



Welcome to  
**GLUNZ & JENSEN**







## H1 2018 Highlights

work positive

# H1 Highlights 2018



- Revenue was 106,7 million DKK (2017/18: 130,9 million DKK)
- EBITDA was 5,3 million DKK before non-recurring items and fair value adjustment on investment properties (2017/18: 11,8 million DKK before non-recurring items and fair value adjustment on investment properties)



## **Performance 1<sup>st</sup> half year 2018**

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# Annual financial statement

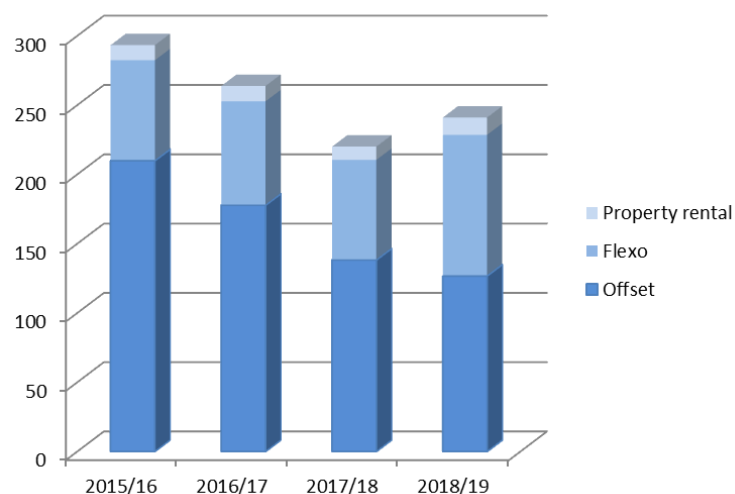
## Profit and Loss Statement



DKK mill.	6 months 2018/19	6 months 2017/18	10 months 2017/18	12 months 2016/17	12 months 2015/16
<b>Net sales</b>	<b>106,7</b>	<b>130,9</b>	<b>220,0</b>	<b>263,8</b>	<b>293,2</b>
Gross profit	19,5	34,9	62,8	31,6	58,7
<b>Operating profit/loss before non-recurring items (EBITDA)</b>	<b>5,3</b>	<b>11,8</b>	<b>26,0</b>	<b>15,3</b>	<b>10,2</b>
Net gain/loss from financial items	-1,5	-2,6	-4,6	-7,9	-2,7
Pre-tax profit/loss (EBT)	-5,4	7,8	13,7	-67,0	-9,0
Total profit/loss for the year	-4,0	5,9	9,9	-61,0	-8,9

H1 of 2018/19 produced a 24 MDKK lower revenue than H1 of 2017/18 .

Offset revenue decreased 23 MDKK and totalled 59 MDKK and Flexo decreased 1 MDKK totalling 41 MDKK.



We are expecting a decrease of in the Offset segment during 2018/19 despite that the Offset plate market is stabilizing according to external reports.

We expect an increase in the Flexo segment, which in 2018/19 will consist of app. 45% of our Prepress revenue – compared to app. 35% in 2017/18

# Annual financial statement

## Balance Sheet



DKK mill.	6 months 2018/19	6 months 2017/18	10 months 2017/18	12 months 2016/17	12 months 2015/16
<b>Assets</b>					
Long-term assets	170,0	172,4	172,2	175,5	206,5
Current assets	91,7	95,6	106,7	93,0	122,4
Goodwill	0,0	0,0	0,0	0,0	11,8
<b>Total assets</b>	<b>261,7</b>	<b>268,0</b>	<b>278,9</b>	<b>268,5</b>	<b>340,7</b>
<b>Liabilities</b>					
Share equity	89,0	78,3	92,2	75,5	134,5
Long-term liabilities	77,9	78,6	81,1	81,4	101,1
Current liabilities	94,8	111,1	105,6	111,6	105,1
<b>Total liabilities</b>	<b>261,7</b>	<b>268,0</b>	<b>278,9</b>	<b>268,5</b>	<b>340,7</b>

The balance sheet is affected by the lower sales in H1 2018/19, which has led to higher than expected inventories (+4 MDKK) and lower trade receivables (-7 MDKK).

This has created a higher demand for use of credit facilities, which have caused interest bearing debt to increase (+9 MDKK).

Liability provisions related to C4S are almost all utilized (-14 MDKK) and trade payables are at a lower level (-6 MDKK).

# Points in the turnaround plan - EBITDA

## SALES

- Stop all rebates
- Increase sales prices on machines and spare parts
- Increase after market service (service contracts/extension of warranty)
- Revise discount structure for spare parts

## SCM

- Minimize product portfolio
- Reduce material spend based on fewer items and higher quantities
- Sales and operations planning
- Sell obsolete stock items

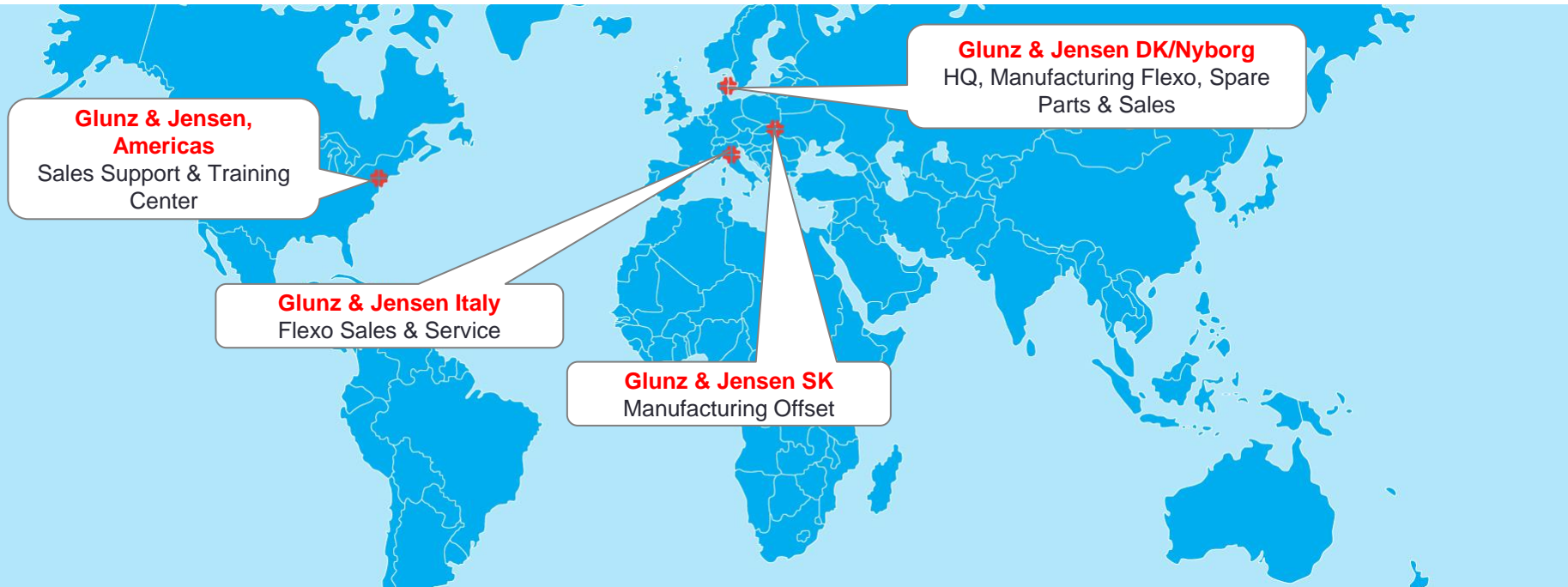
## R&D

- Focus on developments that will bring sales short term first
- Stop all low profit/non focus projects
- Work on fewer projects ("play where the money is")
- Spend majority of resource's on value added/value engineering for 3 months

## General

- Reduce the organisation to fit the above and define production footprint
- Change the reporting lines of the organisation
- Define positioning of headquarter in DK
- Reduce fix cost spending (Auditor, Global Industries etc.)

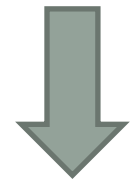
# Glunz & Jensen locations







**Change4Success**



**Current/future  
performance**

**work** positive

## Expectations for 2018/19

- EBITDA before non-recurring items at the level of DKK 24 mill.
- Working Capital increasing by max. DKK 8 mill.
- Implement all major initiatives by 2018/19.

# 2018/19 Guidance

DKK mill.	12 months 2018/19	10 months 2017/18	12 months 2016/17	12 months 2015/16
Net sales	240	220,0	263,8	293,2
EBITDA *	24	26,0	15,3	10,2
EBITDA%*	10%	11,8%	5,8%	3,5%

\*) Before non-recurring and fair value adjustment on property



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[www.glunz-jensen.com](http://www.glunz-jensen.com)



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Questions