



# Service Point

Investors presentation

October 2007





# Index

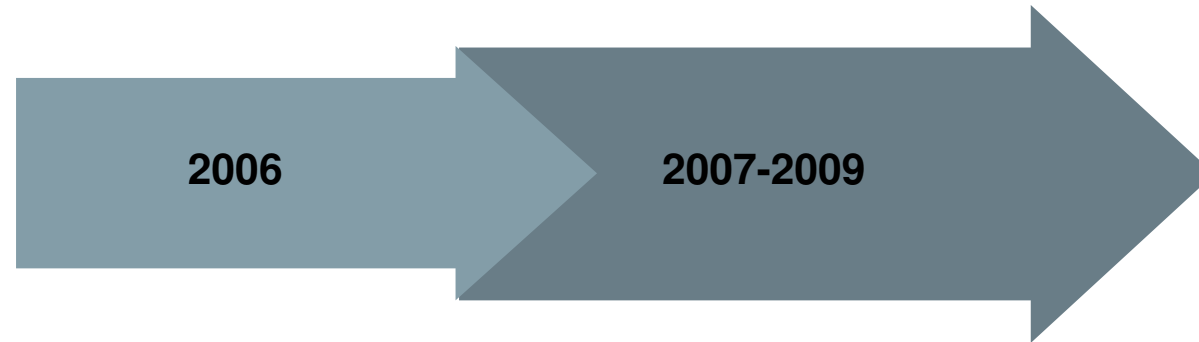
- Overview of SPS
- Strategy
- Financials
- Value drivers
- Conclusion
- Annexes



# Service Point Solutions

A platform for remuneration

“SPS aspires to be the leading services provider in document management in Europe and United States, creating value for its shareholders”



- Refinancing
- Organic growth
- Beginning of expansion phase
- Organic growth
- Acquisition-led growth / *build-up* – sector in consolidation
- Financial improvement
- Create value for our shareholders



# Service Point Solutions

## Profile

- **Digital Reprographics, Facilities Management and Document Management** multinational company
- **Listed on the Spanish stock exchanges/ SPS.MC (Reuters), SPS.SM (Bloomberg)**
  - Spanish indices: Small Cap (Madrid) and the Indexcat (Barcelona)
  - International indices: MSCI Small Cap Index
- **Market capitalisation** € 375 M approximately
- **Free float of around** 75 %
- **Total shares** of 104,6 million
- **Average daily stock rotation** (last 3 months): 1,2% of total shares
- **Share price evolution:** +19% in 2007
- **Number of employees** > 2,500
- **Global presence**
  - 6 countries with 116 owned centres ( UK, Netherlands, Norway, Germany, Spain, USA)
  - 21 countries via the GlobalgrafixNet network



# Service Point Solutions

## Corporate Governance - Board of Directors

**J. J. Nieto – Chairman**  
J. A. Samaranch - Vice-chairman  
R.L. Aparicio - Board member  
A. Catá - Board member  
P. Navarro - Board member  
E. Paraja - Board member  
A. De Remedios - Board member  
J.A. Moratiel-Board Member  
A.García-Cordero-Board Member  
Paosar,S.L  
I. López Balcells - Board Secretary

### Committees

- Audit
- Remuneration and Appointments
- Strategy and Development

**Rafael López-Aparicio – CEO**

Matteo Buzzi – CFO



UK Board



US Board



Spanish Board



German Board



Dutch Board

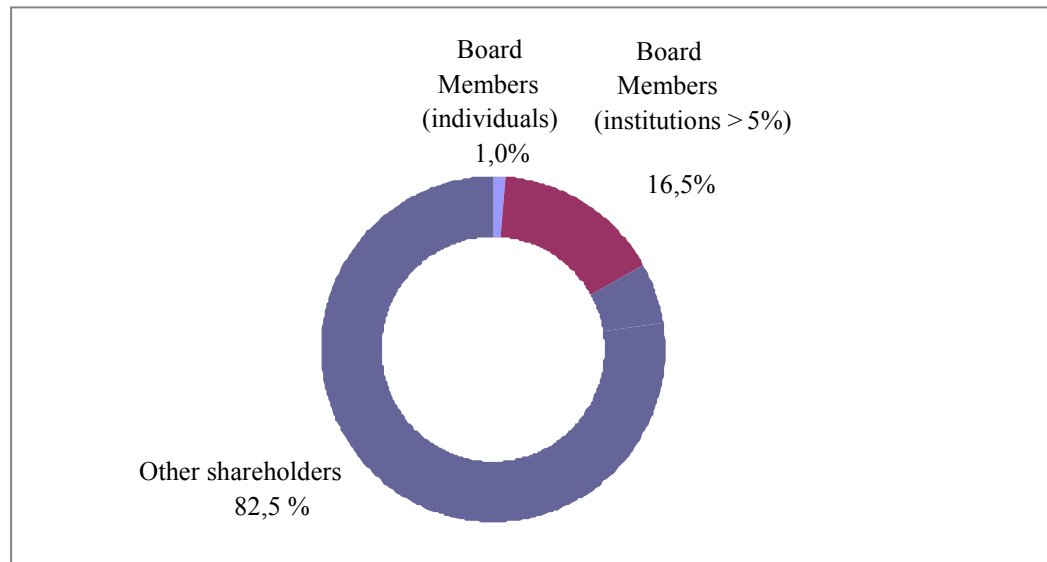


Norwegian Board



# Service Point Solutions

## Corporate Governance – Board shareholding



More institutional presence on SPS shareholding from June 2007 (16,5%):

- Aspen Capital S.L (D.José Antonio Moratiel)- 5,993%
- Paosar S.L (D. Jaime Castellanos)-5,023%
- Anta Inversiones y Asesoramiento S.L ( D. Ángel García-Cordero)-5,52%



# Service Point Solutions

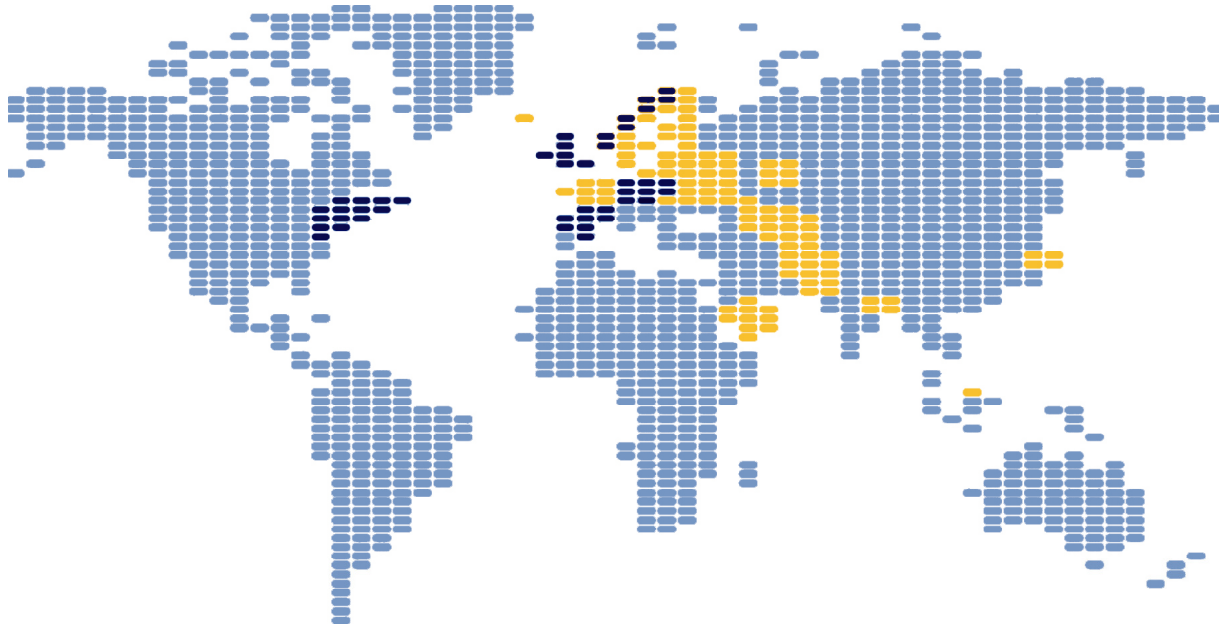
## International presence

**Revenues by region:**

UK	30%
Netherlands	27%
Norway	14%
USA	13%
Spain	9%
Germany	7%

**Revenues by currency:**

Euro	43%
Nok	14%
Gbp	30%
Usd	13%



SPS:  
 Revenues 228 M€  
 Countries 6  
 Centers 116

GlobalgafixNet:  
 + Countries 25  
 Centers 165

→ (21)  
 → (281)

*Note: Revenues figures pro-forma FY2006 including acquisitions 2006 and 2007 for the 12 months*



# Service Point Solutions

## Business model

### ▪ Digital reprographics

The process of printing or reproducing a document in any format using digital systems.

### ▪ Facilities management

Service provided at the customer's premises using SPS (FM) or customer (OSS) employees:

- Digital reprographics
- Mailroom

### ▪ Document management

High value added services throughout the entire document life-cycle

- ❑ 116 production centres
  - ✓ All centres are profitable
  - ✓ 6-10 workers per centre
- ❑ Predictable and visible cash-flow
- ❑ Maintenance capex: 5% of revenues
- ❑ Approx. initial capex: 50% of revenues
- ❑ Break-even point at new centres: between 12 and 18 months
- ❑ EBITDA: 15% - 25%

- ❑ 714 FM / OSS centres
- ❑ Average size of FM contracts: €0.2mn to €1mn
- ❑ Average size of OSS contracts: €20,000 to €1mn
- ❑ Contract life: 2-5 years
- ❑ Capex variable depending on contract
- ❑ Start-up capex of 50%-100% of revenues in the first year
- ❑ Break-even point at new centres: between 3 and 4 months
- ❑ EBITDA: 20% - 25%

- ❑ Opportunities for cross-selling
- ❑ Projects of between €50,000 and €100,000
- ❑ 7 document digitalisation centres
- ❑ Contract life: 1-5 years
- ❑ Consultancy services
- ❑ Capex: 6% -7% of revenues
- ❑ EBITDA: 20% - 25%

**Growth**

**Value added**







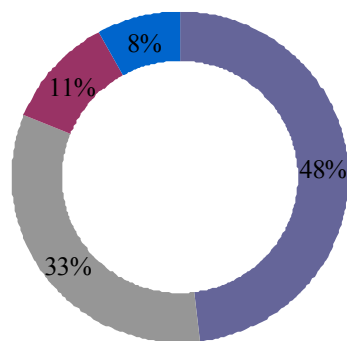
# Service Point Solutions

## Revenue profile

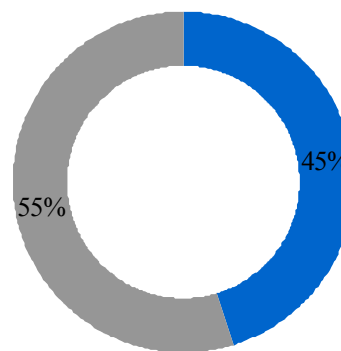
### Target sales mix by service:

Digital Reprographics	40%
Facilities Management	40%
Document Management	20%

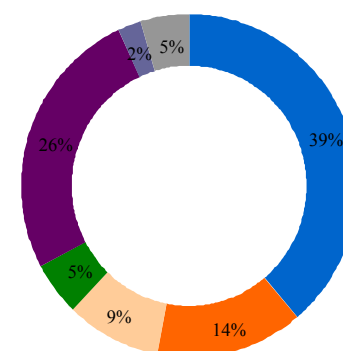
By services



By contract



By client



- Digital Reprographics
- Facilities Management
- Document Management
- Other

- Contracted revenues
- Non-contracted revenues

- Infrastructure -AEC
- Industry
- Public & Government
- Financial & Legal
- Commercial & Other services
- Education
- Other

Revenue organic growth between 5-7%



# Service Point Solutions

## Client portfolio

SPS customer portfolio consists of a well-diversified selection of first-class multinationals

### Infrastructure & A/E/C



### Public sector & Institutions



### Corporate



### Automotive





# Service Point Solutions

Growth Strategy



A fragmented market and the increased demand for Document Management and Print Services provide an excellent opportunity for consolidation

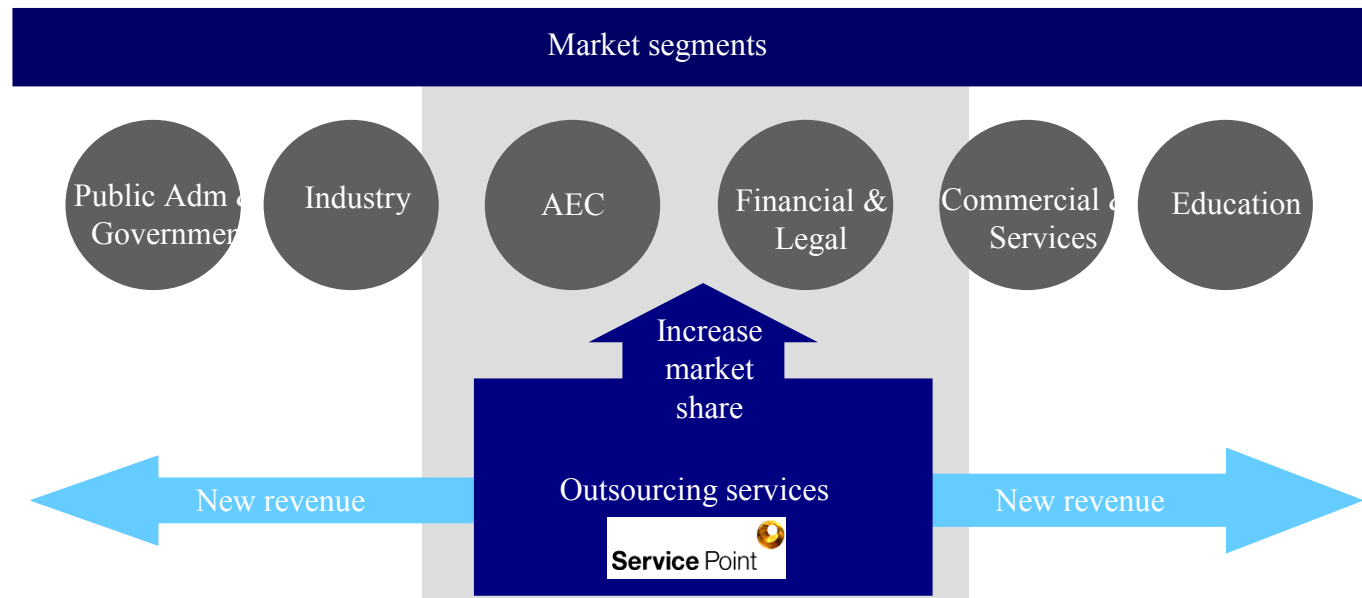


# Service Point Solutions

## Growth Strategy

Organically and through acquisitions, SPS strategy is based on:

- Increase penetration across new customer segments

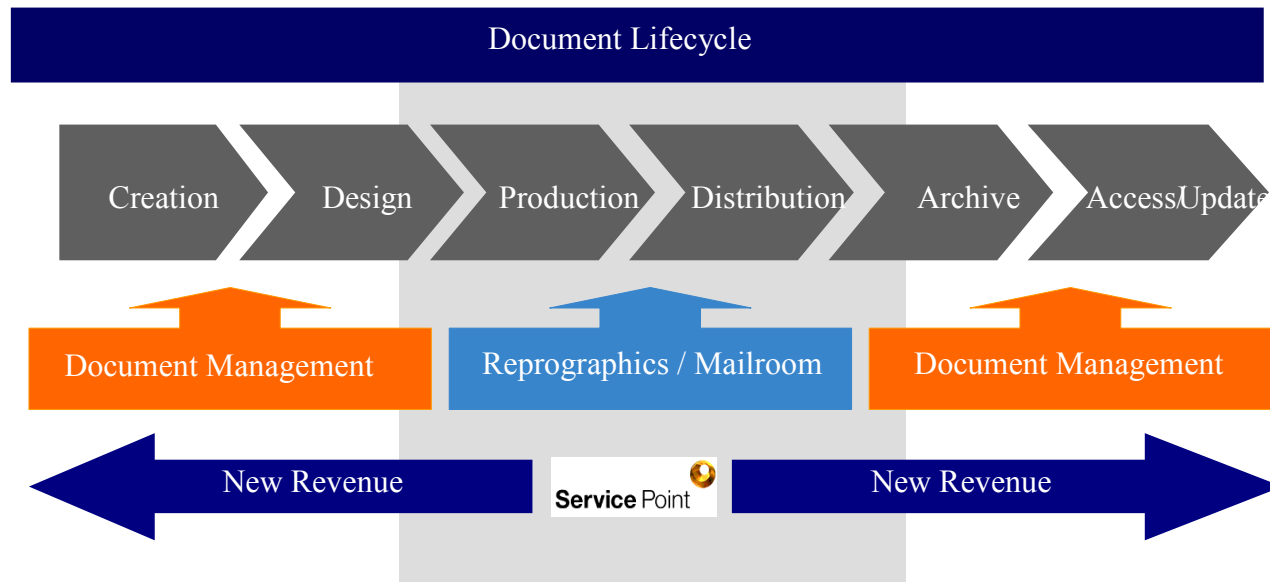




# Service Point Solutions

## Growth Strategy

- Expand service offering through the document lifecycle





# Service Point Solutions

## Growth Strategy

### Acquisition fit

- Improve document management i.e FM offer
- Increase geographical coverage
- Expand market share in current markets
- Expand into new clients segments
- Cross Selling

### Acquisition Criteria

- Only profitable companies
- Reasonable EBITDA multiple paid
- Management retention
- Possibility of materialise synergies with SPS
- Partial payment with SPS shares

Country	Incorporation into SPS	Annual revenues	Annual EBITDA	EBITDA margin	EV/ EBITDA
UK	Feb-06	£431	£107	25 %	3.5x
UK	Mar-06	£971	£140	14 %	5.6x
Spain	May-06	€5,364	€1,730	32 %	3.5x
US	May-06	\$538	\$77	14 %	7.0x
Germany	Jun-06	€8,642	€1,245	14.4 %	5.0x
Holland	Oct-06	€74,251	€6,086	7.2 %	5.7x
<b>UK</b>	<b>Jun-07</b>	<b>€7,894</b>	<b>€622</b>	<b>7.9 %</b>	<b>4.2x</b>
<b>Norway</b>	<b>Jun-07</b>	<b>€31,701</b>	<b>€3,439</b>	<b>10.8 %</b>	<b>5.6x</b>
<b>Spain</b>	<b>Sep-07</b>	<b>€3,874</b>	<b>€0,419</b>	<b>10.8 %</b>	<b>4.3x</b>

(’000)



**KOEBCKE**

**CENDRIS**



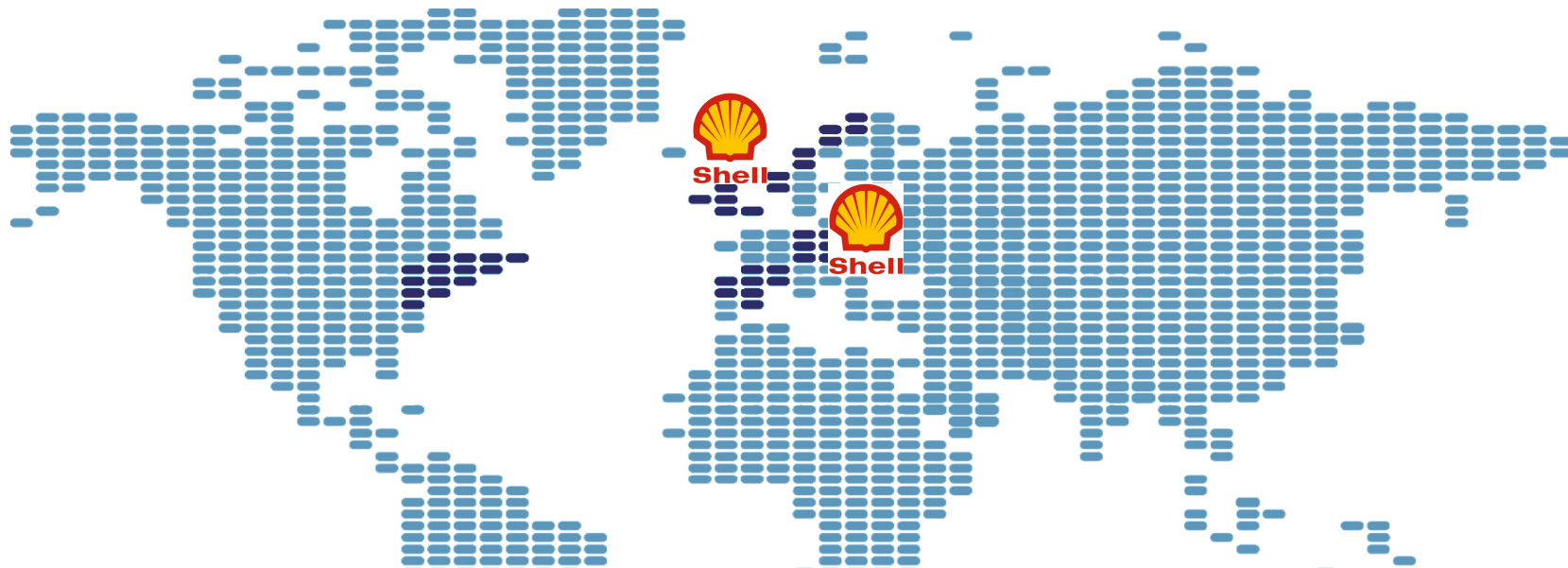
**allkopi**





# Service Point Solutions

## Growth Strategy



- 2 centres On-Sites in UK: London (Shell Waterloo) and Thornton (North)
- 1 centre in Netherlands: The Hague (Central Shell office)
- Integrated offer of print solutions: colour b/w and edition services
- Team of 24 persons with own centres network support

SPS multinational service platform



# Service Point Solutions

## Results FY 2006

SPS has a tax credit of approx. €255mn applicable until 2020

				<b>SPS <sup>(1)</sup> pro-forma</b>
	('000)	Jan-Dec 05	Jan-Dec 06	Chg %
Total revenues		99,531	133,166	33.8%
Gross profit		73,579	97,266	32.2%
EBITDA		15,472	19,386	25.3%
EBIT		5,941	8,493	43.0%
Net profit		1,037	4,842	466.9%
Net debt		35,385	70,598	99.5%
Equity		88,039	96,364	9.5%
<i>Margins</i>				
Gross margin		73.9%	73.0%	
EBIT		6.0%	6.4%	
Net profit		1.0%	3.6%	
				<b>Jan-Dec 06</b>
				228,282
				164,299
				28,469 <sup>(2)</sup>
				15,148
				10,117
				41,165
				144,756
				72.0%
				6.6%
				4.4%

- Organic and acquisition led growth
- Focus on FM / contract revenues
- Improvement in bottom line
- Quarterly earnings momentum
- €60mn refinancing from bank syndicate led by Lloyds TSB to cancel all debt instruments (July'06)
- €40mn additional facility from the bank syndicate ( Total facility of 100M€ from Sep. 07)
- Pro forma figures show positive impact of acquisitions

(1) Data pro-forma SPS + acquisitions 2006 and 2007, considering the consolidation from 1<sup>st</sup> of January 2006.

(2) CDM and Allkopi finance equipment with operating lease (renting) therefore, CDM's and Allkopi EBITDA is not comparable with that of SPS. In line with SPS's practice, all new equipment of this companies will be financed through capital lease resulting in a higher EBITDA



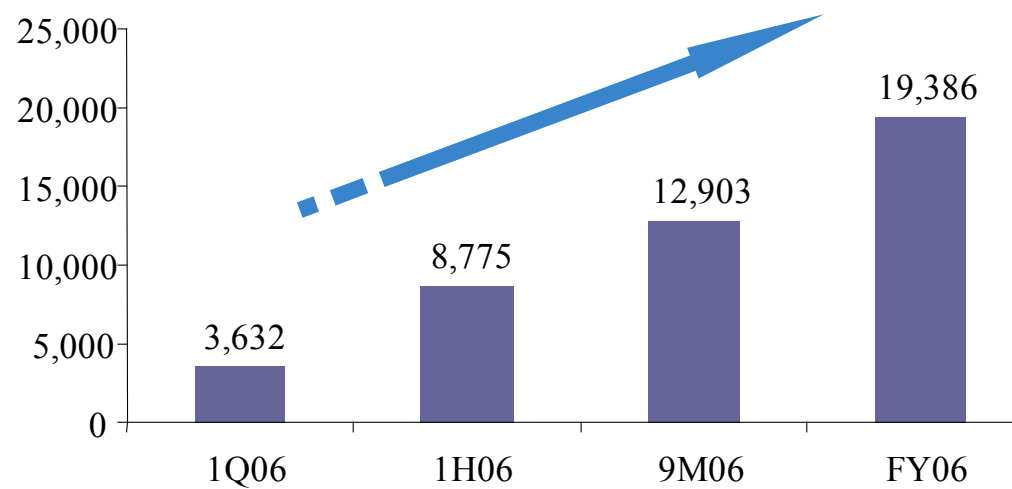


# Service Point Solutions

## Results FY 2006

EBITDA rose 25% in 2006 to €19.4mn, including the €1.5mn contribution from Cendris DM in the last three months of the year

**EBITDA evolution 2006**



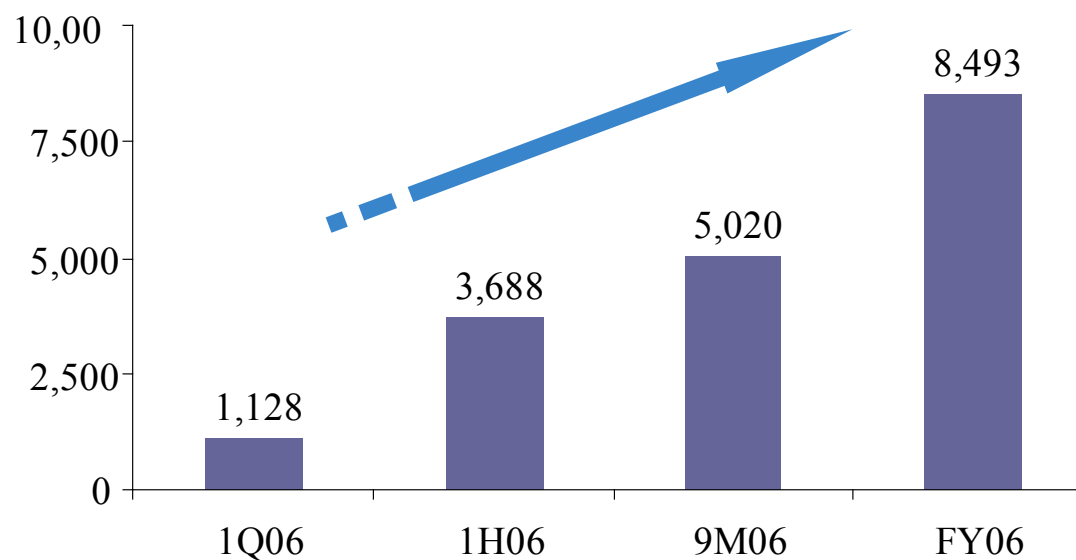


# Service Point Solutions

## Results FY 2006

EBIT rose 43% year-on-year to €8.5mn, boosted by the €1.3mn contribution from Cendris DM in the fourth quarter

EBIT evolution 2006





# Service Point Solutions

Results 2Q 2007

	6M06	6M07	Var. %
Total Revenues	55,661	101,117	81.7%
Gross Margin	40,633	73,441	80.7%
EBITDA	8,775	14,104	60.7%
EBIT	3,658	7,642	108.9%
Minority Interest	11	654	5845.5%
Profit to Parent Com.	2,684	4,500	67.7%
Net Debt	43,980	43,609	-0.8%
Equity	90,247	149,617	65.8%

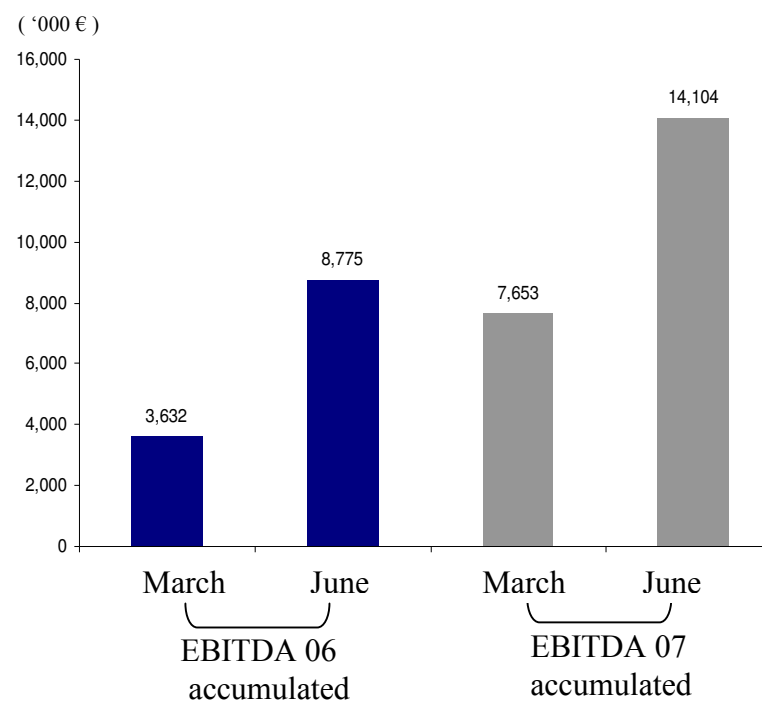
<i>% in Sales</i>			
Gross Margin	73.0%	72.6%	
EBITDA	15.8%	13.9%	
EBIT	6.6%	7.6%	
Profit to Parent Com.	4.8%	4.5%	
USD vs Euro	1.23	1.33	



# Service Point Solutions

## Results 2Q 2007

Quarterly EBITDA evolution



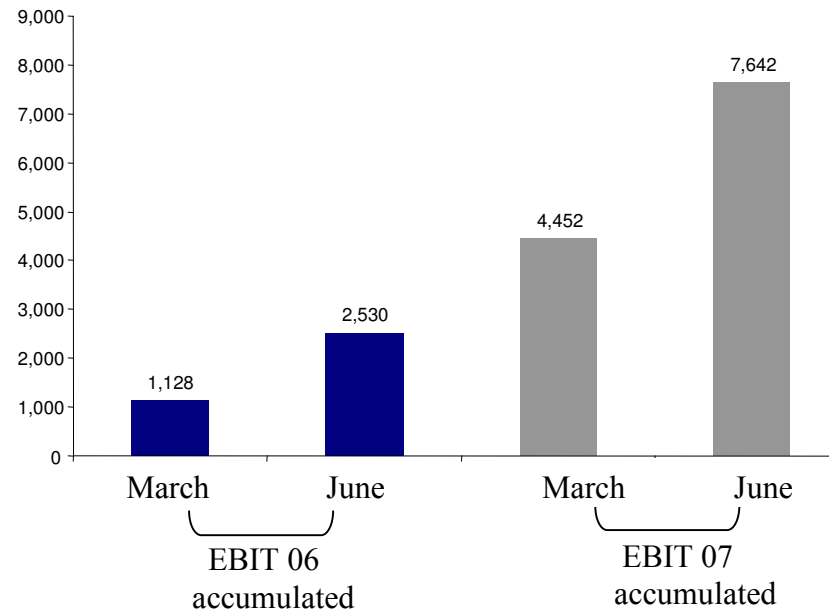
In the first 6 months of 2007 the company has reached similar EBITDA level as the one of March 2007, which was double the one on March 2006



# Service Point Solutions

## Results 2Q 2007

Quarterly EBIT evolution



In the first 6 months of 2007 the company has generated more than 3 times the EBIT of June 2006



# Service Point Solutions

## Financial milestones (1)

- March '05 ➡ 46.4 M€ Convertible Bond, 96.27% converted
- July '06 ➡ 60.0 M€ Refinancing with bank syndicate led by Lloyds TSB (AAA)
- February '07 ➡ 54.3 M€ capital increase underwritten by Ahorro Corporación Financiera:
  - Over subscription of 57,1%
  - Application of funds:
    - A) €35m to cancel the bridge loan taken out with Ahorro Corporación Financiera to fund the acquisition of 100% of Cendris Document Management.
    - A) €19.3 million is used to reinforce the balance sheet.
- September '07 ➡ Syndicated facility from 60 to 100M€
- November '07 ➡ Final conversion period of the remaining 3,73% Convertible Bond issue approved by the Bond Holders Meeting in June 2007



# Service Point Solutions

Financial milestones (2) - New syndicated facility of 100M€

	Previous contract	New contract
Amount	60 mln Euros	<b>100 mln Euros</b>
Facility type	40m Term loan 10 m W/Cap 10 m Acquisitions	40m Term Loan <b>60m All corporate purposes</b>
Expiring date	2010	<b>2011 (+ 1 year possible extension)</b>
Repayment	Bullet	Bullet
Margin	90 – 150 b.p (90 as of today)	90 – 150 b.p (90 as of today)
Covenants	Net Debt / EBITDA < 3,25 Senior Net Debt / EBITDA < 3 Net Debt / Equity < 1,25 EBITDA / Financial Expenses > 3	<b>Net Debt / EBITDA &lt; 3,50</b> Senior Net Debt / EBITDA < 3 Net Debt / Equity < 1,25 EBITDA / Financial Expenses > 3
Additional potential facility increase	3 million euros	<b>1 time total EBITDA SPS</b>
Possible additional leasing facility	2007 14m; 2008; 16m, 2009 18m	<b>The biggest amount form 18m and 70% EBITDA consolidated</b>



# Service Point Solutions

## Value drivers- Revenues

- Organically:
  - #1 to #3 market position in Europe and USA operating markets
  - 5-7% revenues growth
  - B2B with blue chip clients within public and private sector
  - High recurrence business with 45% revenues under contract ( 3-5 years; > 90% renewal rate)
  - Outsourcing market trend
  - Low country and client risk (25 top clients = 15% sales)
  - Unique positioning: 3-channel (Onsite, Offsite & Online) and vendor independent company
- Through acquisitions:
  - Leading build up process in a fragmented market
  - Strong industry player with little private equity competition
  - Funding already in place ( 80 M€ available)





# Service Point Solutions

## Value drivers - EBITDA & EBIT

### **EBITDA:**

- Target sales mix with 60% of high ROI services (40% DR / 40% FM / 20% DM)
- Integration synergies:
  - Leveraging cost structure
  - Leveraging clients and services
- Leverage on existing capacity

### **EBIT:**

- Balanced business model:
  - Cash from Digital Reprographic invested in higher margin activities as Facilities Management and Document Management
  - Capex largely linked to a customer contract of 3-5 years with 90% renewal success



# Service Point Solutions

## Value drivers - PAT

- Financial performance:
  - 35 M€ bridge loan cancellation with 54,3 M€ capital increase (Feb'07)
  - Low leverage (1,5x Net Debt/EBITDA vs 3,5x covenant )with funding already in place of 100 M€ ( 80M€ available for acquisitions)
  - Cost of the 100M€ syndicated facility: Euribor + 0.90 b.p
  - Additional funds from convertible bond cancellation in November (1,7 M€ with 100% conversion)
- Tax shield of 255 M€ (up to 2020)
- High recurrence and low volatility of the business ( i.e: average analyst wacc of 8%)



# Service Point Solutions

## Conclusion

- Consolidated market position:
  - Brand management and customer relationships
  - *Track record* of double digit growth in quarterly results
- Growth platform:
  - Spearhead consolidation (build up) of a fragmented market
  - Trend towards multinational contracts the result of increasing preference for a unique service provider
  - Available funding for acquisitions
- Proven track record integrating acquisitions
- Increasing weight of recurring contract-linked revenues
- Financial performance
- Strong balance sheet
- Improved retribution:
  - Bonus issue
  - Dividend

**SPS, capacity to invest and discipline to remunerate**



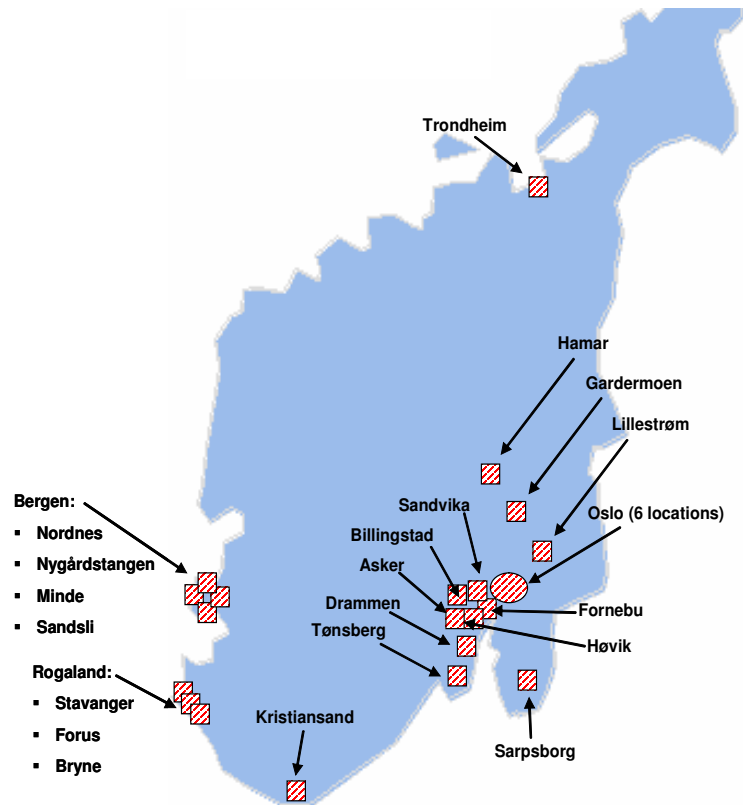
## Annexes

- Acquisitions:
  - New markets:
    - Allkopi (Norway)
  - Existing markets:
    - CBF (UK)
    - Quality Imprés (Spain)
  - Acquisitions contribution
- Business cases:
  - Infrastructure-Fraport Airport, Germany
  - Public Sector- German Parliament, Germany
  - Food and beverages- Panrico, Spain
  - Financial Sector- ING National Nederlanden, The Netherlands



# Service Point Solutions

Acquisition- New market **allkopi**



- Norwegian leader of Digital Print and Document Management
- Annual sales of 32 M€ , 235 employees and 27 centres
- 50 years of market presence
- Consolidation from June 2007

**Oslo**



**Fornebu**



**Billingstad**



**Bergen**



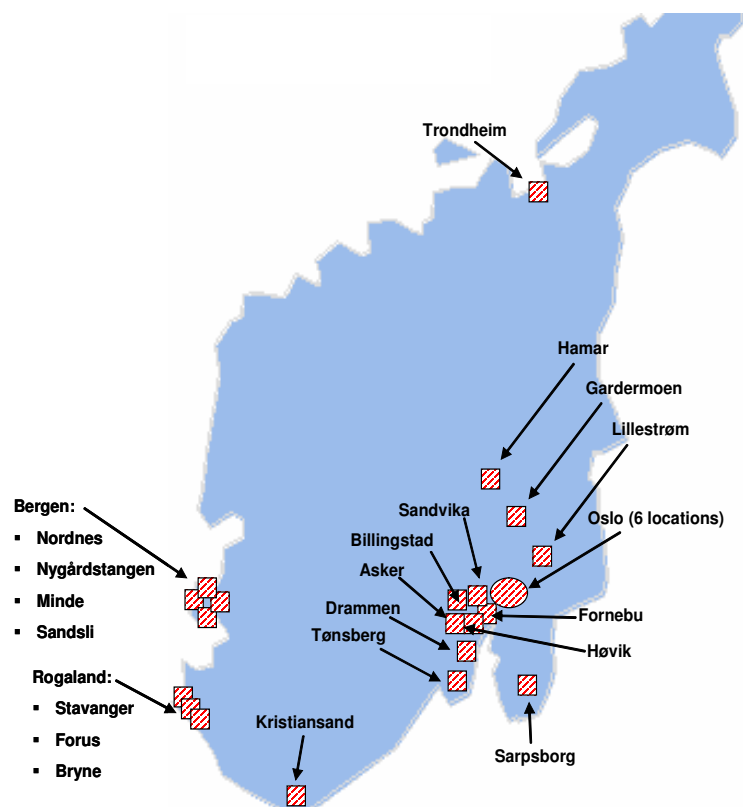
**Bryne**





# Service Point Solutions

Acquisition – New market **allkopi**



With Allkopi SPS will:

## 1. Continue to consolidate its growth

Allkopi 2006:

- Revenues: 31.7 M€, (+ 23.8% vs.SPS 06 )
- EBITDA: 3.4 M€ (+17.5% vs. SPS 06)
- EBIT: 2.2 M€ (+25.9% vs. SPS 06)

2. **Acquire a leading company** in the Norwegian market being an excellent platform to enter in other Scandinavian markets

## 3. Reinforce service offer

4. **Generate shareholder value:** acquisition at 5.6x EV/EBITDA (19.1M€)



# Service Point Solutions

Acquisition – Existing markets



- Consolidation from June 2007
- Print management company with 7 M€ sales
- Based in Birmingham with sales office in Newcastle, it has 39 employees
- Specialized in “total solutions” for diverse sector clients like distribution, retail shops, finance, serving all print demand needs.

## **Acquisition rationale:**

- Immediate response to a major demand of integrated print solutions on the British market
- Reinforcement of the Off-Site, On-Site and On-Line offer in the document management service bids “Document/Print/Mailroom”
- Solid platform to give a complete print management service to a wide and dynamic client base and projects which demand non strategic activities outsourcing.



# Service Point Solutions

Acquisition – Existing markets 

- Firm specialised in digital reprographics and document management In recent years Quality Imprés has built up a solid position in the Barcelona market, with revenues of €4mn in 2006
- Consolidation from September 2007
- The company has landed important customers from both the public (e.g. the Barcelona metropolitan transport company (TMB)) and private sectors (Deutsche Bank, Aviva), with a diversified customer base across most economic sectors including publishing, training, mass consumer goods, public administration and finance and it has demonstrated its ability to develop a range of high value added services tailored to each customer's needs.
- This has in turn generated very high degrees of customer trust and loyalty, as reflected by the level of recurring revenues.
- With a workforce of 39 and an extensive track record in digital reprographics, Quality Imprés has 3 service points located throughout the Barcelona metropolitan region.

## **Rationale:**

- Service Point paid approximately €1.8mn for the company. The acquisition price implies an EBITDA multiple of around 4.3x.
- Significant step in the group's growth strategy predicated on boosting our presence in our operating markets, particularly Spain,
- Unlocking the value of our customer portfolio by incorporating first class firms.
- The terms of this acquisition are fully in line with the valuation criteria set by the company in order to continue to create shareholder value





# Service Point Solutions

## Results FY 2006- Acquisitions contribution

(‘000)	Jan-Dec 05	Jan-Dec 06	Chg %
Total revenues	99,531	133,166	33.8%
Gross profit	73,579	97,266	32.2%
EBITDA	15,472	19,386	25.3%
EBIT	5,941	8,493	43.0%
Net profit	1,037	4,842	466.9%
Net debt	35,385	70,598	99.5%
Equity	88,039	96,364	9.5%
<i>Margins</i>			
Gross margin	73.9%	73.0%	
EBIT	6.0%	6.4%	
Net profit	1.0%	3.6%	

Contribution to 12 month 2006 consolidated results:

Revenues- Koebcke (6 months; 4.7%) / Cendris (3 months; 12.5%)

EBIT- Koebcke (6 months; 6%) / Cendris (3 months; 15.4%)



# Service Point Solutions

Business case # 1: Infrastructure sector

Digital Reprographics (Off-site) & Document Management (On-Line)



## **Infrastructure:** Fraport expansion project, Germany

Service Point Germany (Koebcke GmbH) created a special-purpose 10,000m<sup>2</sup> site to provide support for Europe's second-largest airport project, Fraport. The company also undertook to meet all the just-in-time supply requirements for various services to Fraport. 39,000 files containing over 11 million pages and 520,000 drawings were delivered within 42 days, on-time and error-free. Koebcke and Service Point UK's ability to accommodate the commercial requirements associated with information management, digital printing and intelligent archiving was the deciding factor that won the contract.



# Service Point Solutions

## Business case #2: Public Sector – Facility Management (On-site)



In 2006, Service Point's subsidiary Koebcke GmbH signed an extension of its original three-year contract with the **German Bundestag and Bundesrat** for a further one year, with potential extension for a second year, to August 2008. Koebcke GmbH has handled document and print management for the Bundestag and Bundesrat - the lower and upper houses of the German national parliament - since 2004. Koebcke produces, binds and circulates all print materials.

The central print unit of 55 machines occupies 700m<sup>2</sup> in the Bundestag/Bundesrat complex itself. The site is connected to Koebcke's head office over a direct data line. The facility in the parliamentary building can produce up to 5.2 million pages per day in 50 different document types.

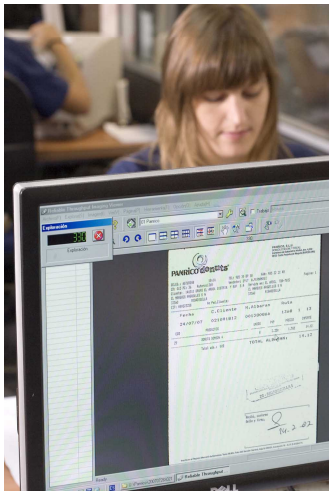
The terms of the agreement required management of the peaks and troughs typical of work cycles at the Bundestag and Bundesrat. Print material requirements fluctuated sharply over the period; this called for a specially designed approach. When parliament is in session, Service Point processes an average 350,000 printed pages a day, and up to 700,000 pages a day at peak periods. The stipulated delivery time is just two hours, orders often being placed 24 hours a day. This pattern of work requires flexibility, speed and accuracy; swift processing and sophisticated automated systems are the mainstays of electronic document management. Print orders are also received at the Bundesrat facilities by email or on conventional printed forms.

Our staff are highly qualified and work flexible hours. The high service capability offered by our printing systems and other machinery ensures 100% service reliability, underpinned by Koebcke's ISO 9001 certification.



# Service Point Solutions

Business case #3: Food and beverages sector -Document Management (On-line)



## Panrico, Spain

Panrico, the leading bakery goods manufacturer in Spain and Portugal, owns a stable of household name brands, and has started to use our support services for electronic commerce. Panrico's logistics workflow is the backbone of the company's operations. Its twelve major distribution sites are in real-time contact with head office and require considerable communications support to record, manage and audit the thousands of deliveries they complete every day.

Service Point collates close to 35,000 hardcopy delivery notes (over one million documents a month), captures and validates the contents and finally converts the files scattered across the group's various divisions into electronic format. Service Point's optical character recognition (OCR) scanning is a key capability that automates 90% of the entire process. This lets the customer focus on its core activity - business development.



## Service Point Solutions

Business case #4: Finance Sector – Document Management (On-line)



**ING Nationale Nederlanden**, the Netherlands-based global financial services group with 150 years' experience of providing a wide range of banking, insurance and asset management services in over 50 countries, commissioned Service Point Netherlands to digitise 1.2 million current and historic hardcopy insurance documents. The brief involved chronological ordering, categorisation, logistics, quality control and indexing, geared towards providing real-time online management reports. Over a period of nine months, the initial project generated earnings of over Euro 4.4 million. ING Nationale Nederlanden is one of the twenty largest financial institutions worldwide, and stands among the top ten in Europe.



## Disclaimer

- ❑ This document contains forward-looking statements. These forward-looking statements are present throughout the document and consist of the company's best estimate as to future trends in the current customer base, future growth across our various lines of business, the overall business outlook, market shares, financial results and other aspects of the company's business.
- ❑ The forward-looking statements contained in this presentation can be identified by the use of prefacing words such as “expects”, “forecasts”, “thinks”, “believes”, among others, their use in the negative, and the use of statements regarding the company's projections, strategy, plans or intentions.
- ❑ These statements are not guarantees of the company's future performance and they entail material risks and uncertainties; actual results may differ materially as result of a series of factors.
- ❑ Investors and analysts are urged to assess the financial projections contained in this presentation with care. These projections are only valid as of the date of preparation of this document. Service Point Solutions is in no way liable for any deviations from the forward-looking statements contained herein which may occur subsequent to the preparation of this presentation, including, but not limited to, changes in SPS' business, M&A strategy or the occurrence of unexpected events. Investors and analysts are urged to consult the company's annual report and other periodical disclosure available through the website of the Comisión Nacional de Mercados de Valores (the Spanish securities regulator or the "CNMV" for its initials in Spanish).



**Service Point** 