

MANAGENT REVIEW Sarens Bel

June 2021



AGENDA

1. Short Term Actions
2. Key Performance Indicators
3. Management Focus Point
4. Financial Performance Deep Dive
5. Looking Ahead
6. Strategy Update

SHORT TERM ACTIONS

SHORT TERM ACTIONS TO IMPROVE ANV%

Issue	Action	Estimated Financial Impact	Deadline	Result so far?	Actions to be taken
Stricter control over the timing of payments and verification of financial conditions (ships) for clients	checking all counterparties for debts and court cases	Reducing the duration of payments from suppliers	Q4 2021		
Feasibility study of a 55-70 ton crane for the Belarusian market	Request for proposals for various cranes, and the formation of a budget and a simple business plan on the feasibility of a purchase	Increase in company turnover, new clients	Q4 2021	At current rates, a straight-through crane with a payback of about 5 years is the Chinese options. We expect changes in the current situation in Belarus	Budgets are calculated, when a good long job appears, quick steps will be taken
Communication with a number of clients for turnkey transportation (loading, transport, unloading) Contractor selection, risk and cost analysis	List of contractors, working with clients, risk analysis	increase in turnover, the margin for the complex is higher	Q4 2021	In June first job done	

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KEY PERFORMANCE INDICATORS



BUSINESS VOLUME AND PROFITABILITY

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MANAGEMENT FOCUS POINTS

NOTEWORTHY EVENTS DURING THE MONTH OF APRIL

1

COVID 19

AN INCREASE IN THE INCIDENCE OF UP TO 2,000 CASES (BEAT THE RECORD OF BELARUS FOR DAILY INCREASE)

2

THE GENERAL SITUATION IN BELARUS

THE POLITICAL SITUATION NOW ADDS ENORMOUS RISKS TO THE ECONOMY. A NUMBER OF JOBS ARE BEING SHIFTED DUE TO LACK OF MONEY IN THE BUDGET. BANKS HAVE SUSPENDED FUNDING IN EUROPE. **VERY SMALL AMOUNT OF WORK IN THE MARKET**

BUDGET IS ON MINUS RIGHT NOW, SOME JOBS WAIT CONFIRMATION TO GO

3

Th eConcentration on important facilities, Chinese projects, Nezhinsky GOK

Chinese customers are very unstable (often a crane is needed from today to tomorrow)
There are also interruptions in payments on the runway, the dates are constantly being demolished

4

Crane loading 600 tons throughout the year

Build a work flow to minimize crane downtime 600 tonnes

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ACTUALS FOR MONTH VS BUDGET & FORECAST

FINANCIAL PERFORMANCE MONTH

EURO August 2021 C1200 [Sarens BEL LLC] MGT		Periodic			
		2021 August Actual	2021 August Budget	2021 August Actual	2021 August Budget
PMR7	Turnover excl. ICO lease	337	140	2 357	974
PMR61	Subcontracting	(52)	(13)	(496)	(122)
	as % on turnover excl. ICO leases	-15,3%	-9,2%	-21,1%	-12,5%
PMR61	Subcontracting (external)	(50)	(13)	(363)	(122)
PMR61	Subcontracting (ICO)	(1)	-	(134)	-
PMRtmins	Turnover - Subcontracting	286	127	1 860	852
PMR60	Purchases	(6)	(10)	(32)	(73)
	as % on turnover excl. ICO leases	-1,9%	-6,8%	-1,4%	-7,5%
PMR601	Spare Parts, Damages & Maintenance Fleet	(2)	(6)	(15)	(49)
PMR609	Other purchases	(5)	(3)	(17)	(24)
PMR62	Personnel Cost	(35)	(24)	(193)	(183)
	as % on turnover excl. ICO leases	-10,5%	-17,3%	-8,2%	-18,8%
PMR620	Wages, Salaries & Interim	(31)	(23)	(175)	(171)
PMR6201	Recharge personnel cost	-	-	()	-
PMR6202	Interim employee	-	-	-	-
PMR6203	Wages & salaries	(31)	(23)	(175)	(171)
PMR625	Travel Cost	(5)	(1)	(18)	(12)
PMROOR	Other Operating result excl. Result Asset Disposal	(5)	(4)	(61)	(34)
	as % on turnover excl. ICO leases	-1,6%	-3,0%	-2,6%	-3,5%
PMR64	Other operating exp excl. result asset disposal	(5)	(4)	(61)	(34)
PMR6410	Rental Cost excl. Bare & Operational Lease	(1)	(1)	(7)	(9)
PMR6411	Maintenance & Repairs Facilities	-	-	-	-
PMR6412	Supplies	()	()	(4)	(4)
PMR6413	Fees & Commissions	()	(1)	(4)	(5)
PMR6414	Insurance Cost	(1)	()	(2)	(1)
PMR6419	Management fee - Regional	(2)	(2)	(17)	(16)
PMR6440	Other operating expenses	(1)	()	(28)	()
PMR74	Other Operating Inc. excl. Result Asset Disposal	-	-	-	-
PMR633	Bad Debt Provision & WIP Write Off	-	-	-	-
	as % on turnover excl. ICO leases	0,0%	0,0%	0,0%	0,0%
PMR6bitdar	EBITDA-R	238	89	1 574	562
	as % on turnover excl. ICO leases	70,7%	63,7%	66,8%	57,7%

Comments

August turnover is

Turnover and performance above budget

Good crane load of 600 tons 300t – loadin
Belaruskaliy+extra jobs in weekend
130t – Kotovo +Belaruskalii
100t – Together with TC28
Personel – trevel cost (Job in Kotovo) +vacations
Mob/Demob for 130t Kotovo)mob in Fact in Jule)

FINANCIAL PERFORMANCE MONTH

ANALYTICAL VIEW ON TO

Организации	Terex-Demag AC100-4L	Grove GMK 5130-2	Grove GMK 6300L	Terex-Demag TC2800-1	Grove GMK 6300L-1
Антоник Александр Георгиевич	3 477,60р.				
РУП "Производственное объединение "Белоруснефть"	23 460,00р.				
ООО "Бертлинг Бел Логистикс"				576 669,72р.	
ОАО "Трест Шахтоспецстрой"		22 411,20р.	82 602,00р.		
ОАО «Гомельтехмонтаж» Первое Гомельское монтажное управление					40 356,00р.
Итого:	26 937,60р.	22 411,20р.	82 602,00р.	576 669,72р.	40 356,00р.
ООО "Саренс Раша"		80 910,40 EUR			
Итого:		80 910,40 EUR			

capacity	Aug Budget		Aug Fact	
130	100,00%	47 000,00	137,23%	64 500,00
600	120,00%	225 600,00	210,64%	396 000,00
300	100,00%	75 000,00	90,50%	67 875,00
100	100,00%	37 000,00	87,03%	32 200,00
		384 600,00		560 575,00
				145,76%

FINANCIAL PERFORMANCE MONTH

OUTSTANDING RECEIVABLES

Snapshot



174 000 BYN, 350 500 Euro

Total Debtors Balance Sheet



1 134 000 BYN, 28 400 Euro

Turnover Current Month



58

DSO

10 Largest Outstanding Debtors

Name client	Not due	0-60 days	61-120 days	120-180 days	>180 days
Высокий замок			4512	4512	
Энвиенто			69 567 Euro		
Бертлинг					
Белэнергострой		45360 Euro			
REDPATH DEILMANN GmbH	11 256				
Высокий замок			153 500 Euro		
Шахтоспецстрой	105 013	72540			
БМУ Промтехмонтаж		18 572,40			
Sarens Rus	46910 Euro				

Go to court

Name client	
Высокий замок	184 291,5 Euro
Высокий замок	4512
Энвиенто	69 567 Euro

BU & KAM ANALYSIS

AUG'21



Figures in k EUR

SALES ANALYSIS															
BU	Belarus			KAM			ALL			Month		Aug		Date	8/31/2021
KPI's	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	YTD	Yearly	
Revenue Target (Sales Plan)	385	125	105	142	143	159	157	209	157	148	135	118	1,426	1,984	
Revenue Actual (Sales Plan)	403	374	64	140	239	228	373	-	-	-	-	-	1,821	1,821	
%	105%	299%	61%	99%	166%	143%	238%	0%	0%	0%	0%	0%	128%	92%	
Gap Widening	18	267	226	224	319	388	604	395	238	90	(45)	(163)	395	(163)	
Order	52	32	19	139	237	96	162	-	-	-	-	-	737	737	
Lost BFW	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Lost (Other)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Win Ratio (Target 25%)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	-	-	-	-	-	100.0%	100.0%	
New Quote Created	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
BFW bids to be decided in the month	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
BFB bids to be decided in the month	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Revenue from new customer	272	362	50	99	11	162	272	-	-	-	-	-	1,227	1,227	
New Customer Generation %	68%	97%	78%	71%	4%	71%	73%	-	-	-	-	-	67%	67%	
Revenue generated from Customer	7	6	6	7	9	10	8	-	-	-	-	-	7	4	

ACTION POINTS



JULY'21

Action Points	Timeline	Update By BU	Review By GSST	Status
Business secured for Aug, Sep & Oct	To be reviewed during next monthly sales meeting –Aug'21	<ul style="list-style-type: none"> 600 tons September scheduled, October in progress 300 tons - tender for October-December (1700 hours) 		
Looking for possibilities outside (Russia)	To be reviewed during next monthly sales meeting –Aug'21	<ul style="list-style-type: none"> Wind projects, Mining and processing plant (Mashhimprom) 		
To confirm orders for TC 2800 for Oct, Nov & Dec	To be reviewed during next monthly sales meeting –Aug'21	signed for 1 wind turbine in October		

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CRANE UTILIZATION GOING FORWARD

CRANE PLANNING FOR NEXT 3 MONTHS

Possibility	Description
Minsk stadium	500 LBC 6 month in 2022
BMZ 300t 3 month October	Work for crane 300t (1700WH) – 240k Euro
Shakhtaspetsstroy.Dismantling of copra plates , 4 RU. 300t	300+130 till end of sept
Citic construction (AT55-CC650t)	Sign frame agr, 200-300t 2-4 month from July. Now postope till Q1 2022
Grodnopromstroy. Hangar construction. TC2800+AT500t	150-200k Euro. Approximately one month of work, the terms are not yet known (November)
Peak standby sources (Tender) TC2800	TO-400k 11 sets From June to September at 2 sites. 1x Set done in June, 2x sets will done in July, 3x sets will do till mid of August, 4 sets in September
Vestas 2x V112 HH117m	TC2800 March 2022
1x WTG near Brest, TC2800	60k Euro.1 used by Enercon, October. The client is recommended to work with us
Vestas Kotovo – 4xWTG	Russia , April 2022 (130t+100t+Maz)
WTG Jobs	CMEC (Sinomach) - 6x GW for SL3800 (q3 2022) from Sarens Polska 4x 2,5 MW for Q3 2022 (TC2800) Volojin 2x Vensys for TC28 (q2 2022) 2x Enercon HH100m Vitebsk TC28 (q3 2022)
Belgorod mining and processing complex	TC28+other for 2 month (BFB stage)
Belenergostroy	2 weeks for TC28 in October(or 2 month for 300t)

CRANE UTILIZATION GOING FORWARD

CRANE PLANNING FOR NEXT 3 MONTHS


	Sept 2021	Oct 2021	November 2021
Turnover	600 000,00	600 000,00	500 000,00
Subcontracting	-70 000,00	-70 000,00	-35 000,00
as % on turnover excl. ICO leases	-11,67%	-11,67%	-7,00%
Turnover - Subcontracting	530 000,00	530 000,00	465 000,00
Purchases	-20 000,00	-25 000,00	-25 000,00
as % on turnover excl. ICO leases	-3,33%	-4,17%	-5,00%
Personnel Cost	-74 000,00	-80 000,00	-80 000,00
as % on turnover excl. ICO leases	-12,33%	-13,33%	-16,00%
Other Operating result excl. Result Asset Disposal	-35 000,00	-25 000,00	-40 000,00
as % on turnover excl. ICO leases	-5,83%	-4,17%	-8,00%
EBITDA-R	401 000,00	400 000,00	320 000,00
as % on turnover excl. ICO leases	66,83%	66,67%	64,00%

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STRATEGY UPDATE

FOCUS POINTS OF THE SARENS GROUP




Increase TO-SC

Through focus on







- LT maintenance contracts 
- Wind projects 
- Civil clients 
- Geographical expansion 
- Client base expansion 
- Depot model 

&



Lift ANV Return




Through focus on







- Non Billable Time Operators 
- Minimum Maintenance 
- Efficient Org. Of Transport (internal?) 
- Accident Reduction 
- Procurement Behaviour 
- Depot Model 

STRATEGY PLAN 2021 UPDATE

STATUSUPDATE OF PROPOSED STRATEGIC ACTIONS (1/2)

Status Options

 High priority
  Medium priority
  Low priority

Growth areas group	Focus points BU	Success measures	Year	Status	Actions to be taken
Occupation	TO-SC for crane 500+ tons over 960,000 Euro for 2021	Hight occupation for TC2800	Q1.2021 – Q4.2021		923 000/960 000 (96,1%/ 66,6%)
	Turnover minus costs (ICO) over € 80,000 on cranes from the Region in 2021	Find jobs for cranes from region	Q1.2021 – Q4.2021		Asmolovichi job, other request (CC180t, LTM1500)
	Own ballast standard transport truck(1-2) with additional loading in the market, Crane 50-60 tons in the company's fleet, Crane 200-220 tons per company fleet. 3 axle truck+ 3-4 axle trailer for transportation of oversized cargo (1-2pc)	Fleet grows	Q1.2021 – Q4.2021		1x ballast truck addin /may
Stuff	Mechanic and Logist to the staff of the company (if we add at least 1 piece of equipment)	Sales/logist add in November 2020	Q1.2021 – Q4.2021		Add mechanic if fleet grows
Work outside	Works outside Belarus (Russia (Smolensk, Bryansk)	BFW in Kalinigrad, Smolensk (100t), KZ	Q1.2021 – Q4.2021		We are waiting for the removal of restrictions on covid, meetings with clients in Russia. Kotovo – 130t 2x month