



**creating  
possibilities  
together**

**B3 Consulting Group  
Q3 presentation 2024**

## Speakers from B3



**Martin Stenström**  
CEO B3 Consulting Group



**Katarina Lundqvist**  
Head of Communications & IR



**Rafal Dabkowski**  
CEO B3 Consulting Poland

# B3's vision and values

We aim to be Sweden's best consulting company



## B3's vision

Is to be Sweden's best consulting company - for our employees, clients, and shareholders.

## Experiences

Competence and continuous learning are important for building trust and confidence among customers and employees

## Energy

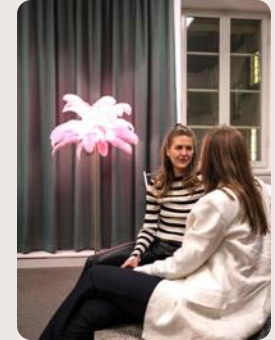
With enthusiasm, commitment, and drive, B3, together with its employees, creates a culture of innovation, encouragement, and well-being.

## Differences

It is proven that diverse backgrounds, education, and interests lead to better results in a team. But it also makes the job more enjoyable.

### The Zebra A Part of B3

The fact that zebra stripes have gradually become part of B3's culture has a clear explanation: Just as B3 elevates diversity as a core value, the pattern is unique to each zebra.





# B3 Consulting Poland



# Poland

## A good place to be

- In the EU since 2004
- 6th largest economy in EU with 38M people
- GDP growth 2,8% in 2024 (3,4% in 2025 – forecast)
- 2,9% unemployment rate
- 290k+ well-educated graduates annually
- 750k+ IT Specialists (9,8M in EU)
- 7.4 billion EUR in foreign investments (2023)
- 24k foreign enterprises (1,7k with Nordic capital)



# B3 Poland – highlights in Q3

## 9.6% growth in Q3

- Revenue 17.1 (15.6) MPLN, 9.6% growth  
-> *in SEK: 45.7 (40.7) MSEK, 12.3% growth*
- EBITDA 2.4 (2.7) MPLN, 14% margin  
-> *in SEK: 6.6 (7.0) MSEK 14,4% margin*
- EBIT 1.9 (2.3) MPLN, 11% margin  
-> *in SEK: 5.3 (5.8) MSEK 11,6% margin*
- No of employees by the end of Q3: 226

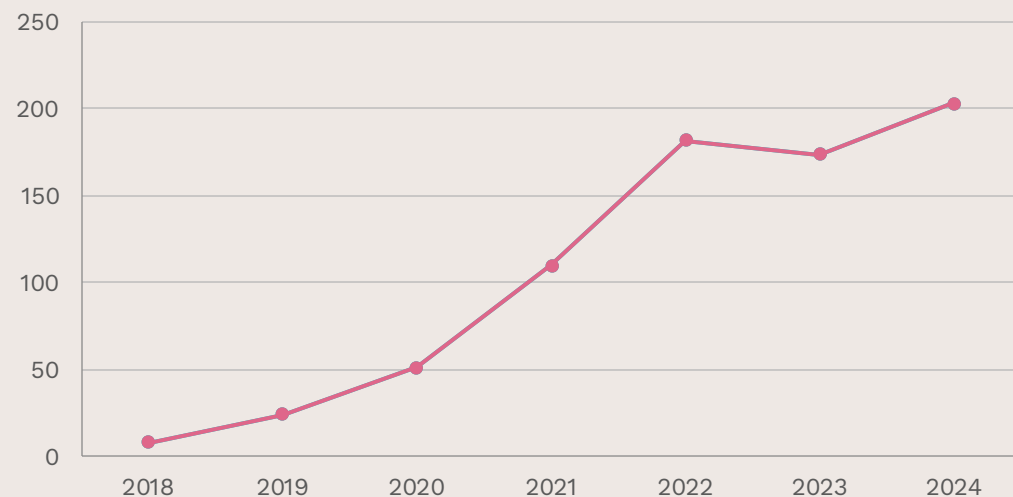


\*B3 Poland is included in the Group's financial statements as of September 2024.

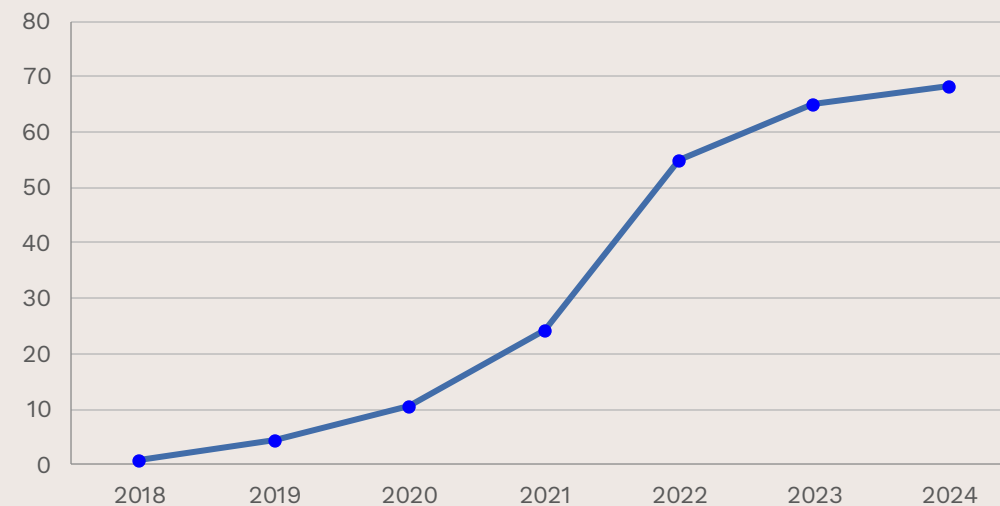
# The Journey

From 0 to 200 FTE with 13%+ of profitability in 2024

No of Consultants (FTE)



Revenue (MLN PLN)



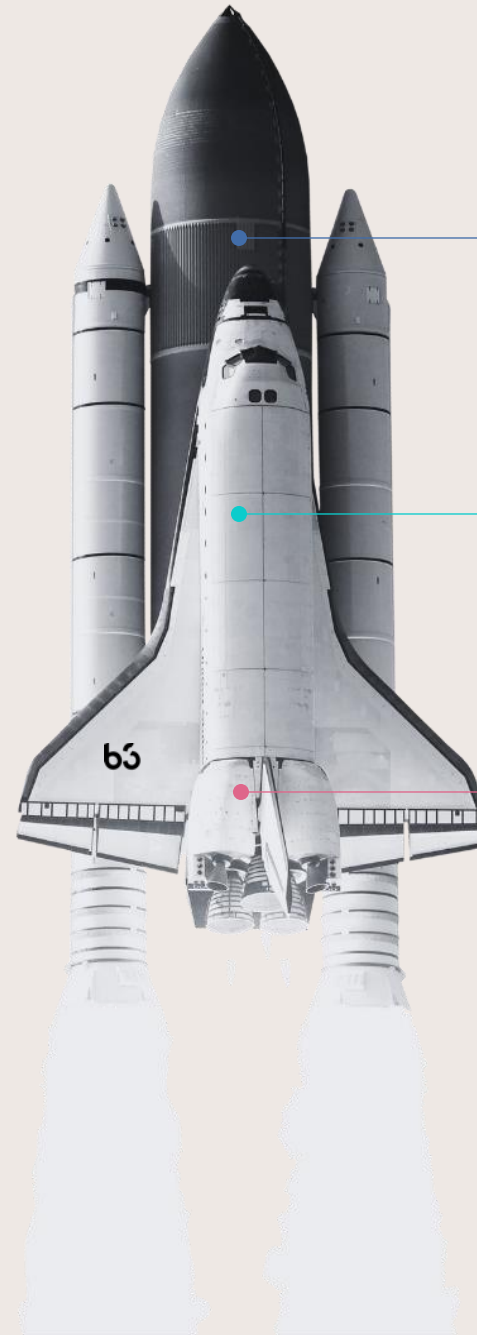
# The Culture

People & discipline

Client

B3

Consultant



Organization Goals

guidance system

Teams' Goals

control system

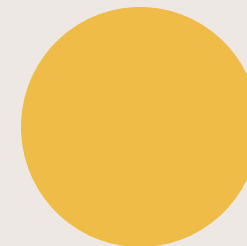
Roles & Activities

engines



# The Future

We're aiming at 500 FTE in 2030



1. QUALITY leadership (CARE3 model)  
→ **Gross Margin....** of revenue
2. COST leadership (B3 SuperHub)  
→ **Overhead costs....** of revenue  
→ Lowest OH cost in Polish IT-consulting market
3. PROFITABLE growth  
→ **EBIT....** of revenue  
→ Volume growth.....

\*We have internal goals, but they have not been made public



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possibilities  
together**

**Q3 2024**

**b3**

# Highlights in Q3 2024

## Growth is back on track – successful operational improvement

- Revenue 245.4 (223.3) MSEK, 9.9% growth, organic\* growth -0.5%.
- EBITDA 10.6 (15.5) MSEK, EBITDA margin 4.3% (6.9%)
- Profit after tax 74.5. (9.7) MSEK, Earnings per share after dilution 8.65 (1.05) SEK
- One-off acquisition costs and restructuring cost (office) impacted the result by -6.6 MSEK
- Average number of co-workers is 794 (799) excl. Poland, 869 (799) incl. Poland
  
- The market remains challenging, but we are closing several important deals
- Growth is back on track - will be further strengthened in Q4
- Continued improvement in utilization rate in Q3
- Operational improvements develops very quickly

\* Organic growth includes B3 Poland September, excluding Webstep acquisitions Q3

# Financial overview Q3 2024 – Group

9,9% growth

Extract of B3's key figures	Q3			Jan-Sep			Jan-Dec
	2024	2023	Δ%	2024	2023	Δ%	2023
Net Sales, SEK million	245,4	223,3	9,9%	793,1	847,2	-6,4%	1 140,8
EBITDA, SEK million	10,6	15,5	-31,6%	39,7	88,7	-55,2%	107,3
EBITDA margin, %	4,3%	6,9%		5,0%	10,5%		9,4%
Operating profit (EBIT), SEK million	1,0	10,0	-90,0%	17,5	72,9	-76,0%	86,1
Operating margin (EBIT), %	0,4%	4,5%		2,2%	8,6%		7,5%
Profit after tax, SEK million	74,5	9,7	668,0%	86,2	60,0	43,7%	68,4
Cash flow from operating activities, MSEK	-47,1	-41,2	14,3%	-41,7	21,0	-298,6%	67,8
Earnings per share before dilution, SEK	8,65	1,05	723,8%	9,90	6,15	61,0%	7,12
Earnings per share after dilution, SEK	8,65	1,05	723,8%	9,90	6,13	61,5%	7,12
Closing number of co-workers <sup>1</sup>	783	793	-1,3%	783	793	-1,3%	809
Average number of co-workers <sup>2</sup>	778	799	-2,6%	794	796	-0,3%	799

<sup>1</sup> With B3 Poland included from September: 1 009 headcount Q3 2024 and 1 009 headcount jan-sep 2024

<sup>2</sup> With B3 Poland included from September: 869 avg. headcount Q3 2024 and 803 avg. headcount jan-sep 2024

## Q3 highlights

- Revaluation of the previous minority interest in B3 Poland resulted in a positive net financial impact of 77.8 MSEK. The revaluation does not affect cash flow and is required under IFRS. Earnings per share adjusted is -0.43 SEK in Q3.
- One-off acquisition costs impacted the result by -4.3 MSEK and restructuring costs (office) by -2.3 MSEK



# Webstep

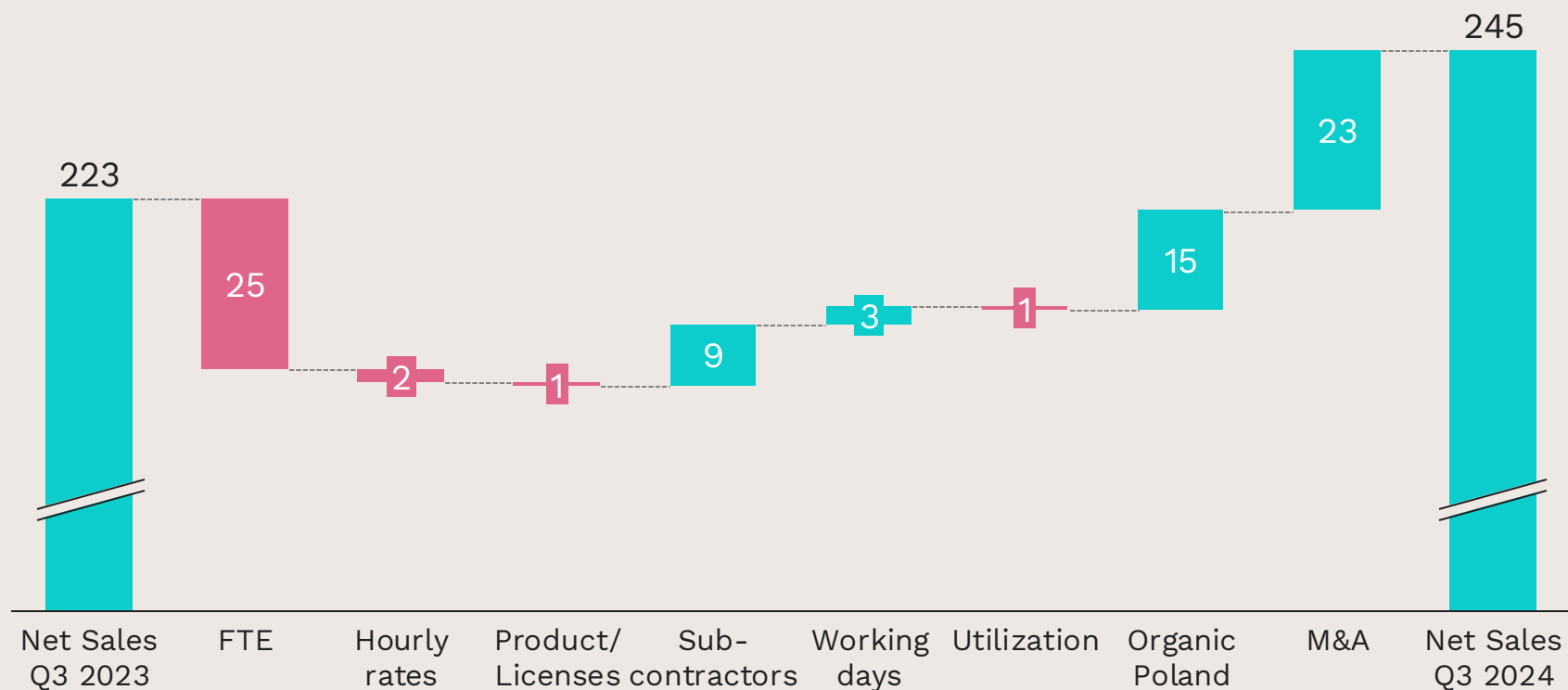
## Poor Q3 result as expected - Integration is progressing faster than planned

- Successful onboarding with low employee turnover
- Higher utilization rate and average hourly rate than B3 in Q3
- Synergies have led to a reduction of 3 FTEs in the total parent company function
- A one-off cost incurred regarding an office location
- Decisions on further efficiency improvements have been made
- The measures will have full effect and Webstep margin will be in line with B3 in Q1 2025



# Revenue breakdown

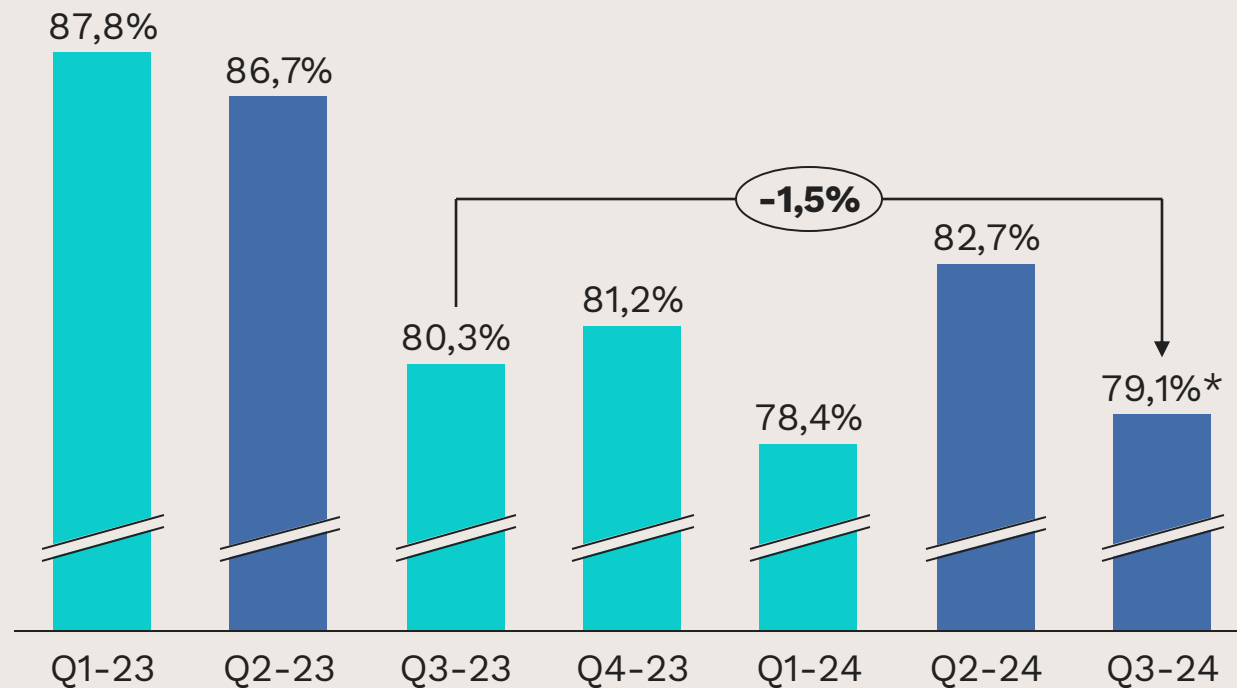
## Positive impact on revenue due to M&A



- Positive impact on revenue due to Poland and M&A (38 MSEK): increased utilization and FTEs contribute to higher overall revenue, while hourly rates decrease due to lower rates in Poland.
- The negative impact of the reduced number of FTEs will gradually start to turn around in Q1 2025

# Utilization rate

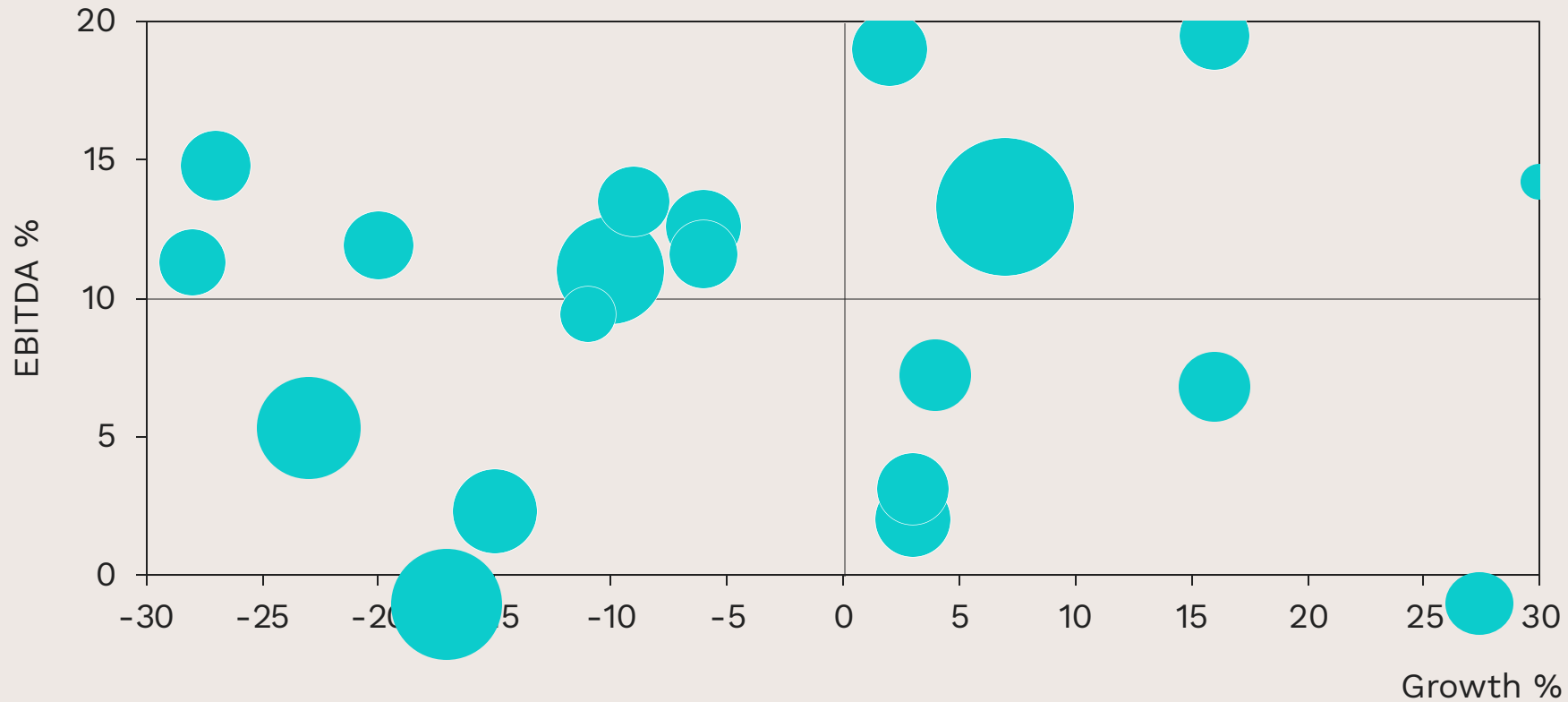
Gap QoQ continues to decrease



- The gap in QoQ\* performance continues to decrease but the gap is tightening.
- Utilization including Poland September is 80.6%
- The decrease between Q2 and Q3 is due to seasonal variations

# B3 operates across multiple markets

The differences in performance remain significant



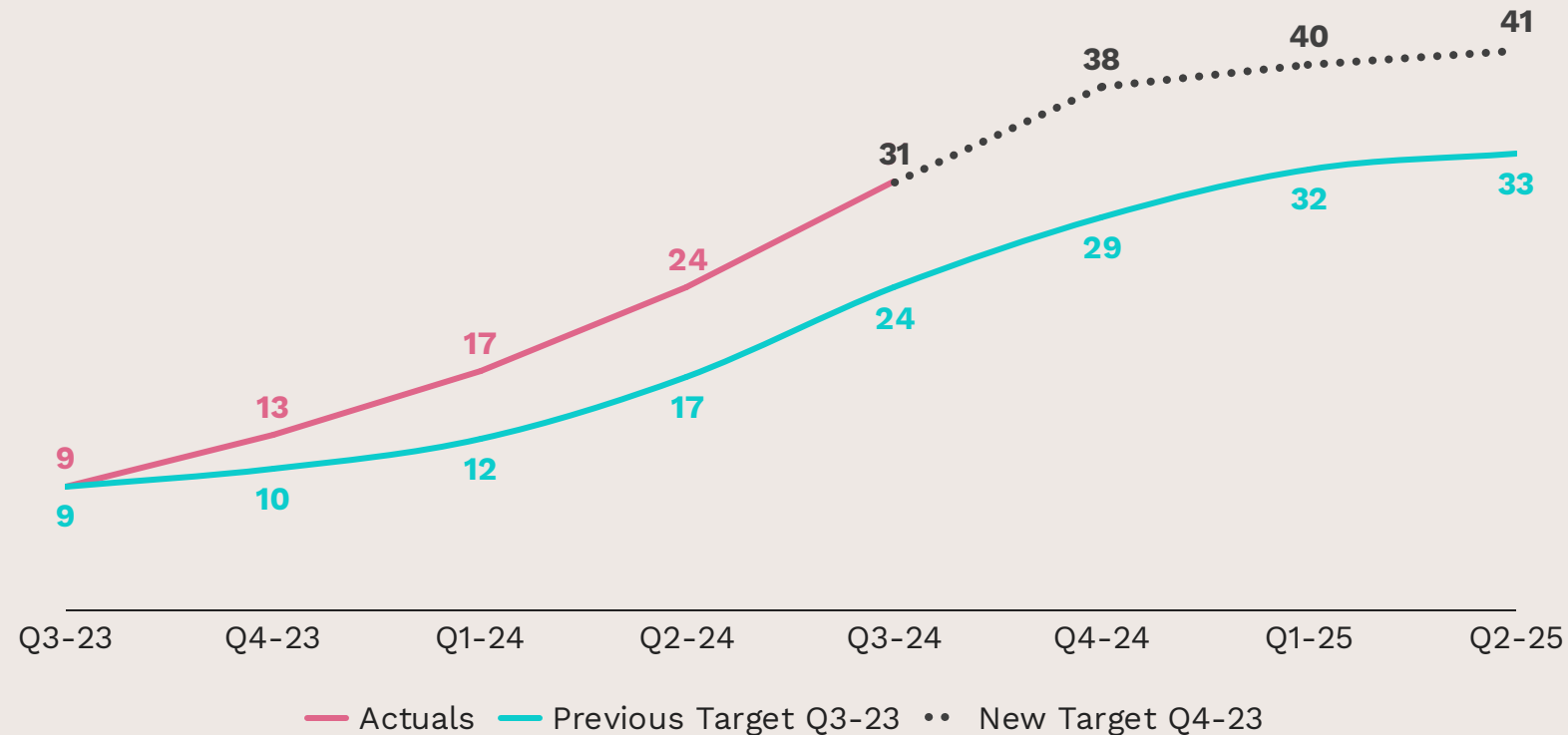
4 of our companies (approx. 10% of B3CGs total revenue YTD) with very poor results has been excluded to make the scale of the picture more visually proper.

Chart is based on YTD numbers (Sep). EBITDA% is an estimate, not 100% accurate.  
Poland presented as proforma in the picture



# Cost saving program spot on

The program ends after one year, transitioning the project into daily improvements.



- Moving according to plan
- 41 MSEK Cost savings excl. one-off costs from acquisitions and bond.
- Focus on sales and revenue
- Continued optimization in subsidiary
- Program closes

# New assignments and extended contracts

**B3 gains new business and strengthens its positions with several existing clients.**

- Enhanced membership management in Microsoft Dynamics for a major Swedish organization.
- Sitevision web development for Eskilstuna and Linköping municipalities, among others.
- Team project for a leading Swedish bank.
- AI solution for the Swedish Transport Administration for automated railway maintenance and increased safety.
- Strengthened position with several new assignments within Sweden's regions, primarily in Region Gävleborg.



## Other important events in Q3

### B3 recognized for its corporate culture and is named Platinum Partner

- B3 is awarded Employer Branding Company of the Year, highlighting the strong corporate culture.
- B3's head of People & Culture is awarded HR Leader of the Year
- B3 completes the acquisition of Webstep and B3 Consulting Poland
- Webstep AB and B3 become the third company in Sweden to be named a Sitevision Platinum Partner.
- B3 continues to strengthen its position in generative AI, notably by organizing B3 Arena Malmö, winning new assignments, hosting AI hackathons, and sharing knowledge across various platforms.





# Summary Q3 2024

## Growth is back on track

- The market remains challenging, but we are securing several significant deals
- Growth is back on track
- Operational improvements are progressing rapidly
  
- Stronger growth & increased profitability is expected in Q4



**Q&A**

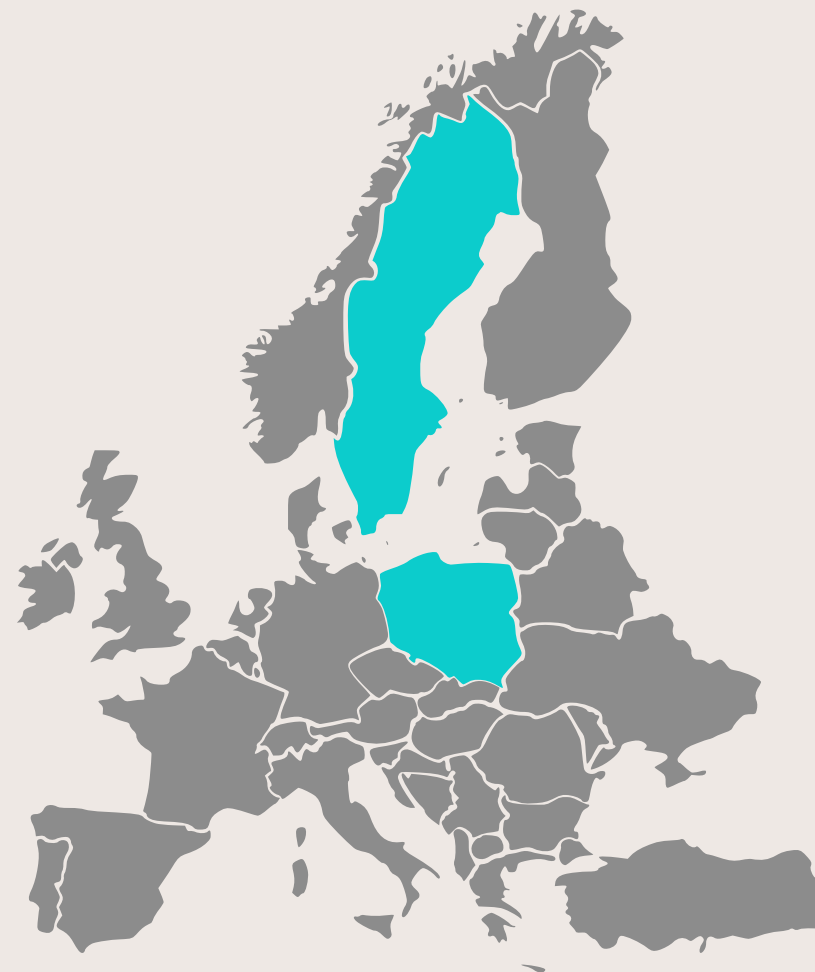


# APPENDIX

# Market Outlook

## Still demanding market - AI is having a growing impact

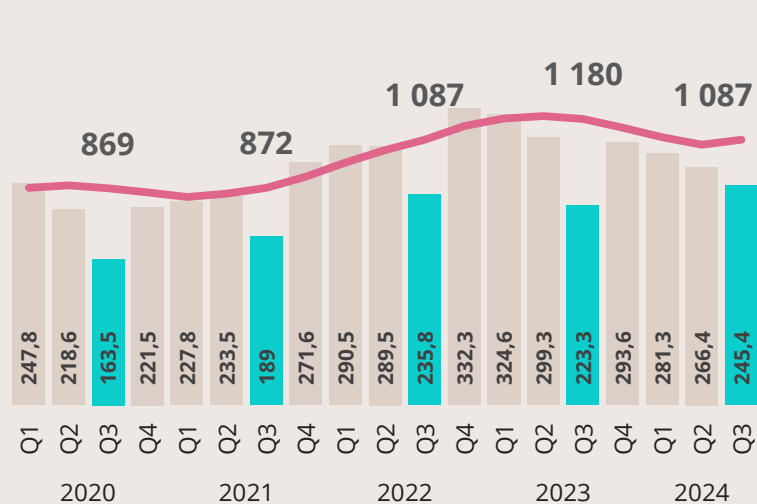
- The market remains challenging
- B3 operates in many markets through its 25 subsidiaries
- The Swedish IT market has been weak in recent quarters, but it is expected to recover. However, the timing remains uncertain
- The Polish market outlook has already turn to the better
- Generative AI presents great opportunities but also involves significant risks, including legal and security concerns. These challenges create opportunities for us to assist our customers
- The IT mega trend benefits us, and we'll be well-positioned when the market turns.



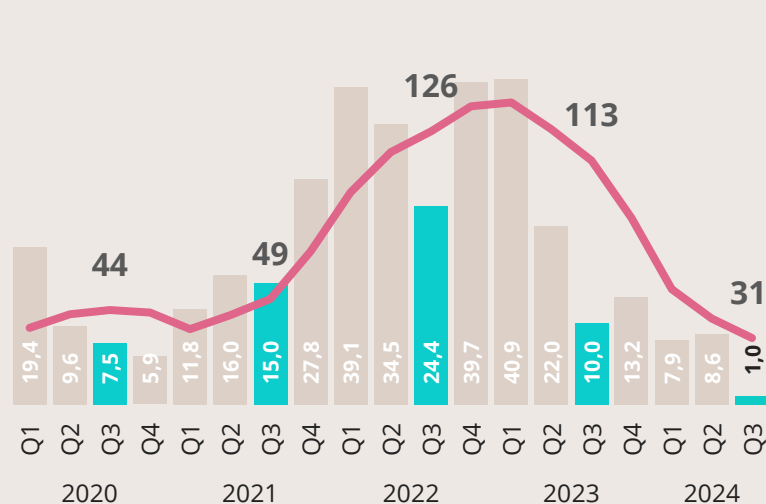
# Revenue and profit

Development over the past five years

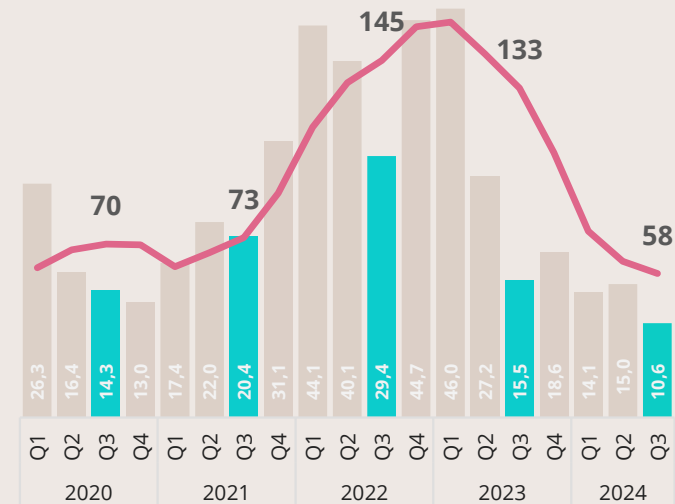
Revenue MSEK per quarter and R12



EBIT MSEK per quarter and R12



EBITDA MSEK per quarter and R12

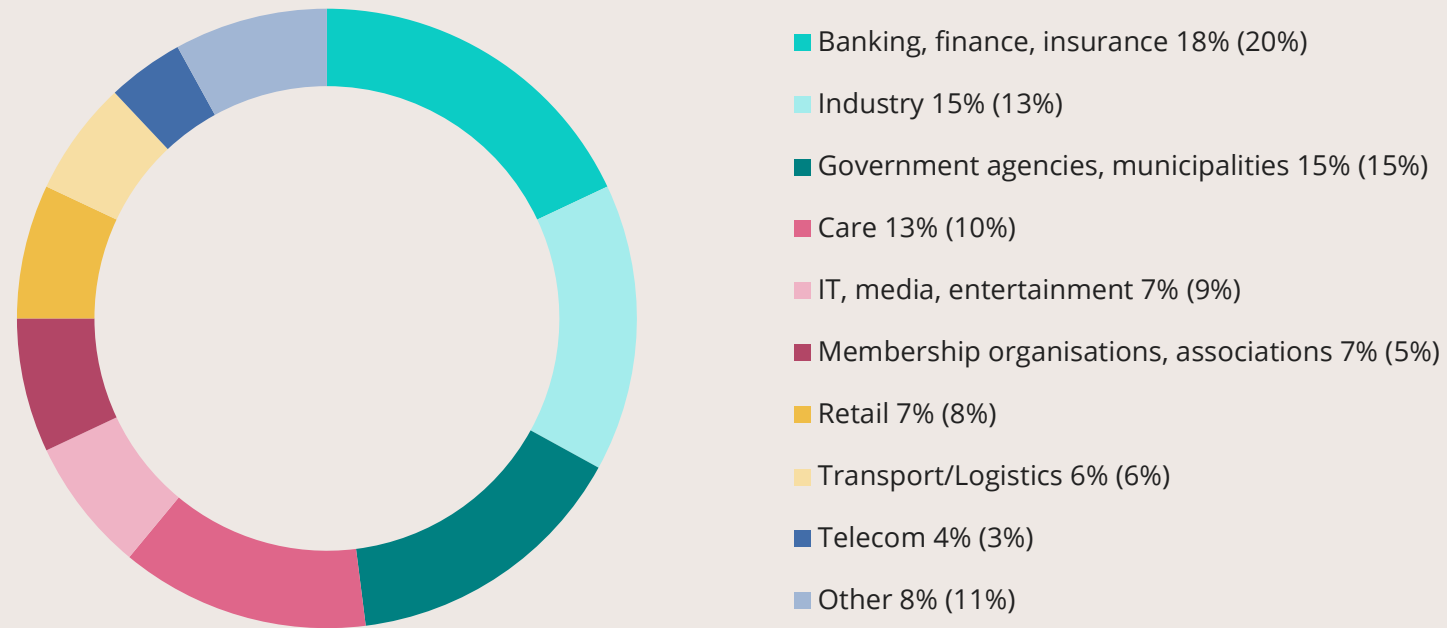




# Distribution across different industries

B3 operates in several interesting industries driven by digitalization

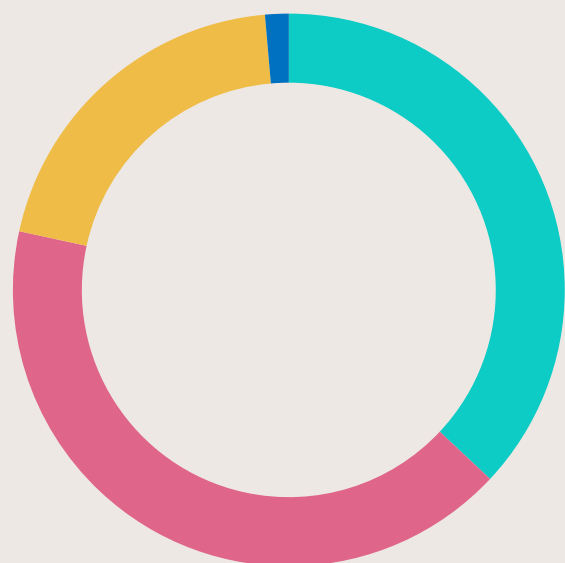
Revenue share per industry Jan-Sep 2024 (Jan-Sep 2023)



# Share per Business Area

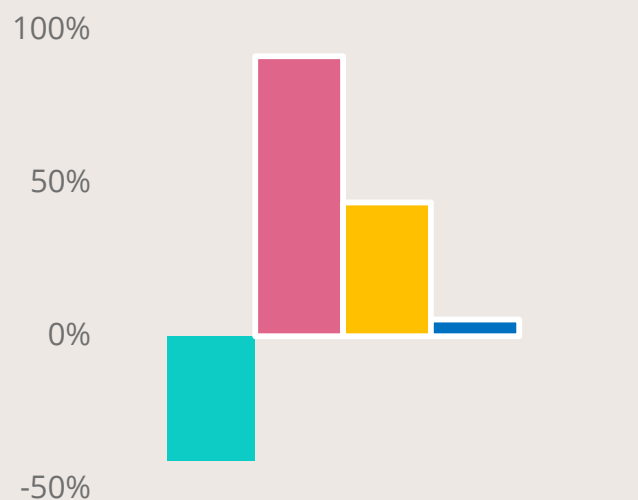
Revenue evenly distributed across the business areas - negative profit development in BA DES

Revenue, share per business area



- Digital Experience & Solutions 37,0% (38,5%)
- Digital Management 41,4% (38,2%)
- Cloud & Technology Platforms 20,2% (23,3%)
- Poland 1,4% (-%)

EBIT, share per business area



- Digital Experience & Solutions -40,6% (35,4%)
- Digital Management 91,5% (35,3%)
- Cloud & Technology Platforms 43,7% (29,3%)
- Poland 5,5% (-%)

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