

Intrum Justitia Group Interim report January – September 2003

**Strong margin improvement in
underlying business**

**Review of the English subsidiary
concluded**

*Presented by Jan Roxendal, CEO
and Bertil Persson, CFO
Stockholm, 11 November 2003*

Agenda

- Business introduction
- England
- Financials Q3 – 2003

Leader in Credit Management Services

- Business idea: To improve our clients' cash flow thus creating strong cash flow for Intrum Justitia to the benefit of our shareholders
- Only true pan-European player with leading positions in all important markets
- Core activities: consumer and commercial receivables
- Operates in a growing market driven by increased indebtedness and outsourcing

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The English subsidiary

- **Number one in the market**
- **Strong position in key business segments (utilities and telecom)**
- **Yearly revenue of approx GBP 30 M**
- **Underlying EBITA margin of 15%**
- **Operations in Stratford-upon-Avon and Liverpool**
- **450 employees & dedicated new management team**
- **Hundreds of blue chip clients**
- **Yearly collections of more than GBP 100 M**
 - 1,8 M collection cases per year
- **2,5 M transactions yearly**

The review is substantially complete

- Total need for provision SEK 184 M (GBP 13.8 M)
 - Final provision of SEK 80 M (GBP 6 M) to cover **accounting inaccuracies**
 - Provision of SEK 104 M (GBP 7.8 M) to cover **unallocated payments** and **alignment to the group's accounting principles**
- Measures of improvement identified and to be implemented latest by the year-end
- Total costs for the review and improvements SEK 48 M
- The inaccuracies are **isolated** to England

Causes of the inaccuracies

- **Evidence of misleading information intended to cover inappropriate actions**
- **Lack of focus on control, reporting and reconciliation in England**
- **Large turnover of staff and insufficient competence in the finance department**
- **Further investigation and decision on legal actions**

Areas of improvement

- **New standardised routines, processes and internal control**
- **New staff and structured training of staff**
- **Implementation of common group rules**
- **All the above estimated to be implemented by the turn of the year**

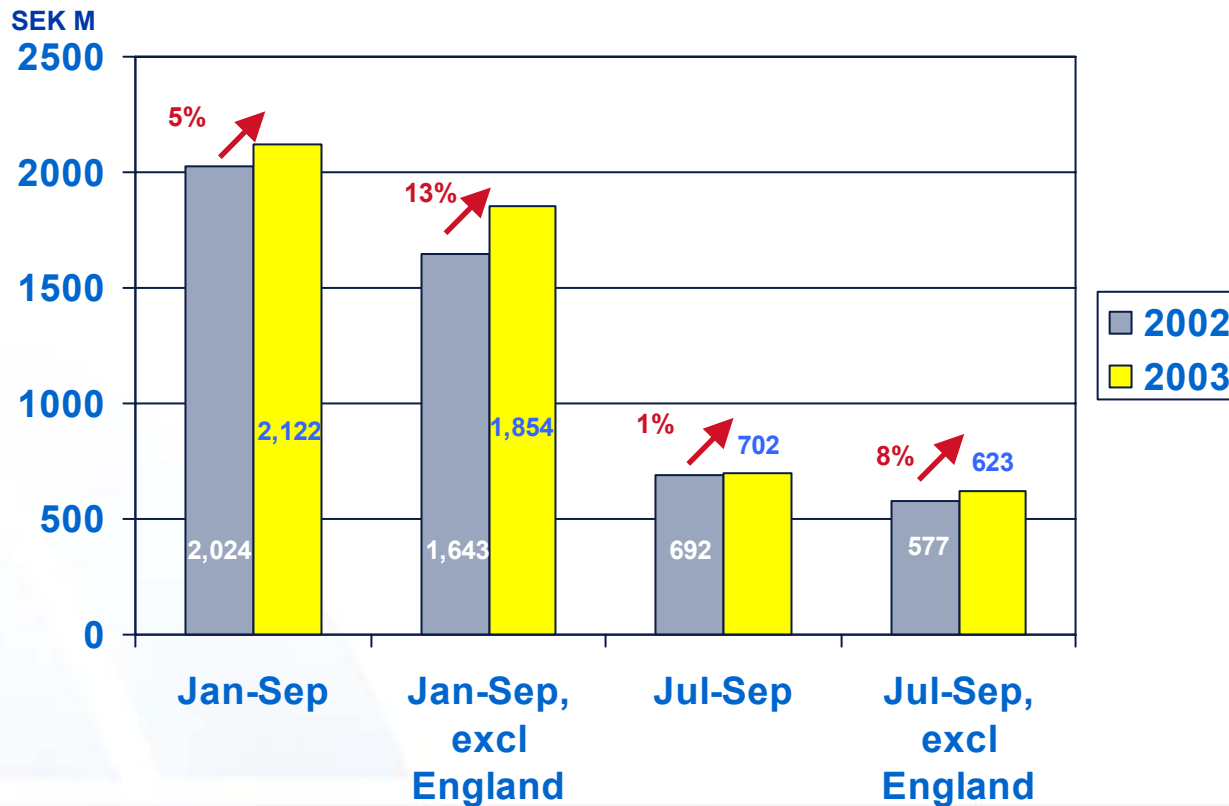
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Highlights Q3 – 2003

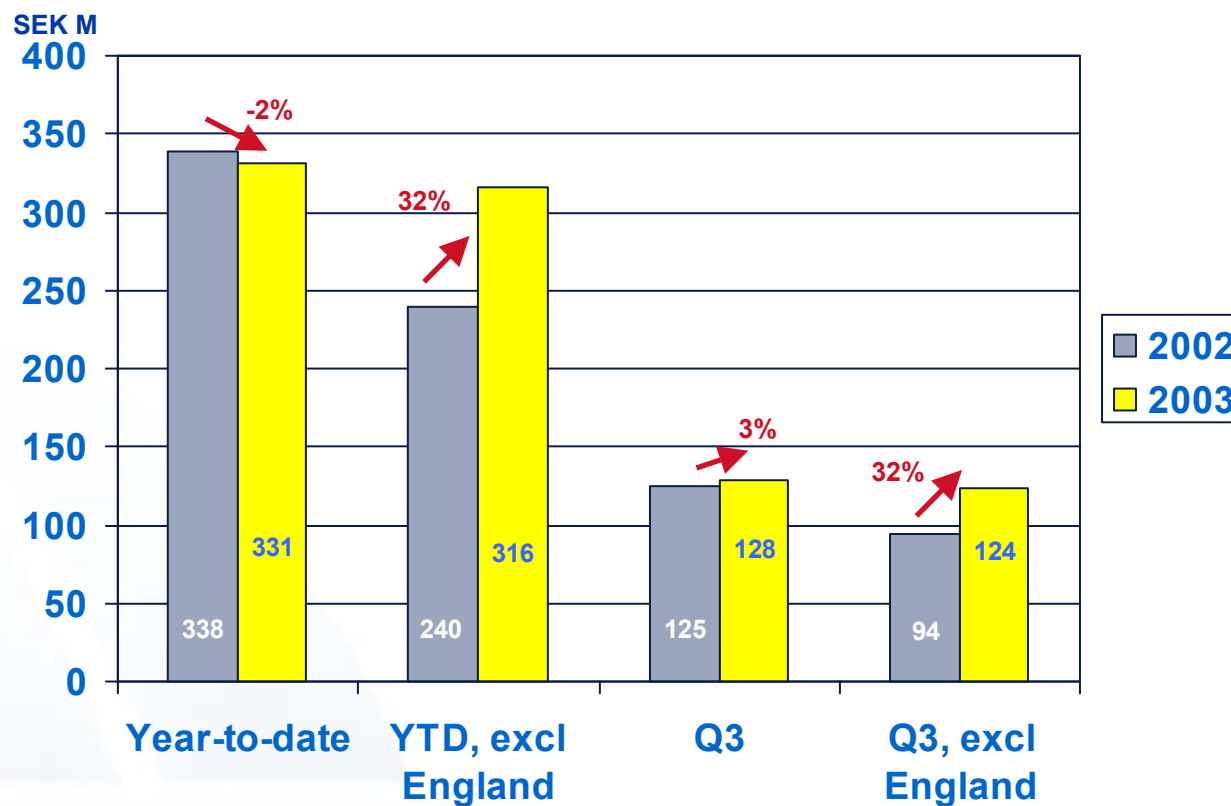
- Revenues up 1% to SEK 702.2M (692.3)
- Organic growth 2%, excl England: 7%
- Adjusted EBITA SEK 128.4M (124.7)
- Cash flow SEK 199.8M (212.6)
- Earnings per share SEK –0.30 (0.49)
- Cost synergies from acquisitions
- Joint venture with Goldman Sachs
- IJ full service provider to Sweden's Ikanobanken
- Review of Intrum Justitia England concluded

Revenues (Group and excl England)

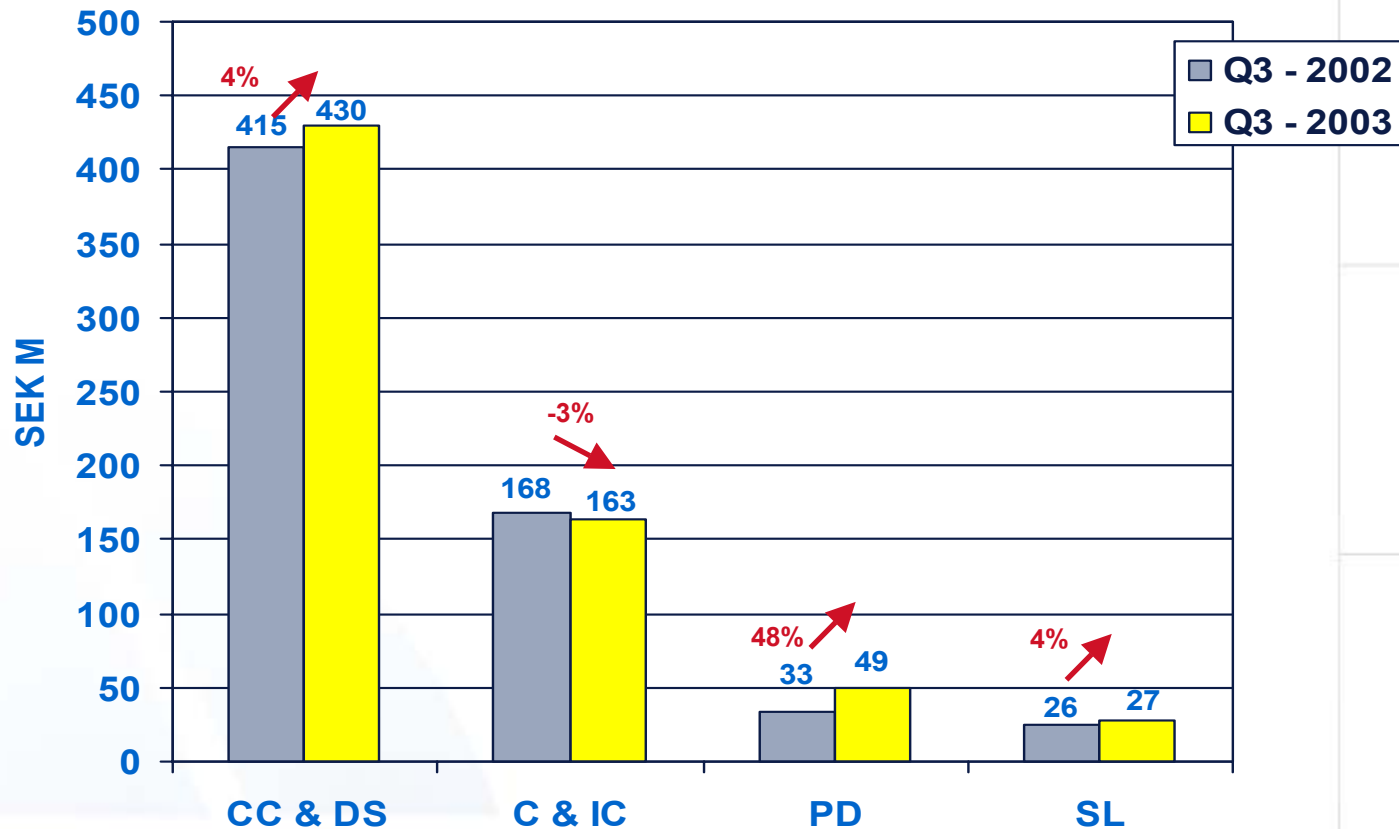


Organic growth in revenues Jan-Sep was 3.7%, and 9.7% excluding England. For Q3 1.8% and 7.1% respectively

Adjusted EBITA (Group and excl England)

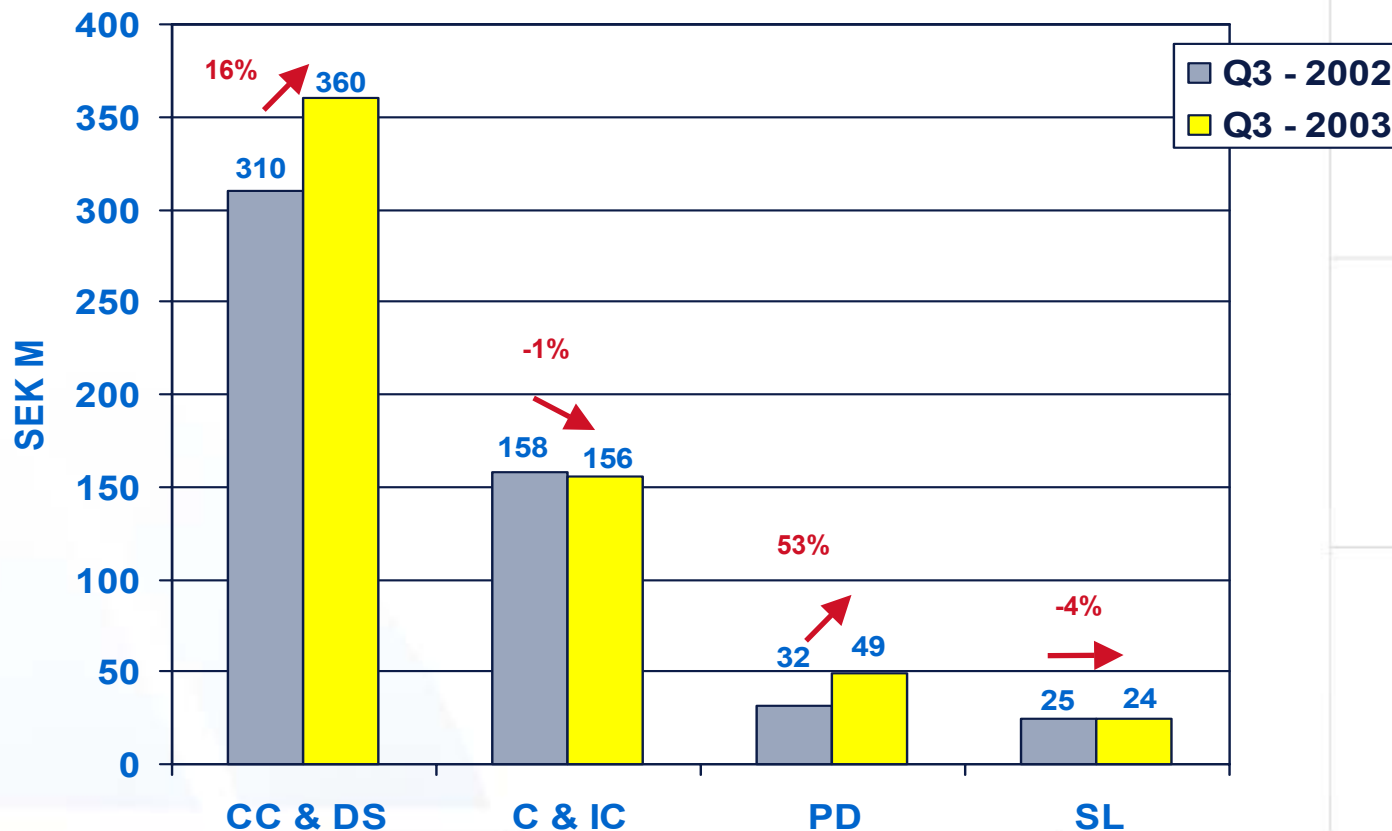


Q3: Revenues by service line



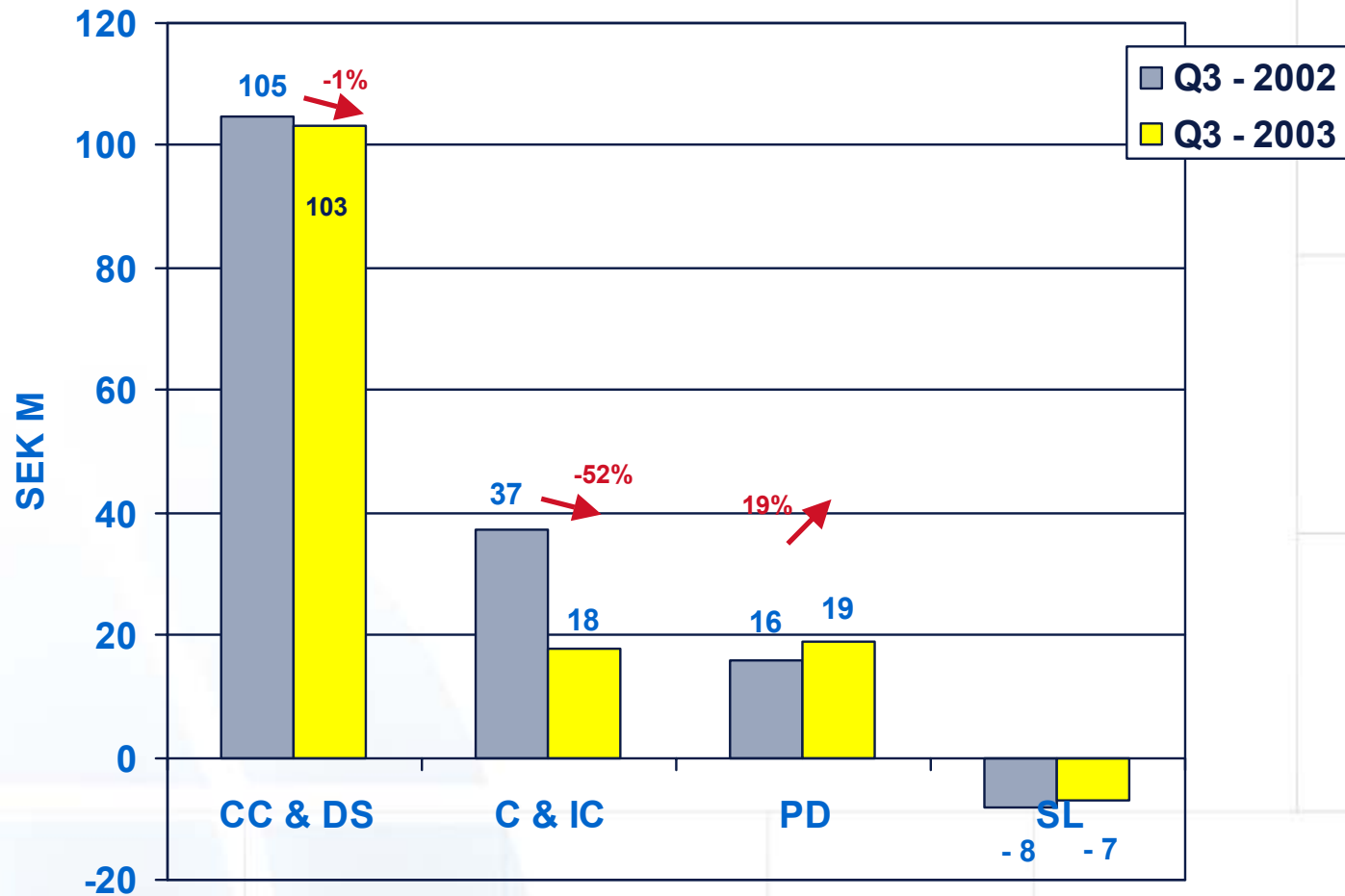
Consumer Collection & Debt Surveillance is key revenue driver, organic growth was 3% in Q3.

Q3: Revenues by service line, excl England



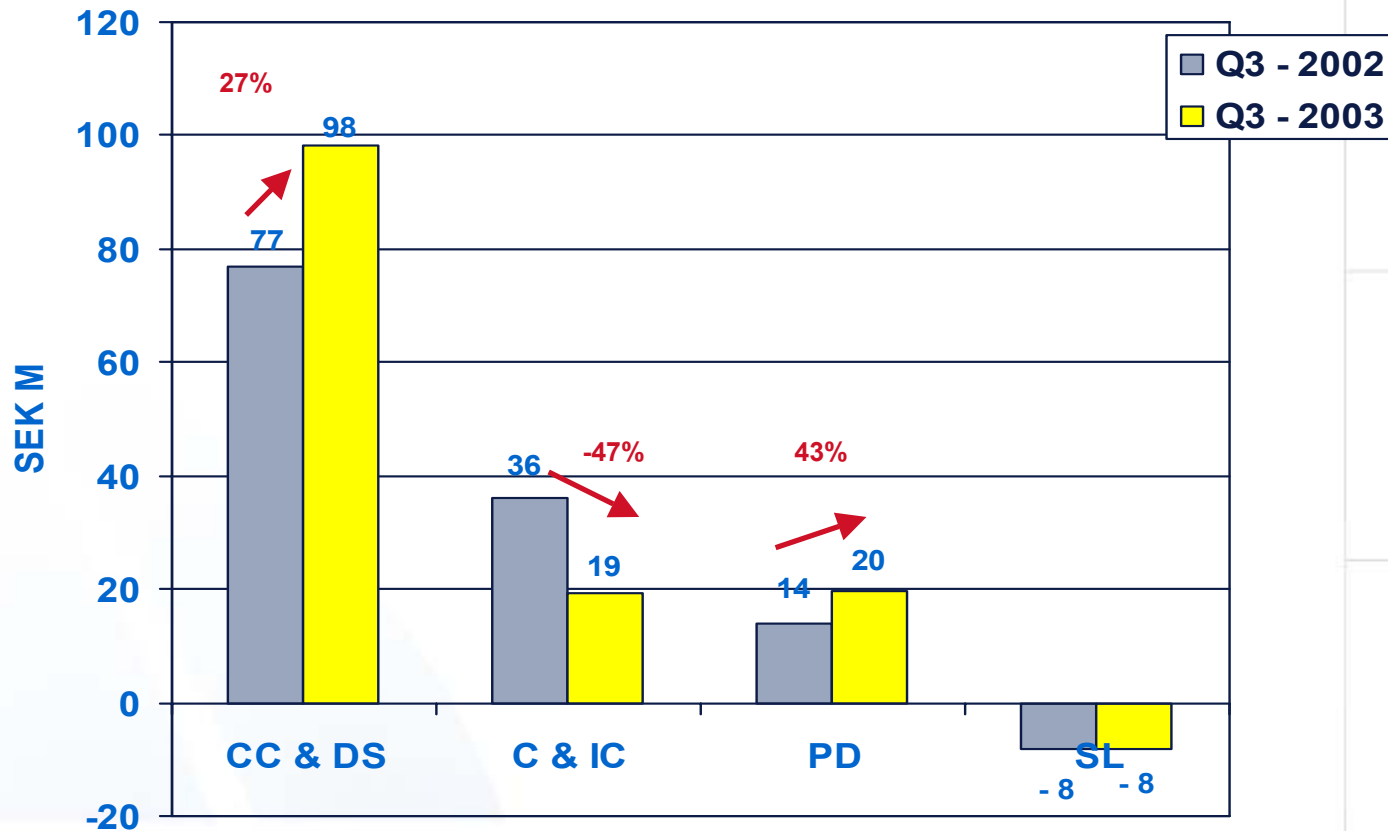
Consumer Collection & Debt Surveillance is key revenue driver, organic growth was 3% in Q3, excluding England: 13%.

Q3: Adjusted EBITA by service line



Q3: Adjusted EBITA by service line,

excl England



Excluding England and related costs

Outlook

- The earnings of Intrum Justitia has been negatively affected by the inaccuracies in its English subsidiary. Despite these effects the estimate remain that the underlying operation in England is sound and that the company's margin will be in level with the Group's average margin.

Several of the Group's main markets enjoy good growth and the overall assessment is that for the full year 2003, consolidated revenues, excluding acquisitions and exchange rate effects will be in line with the previous year.