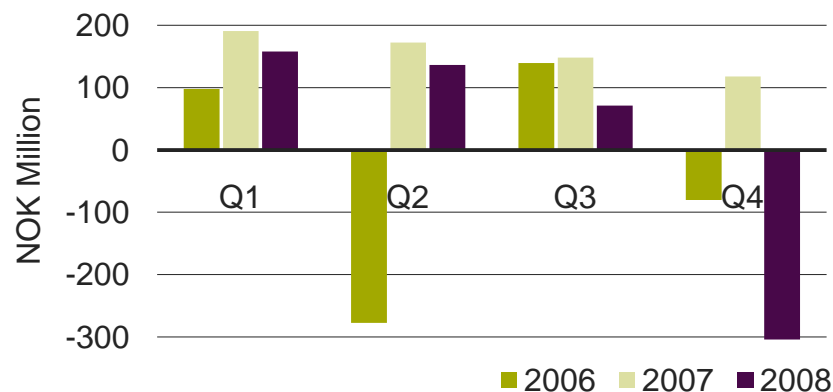
# Portfolio segment

- Cash collections amounted to NOK 531.6 million (510.2)
  - Growth in Austria and Germany
  - Positive currency effect of NOK 14.4 million
  - Weaker economic environment especially in the UK and Spain
  - Legislation in Finland reduced collection by NOK 18.6 million as expected
  - Operating profit before write down of portfolios was NOK 49.9 million
- Cash collections on portfolios amounted to 96% of forecast
  - As a result, we have discussions with bank syndicate to align cash flow with loan amortization profile

**CASH COLLECTIONS**



**OPERATING PROFIT**



# Collection per country

(NOK Million)	Q4'08	Q3'08	Q2'08	Q1'08	Q4'07	Q3'07	Q2'07	Q1'07	Q4'06
UK	<b>167</b>	167	173	189	196	207	205	214	207
Austria	<b>78</b>	23	25	23	23	22	23	22	23
Sweden	<b>61</b>	72	71	65	64	78	69	67	66
Finland	<b>49</b>	40	43	49	68	58	60	57	74
Spain	<b>38</b>	45	56	45	38	38	42	34	18
Norway	<b>36</b>	33	36	32	43	38	37	36	39
Canada	<b>36</b>	34	34	33	30	28	25	23	21
Germany	<b>35</b>	30	24	26	19	13	14	16	15
Switzerland	<b>17</b>	13	14	15	17	12	13	17	20
Denmark	<b>8</b>	6	8	7	8	7	9	7	10
France	<b>4</b>	5	4	5	4	5	6	6	6
Other	<b>2</b>	2	1	1	0	0	0	0	1
<b>Total</b>	<b>532</b>	471	490	490	510	508	504	497	498

# Collection per vintage

Purchase Year	Face Value	Purchase Price	GROSS COLLECTION (NOK million)												
			1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	
Pre 1997	1 946.2	278.4	74.3	68.0	64.1	61.5	68.3	63.6	59.8	60.8	54.6	48.2	47.4	45.7	
1997	1 795.0	95.9	47.5	79.1	81.7	88.7	89.8	90.1	84.9	84.4	82.1	80.6	78.6	77.7	
1998	473.6	53.3	-	11.7	34.5	30.8	24.5	20.9	15.0	15.5	13.0	11.8	11.2	10.1	
1999	2 278.5	129.3	-	-	24.6	48.8	42.3	41.8	36.0	31.2	27.3	24.4	23.5	18.6	
2000	21 726.1	777.1	-	-	-	165.6	277.1	276.2	263.9	241.9	222.9	200.4	191.7	153.8	
2001	9 379.8	719.9	-	-	-	-	118.6	268.2	258.0	204.4	159.0	145.4	143.7	118.3	
2002	18 798.2	777.2	-	-	-	-	-	202.6	307.9	247.6	226.6	205.5	181.8	148.1	
2003	14 237.5	854.2	-	-	-	-	-	-	168.7	295.8	267.5	235.7	223.0	180.6	
2004	14 358.0	822.7	-	-	-	-	-	-	-	393.3	452.7	333.7	276.6	198.7	
2005	32 826.5	1 169.2	-	-	-	-	-	-	-	-	234.9	375.1	300.1	221.4	
2006	13 615.9	1 602.2	-	-	-	-	-	-	-	-	-	184.5	373.6	267.5	
2007	18 407.4	1 151.1	-	-	-	-	-	-	-	-	-	-	167.8	328.9	
2008	14 362.5	1 014.5	-	-	-	-	-	-	-	-	-	-	-	213.2	
<b>Total</b>	<b>164 205.2</b>	<b>9 445.0</b>	<b>121.8</b>	<b>158.9</b>	<b>204.9</b>	<b>395.4</b>	<b>620.6</b>	<b>963.3</b>	<b>1 194.2</b>	<b>1 574.9</b>	<b>1 740.6</b>	<b>1 845.3</b>	<b>2 018.9</b>	<b>1 982.6</b>	

# Portfolios acquired in Q4 2008

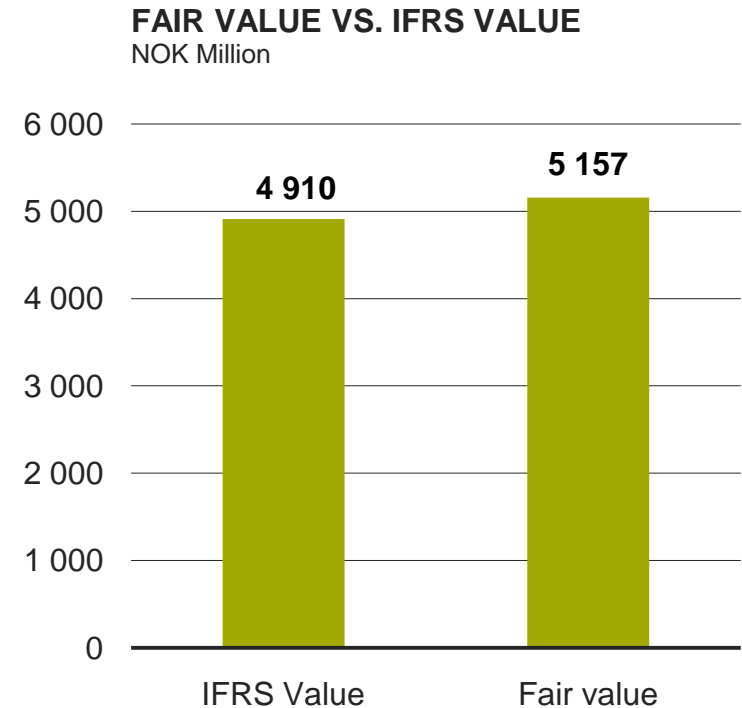
## Forward flow deliveries and new portfolios

- 74 815 claims acquired in Q4
- Total face value of approximately NOK 1 832 million
- Total acquisition price NOK 153.6 million (8.4% of face value)
- Committed forward flow agreements for 2009 are 43 800 claims with a total face value of NOK 500 million
- All material forward flow agreements cancelled with effect from 2009

COUNTRY	FACE VALUE (NOK MILLION)		NUMBER OF CLAIMS	
	Q4'08	2008	Q4'08	2008
Austria	-	2 215	-	17 379
Canada	131	1 842	4 013	68 516
Germany	110	3 576	1 178	26 085
Norway	219	289	1 988	6 090
Sweden	23	122	2 762	15 592
Switzerland	664	664	5 705	5 705
Spain	-	1 143	-	35 694
UK	680	3 054	54 129	192 358
Other	6	230	5 040	8 343
<b>Total</b>	<b>1 832</b>	<b>13 136</b>	<b>74 815</b>	<b>375 762</b>

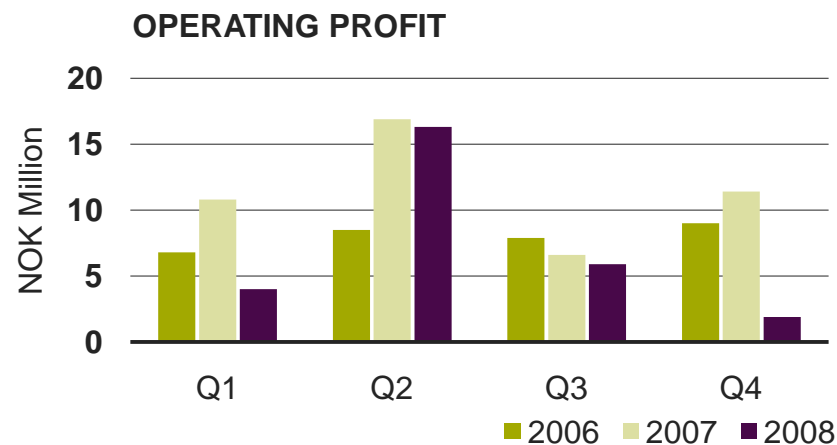
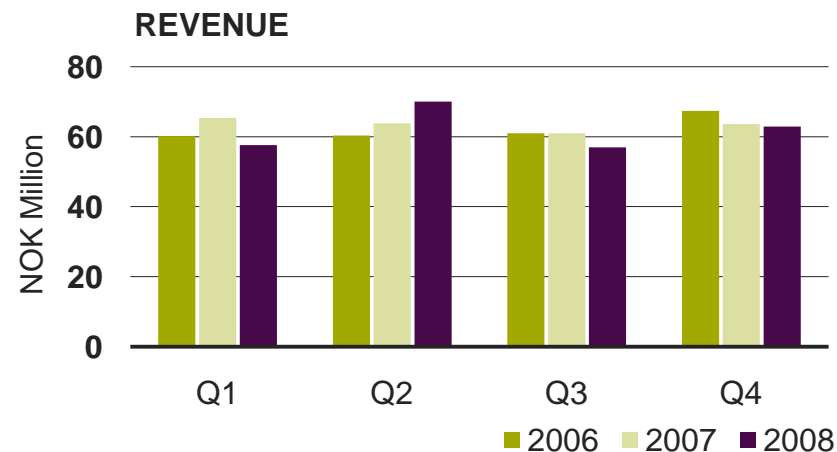
# Criteria for write down of portfolios

- Actual deviation to forecast last 6 months
  - Of approximately 1 900 portfolios 70 were underperforming and 32 were written down
- NOK 361 million in change in portfolio collection estimates in Q4 2008
- 90% of the write down relates to portfolios acquired in 2006 and 2007
- Estimated fair value of the portfolios above book value of portfolio



# Debt collection segment

- Operating revenue amounted to NOK 62.9 million (63.6)
- Decrease related to disposal of AFS segment in Norway and shut down in Canada
  - Positive development in Finland with revenues up NOK 9.0 million.
- The operating profit amounted to NOK 1.9 million (11.4)
  - NOK 5 million in restructuring one-off in Denmark
  - Low operating expenses in Q4 2007 due to lower overhead cost of NOK 6.5 million



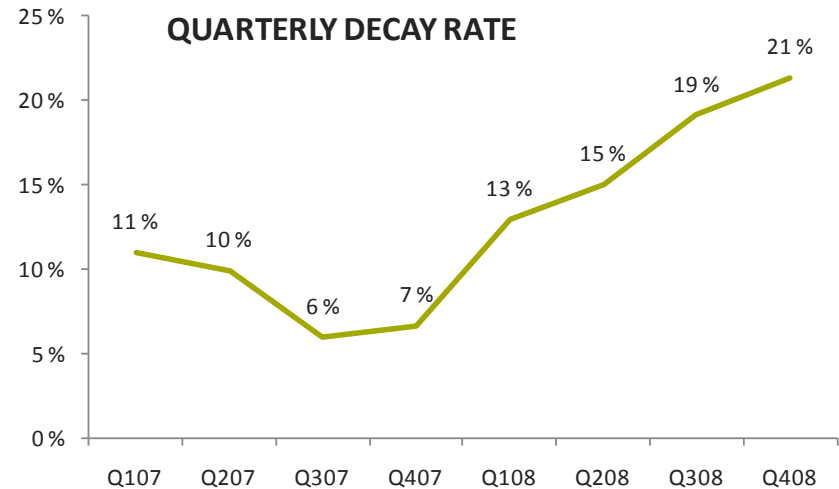


# OPERATIONAL REVIEW

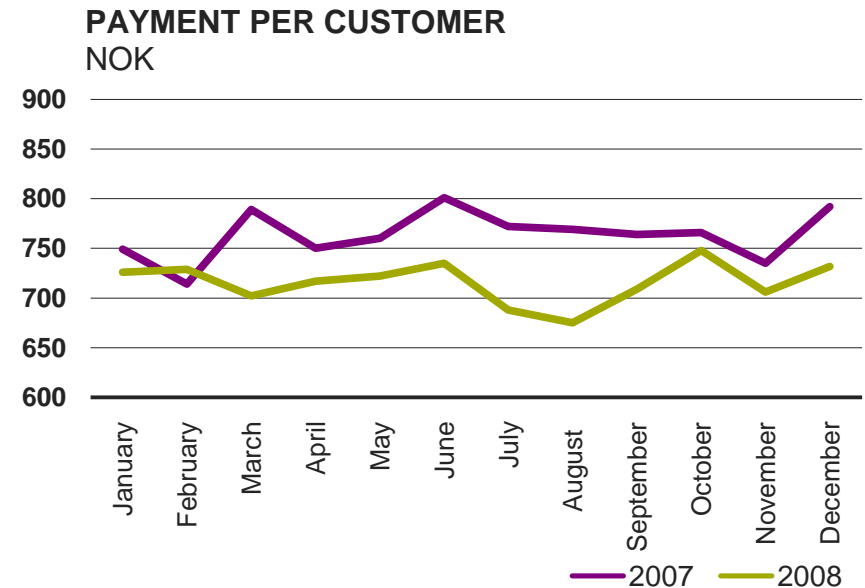
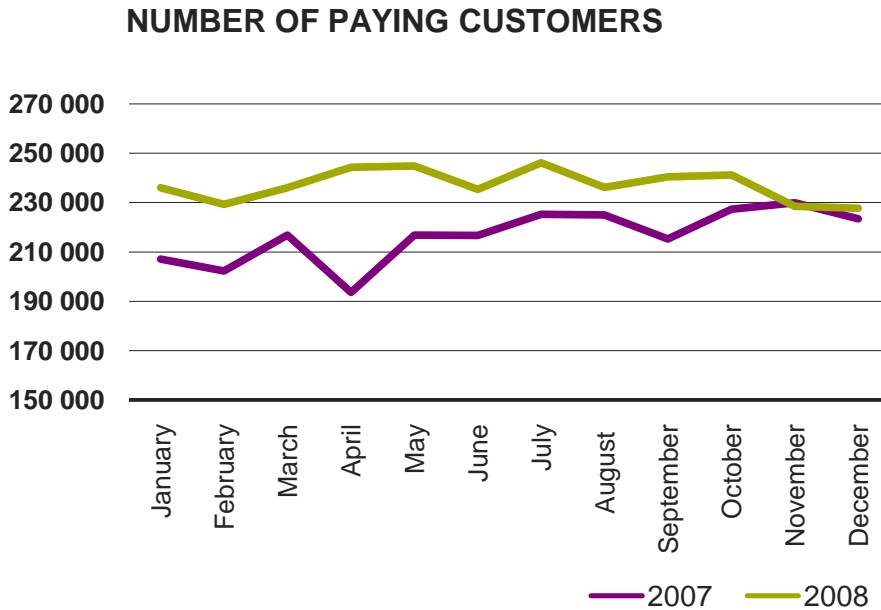
CEO ERIK ØYNO

# Quarterly decay rate

- 18.8% decay rate for full year 2008
- Decay has historically been 11-15%
- High decay from Q3 2008



# Average payers /payments



- Reduction in number of paying customers
  - Payment completed
  - Increase in default
  - Increased unemployment

- Average payment per customer decreasing
  - Due to macroeconomic conditions

# Adapting to current market opportunities

## An increasingly popular market since 2005...

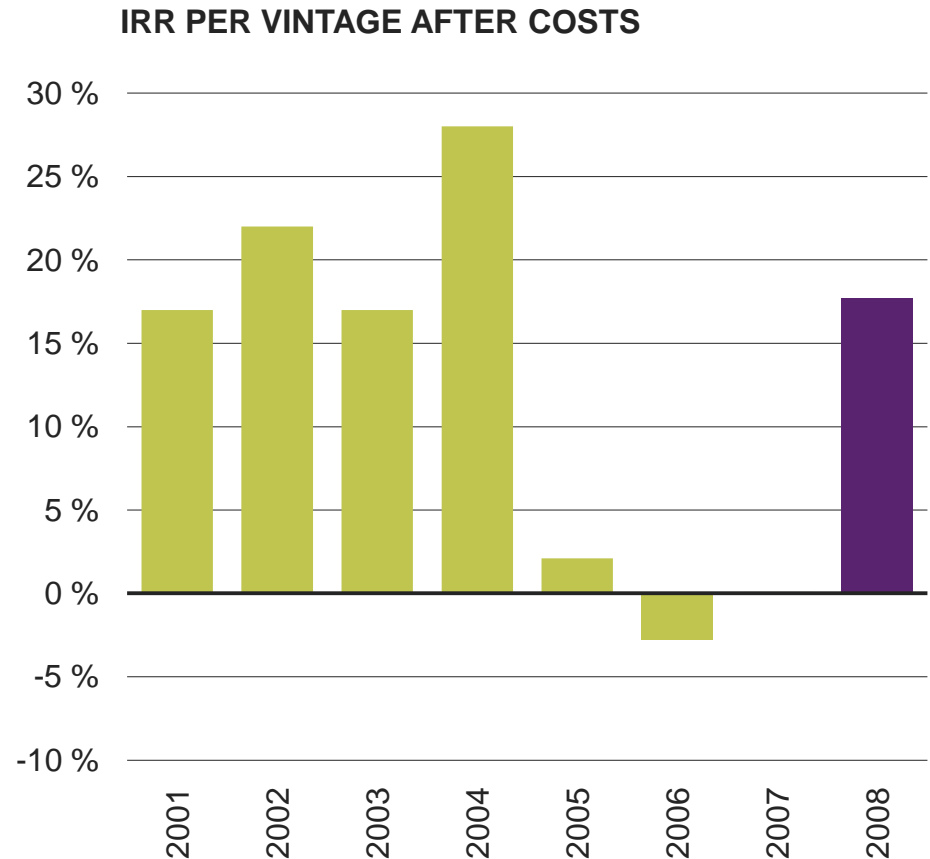
- Stable collection
- Many players
- High portfolio prices
- AIK built organisation for growth
- AIK focus non cash generating portfolios

## A shift came in 2008...

- Challenging collection environment
- Fewer, more specialised players
- Lower portfolio prices
- AIK adapting cost base to current market
- AIK focus on cash generating portfolios

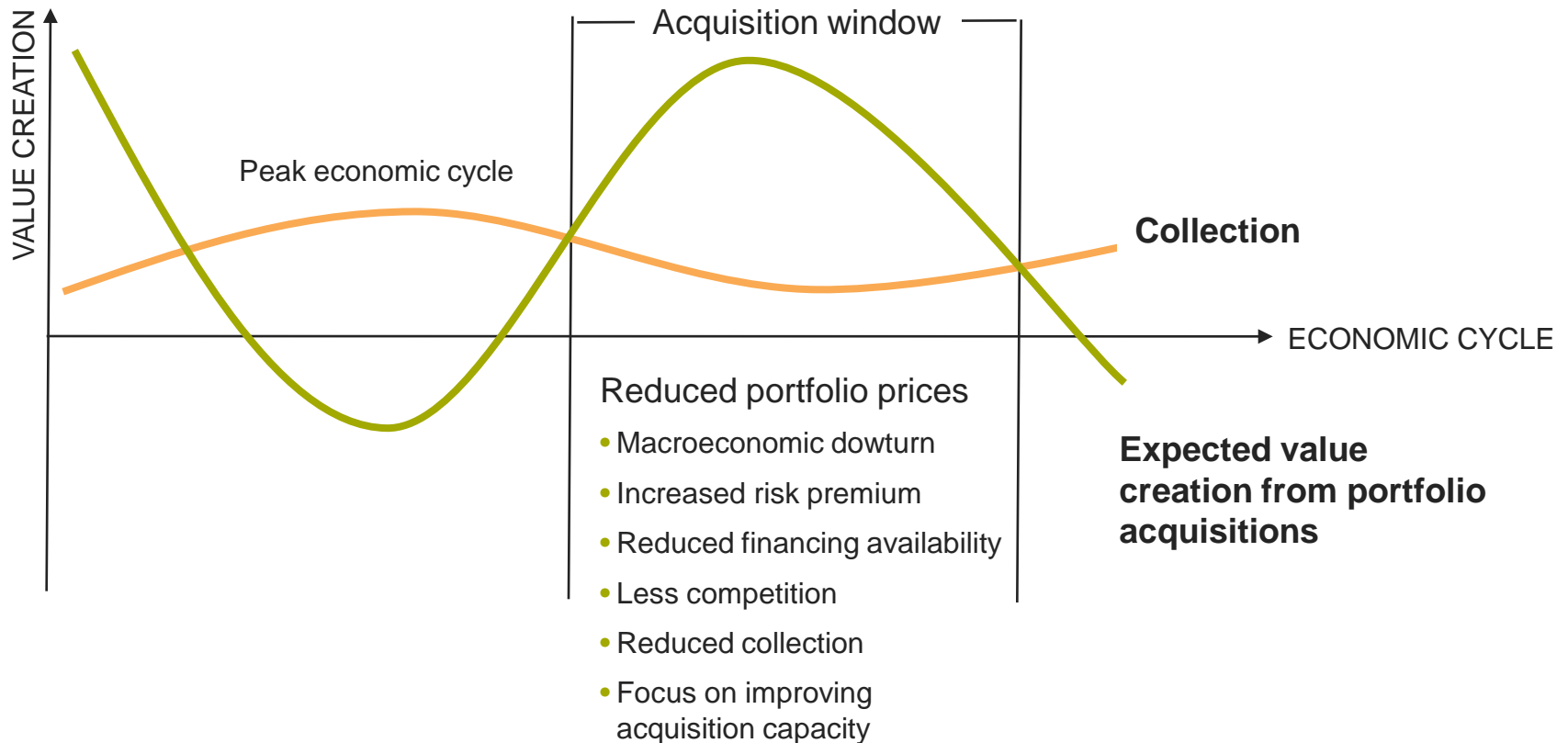
# Significant opportunities in portfolio market

- Austria Portfolio acquired Oct 2008
  - Already cash generating
  - Introduction of Aktiv Kapital collection systems improved collection further
  - Expected gross pay back time <20 months vs historical average of 34 months
  - Target of gross pay back time less than 24 months for new portfolios
- Will shift focus towards cash generating portfolios
  - Non-performing debt must be offered with significant discount to be considered
- 2008 vintage in total performing better than forecast



# Leverage economic cycle

## Timing of cash flow



# Competition easing – entering sobriety

- Non-core players withdrawing
  - Investment banks – eg; Lehman Brothers
  - Private Equity
- Financial turmoil affects players' acquisition capacity
  - Credit tightened
- Pricing of portfolios critical core competence
  - Experience and data material differentiates
- Vendors pulling portfolios from market because anticipated prices not met

# Rightsizing organisation

## Adapting cost base to current market

- Deliver NOK 100 million p.a. of cost reductions by July 2009
  - Involve all businesses
  - Significant cost reductions in mature operations or where growth is slow
- Headcount reductions are the biggest driver in cost reductions
- Other measures
  - Office closures & premises savings
  - Efficiency through change in practice
  - Belt tightening
- But... investments where growth is seen

# Geographic measures



## Canada

- Headcount reduction through closure of one office
- Increased outsourcing

## UK

- Headcount
- More strategic use of credit rating agencies (CRA) for tracing

## Norway

- Headcount reductions associated with office closure



## Denmark

- Headcount reductions
- Administratively managed from Sweden

## Spain

- Reduced operational costs through more outsourcing, less people and one office
- Closure of one Office

# Organisational change in UK

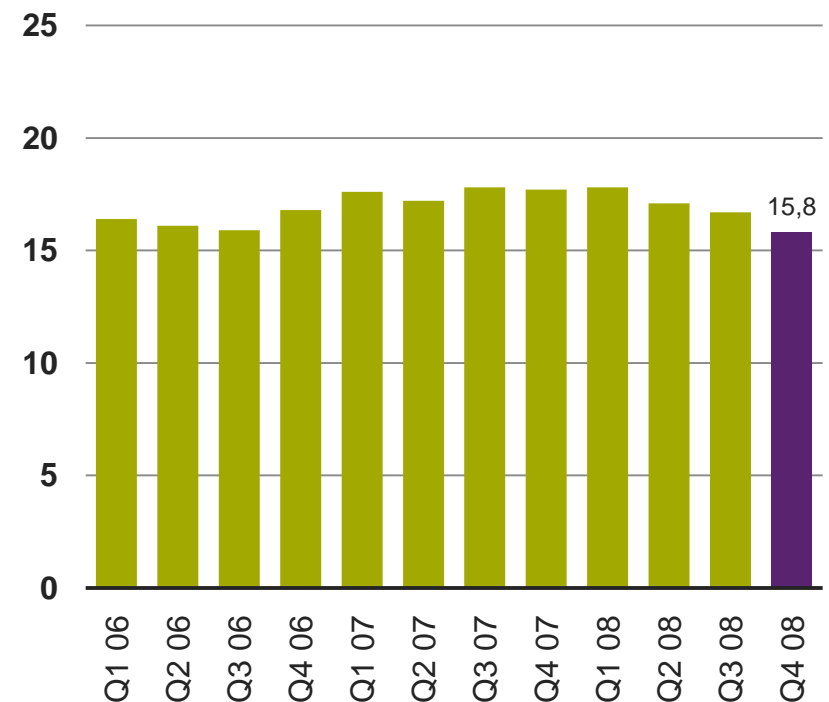
- David Sheridan new Country Manager

- More than 14 years of experience in credit management
- Recent position UK Head of Collections, Citigroup
- Will join Aktiv Kapital March 1<sup>st</sup> 2009

- Focus areas

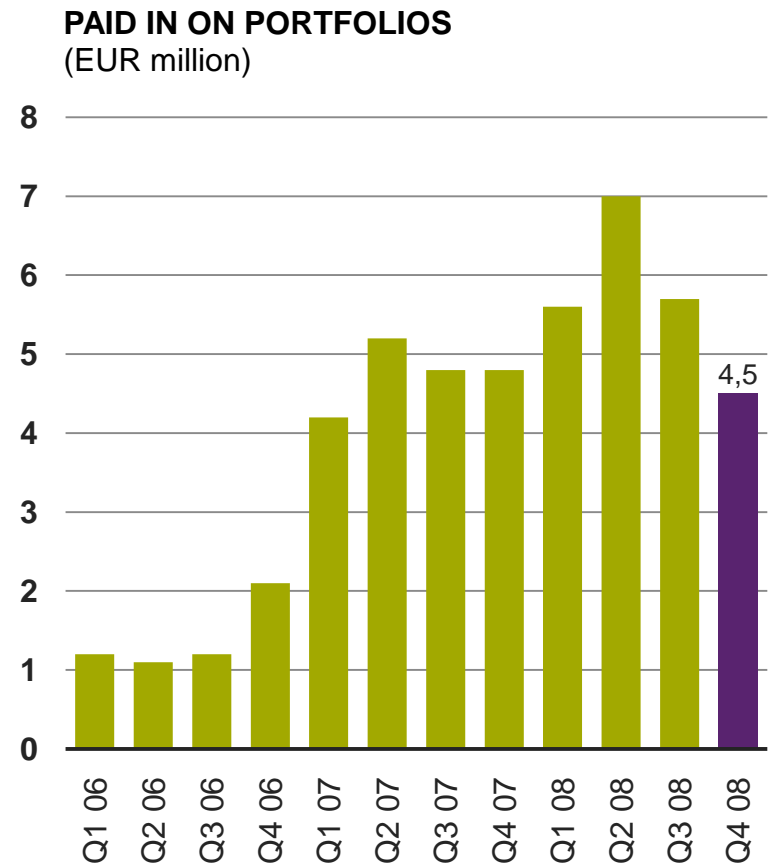
- Improve collection
- "Fight for attention"
- Implement more efficient ways to communicate with debtors

**PAID IN ON PORTFOLIOS**  
(GBP million)



# Organisational change in Spain

- Juan Carlos Gonzalez new country manager
  - Extensive experience from both operational and investment side of the debt purchase and collection industry
  - Experience from Intrum Justitia as Operations Director from 1998-2008
  - Started December 2008
- Focus areas
  - Rightsize organisation
  - Office shut down
  - Improve collection



# Strengthened group management team

- Tiku Patel new COO
  - Started December 2008
  - Recent position was Managing Director, UK & Ireland at Experian
  - Extensive experience from Experian and Barclays
- Focus areas
  - Operationalise scoring system
    - Improve segmentation and establish a more focused approach
  - Maintaining cash revenue
  - Improve and standardise operational routines
  - Improve internal efficiency

# Summary and Outlook

- Adapting cost base due to shift in market conditions
- Focus on maintaining cash generation from existing portfolios
- Awaiting further repricing of portfolios
  - In the meantime we will prioritize reducing our net interest bearing debt
- Acquisition focus on cash generating portfolios