Market situation
Good state budget for vocational training

AGENDA

- Läget på arbetsmarknaden
- Investeringar för fler jobb
  - Investeringar i utbildning och kompetens

Kunskapslyftet ökar kraftigt kapaciteten i utbildningssystemet

Arbetslösheten hos utrikes födda på alltför hög nivå

Bristen på arbetskraft riskerar att hämna tillväxten

Andel arbetsgivare med brist på arbetskraft

- Företag får allt svårare att rekrytera personal
- Mer än varannan arbetsgivare i offentlig sektor har svårt att rekrytera personal
- Förbättrat matchning allt viktigare för tillväxtpotentialen
State budget underscores positive underlying market

State budget on labour programmes
SEK, Bn

<table>
<thead>
<tr>
<th>Year</th>
<th>Vux (Bn)</th>
<th>TP vux (Bn)</th>
<th>YH (Bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>9.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>12.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>15.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>17.0</td>
<td>6.250</td>
<td>9.700</td>
</tr>
<tr>
<td>2020</td>
<td>17.8</td>
<td>6.250</td>
<td>12.800</td>
</tr>
</tbody>
</table>

"The adult education initiative"
# of added participants to today’s volumes

Increase in funding 2017 to 2018:

- Vux: SEK +1,7 Bn
- TP vux: SEK +1,7 Bn

Increase in funding 2017 to 2020:

- Vux: SEK +2,6 Bn
- TP vux: SEK +2,6 Bn
- YH: SEK +2,6 Bn

*Vux is vocational high school
**YH is Vocational University
The strategy after the loss of transport has delivered increase in contract value

Turn-over and contract value change 2015-18

<table>
<thead>
<tr>
<th>Year</th>
<th>Loss 2016*</th>
<th>Q2 2016</th>
<th>Q3 2016</th>
<th>Q4 2016</th>
<th>Q1 2017</th>
<th>Q2 2017</th>
<th>Q3 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>~376</td>
<td>~50</td>
<td>~50</td>
<td>~30</td>
<td>~10</td>
<td>~80</td>
<td>~200</td>
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<tr>
<td>2016</td>
<td>~75</td>
<td>~50</td>
<td>~50</td>
<td>~30</td>
<td>~10</td>
<td>~80</td>
<td>~200</td>
</tr>
<tr>
<td>2017</td>
<td>~50</td>
<td>~50</td>
<td>~50</td>
<td>~30</td>
<td>~10</td>
<td>~80</td>
<td>~200</td>
</tr>
<tr>
<td>2018</td>
<td>~100</td>
<td>~50</td>
<td>~50</td>
<td>~30</td>
<td>~10</td>
<td>~80</td>
<td>~200</td>
</tr>
<tr>
<td>2019</td>
<td>~100</td>
<td>~50</td>
<td>~50</td>
<td>~30</td>
<td>~10</td>
<td>~80</td>
<td>~200</td>
</tr>
<tr>
<td>2020</td>
<td>~100</td>
<td>~50</td>
<td>~50</td>
<td>~30</td>
<td>~10</td>
<td>~80</td>
<td>~200</td>
</tr>
<tr>
<td>2021</td>
<td>~100</td>
<td>~50</td>
<td>~50</td>
<td>~30</td>
<td>~10</td>
<td>~80</td>
<td>~200</td>
</tr>
<tr>
<td>2022</td>
<td>~100</td>
<td>~50</td>
<td>~50</td>
<td>~30</td>
<td>~10</td>
<td>~80</td>
<td>~200</td>
</tr>
<tr>
<td>2023</td>
<td>~100</td>
<td>~50</td>
<td>~50</td>
<td>~30</td>
<td>~10</td>
<td>~80</td>
<td>~200</td>
</tr>
<tr>
<td>2024</td>
<td>~100</td>
<td>~50</td>
<td>~50</td>
<td>~30</td>
<td>~10</td>
<td>~80</td>
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<tr>
<td>2025</td>
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<td>~50</td>
<td>~50</td>
<td>~30</td>
<td>~10</td>
<td>~80</td>
<td>~200</td>
</tr>
</tbody>
</table>

Positive:
- Rapid growth
- Largest AUB provider
- Untapped potential

Negative:
- Large start-up costs
- Delayed income increase
- Subdued profitability

*Actual results 2016: Turn-over: SEK358m, EBITDA SEK44m, 11%
**VUX: Abbreviation for Vocational high school education
Financial information
A quarter subdued by start-up costs
Profit & loss Q3 2017

- Revenues were SEK 80.3 million (67.7) in the quarter.
- The average number of students in AUB has been 1475 (1125) for the period.
- EBITDA amounted to SEK -4.4 million (2.0)
- The result are subdued by start-up costs required to initiate both transport and Vocational University courses.

- Subdued results due to start-up costs
### Normalized EBITDA

**EBITDA (SEK million)**

<table>
<thead>
<tr>
<th></th>
<th>Q1 2016</th>
<th>Q2 2016</th>
<th>Q3 2016</th>
<th>Q4 2016</th>
<th>Q1 2017</th>
<th>Q2 2017</th>
<th>Q3 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reported EBITDA</td>
<td>21.0</td>
<td>10.0</td>
<td>2.0</td>
<td>7.6</td>
<td>6.1</td>
<td>3.0</td>
<td>-4.4</td>
</tr>
<tr>
<td>Non recurring cost</td>
<td>+3.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Other income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Normalized EBITDA</td>
<td>21.0</td>
<td>13.0</td>
<td>2.0</td>
<td>7.6</td>
<td>6.1</td>
<td>3.0</td>
<td>-4.4</td>
</tr>
</tbody>
</table>
Balance sheet and cash flow

- Cash balance amounted to SEK 5.0 million (18.5) at the end of the quarter.
- Cash flow amounted to SEK -7.4 million (10.3).
- Cash flow from operating activities amounted to SEK -15.8 million (-9.8).
- Change in Working capital was SEK -3.3 million (-3.3).
- Net debt amounted to SEK 393.1 million (378.2).

### Cashflow Q3 2017

<table>
<thead>
<tr>
<th>Description</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA</td>
<td>-4,4</td>
</tr>
<tr>
<td>Change in working capital</td>
<td>-3,3</td>
</tr>
<tr>
<td>Cash flow before interest and taxes</td>
<td>-7,7</td>
</tr>
<tr>
<td>Interest paid</td>
<td>-7,3</td>
</tr>
<tr>
<td>Income tax paid</td>
<td>-0,8</td>
</tr>
<tr>
<td>Cash flow from operating activities</td>
<td>-15,8</td>
</tr>
<tr>
<td>Cash flow from investing activities</td>
<td>-2,8</td>
</tr>
<tr>
<td>Cash flow from financing activities</td>
<td>11,2</td>
</tr>
<tr>
<td>Cash flow for the period</td>
<td>-7,4</td>
</tr>
</tbody>
</table>
Delivery
Since last week of Q3, weekly revenue from Arbetsförmedlingen has increased by 25%
2018: Profitability and competitive pricing in future tenders

- Local management
- Balanced targets
- Rapid follow-up

- Values
- Transparency
- Feed-back and constant learning

Mindset:
- Responsible culture

Innovation:
- Use technology

Structure:
- Efficient organisation

Size:
- Utilize synergies

- Tech driven efficiency
- Challenge with disruption

- Local centres
- Holistic view
- New markets

Mindset:
- Responsible culture

Innovation:
- Use technology

Structure:
- Efficient organisation

Size:
- Utilize synergies

- Local centres
- Holistic view
- New markets
Our educations continue to deliver people in jobs!

Share of participants in a job, after 3 months

High share in job regardless of industry

Avg: 80%

Week:

Construction: 76
Real estate: 67
Vehicle mechanics: 100
Industrial tech: 94
Excavator: 82
Manufacturing: 86
Transport: 86
Health care: 86
High appreciation is key to market and fill up courses

...leads to a positive NPS, net promoter score
”how likely is it that you would recommend YA?”

Participant evaluations

<table>
<thead>
<tr>
<th>Week</th>
<th>16</th>
<th>21</th>
<th>36</th>
<th>41</th>
<th>45</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>4.2</td>
<td>4.2</td>
<td>4.1</td>
<td>4.2</td>
<td>4.2</td>
</tr>
</tbody>
</table>

Employee evaluations

<table>
<thead>
<tr>
<th>Week</th>
<th>16</th>
<th>21</th>
<th>36</th>
<th>41</th>
<th>45</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>3.8</td>
<td>3.8</td>
<td>3.9</td>
<td>4.1</td>
<td>4.1</td>
</tr>
</tbody>
</table>

Grade

0 1 2 3 4 5 6 7 8 9 10

Detractors: 11 20 19 61 43
Passive: 32 14 19 61 127
Promoters: 99 27% 47% NPS: +22%
Thank you!

jan.larsson@ya.se mikael.vesterlund@ya.se
Yrkes Akademin
Vi hjälper dig att lyckas!