



# Nordic Debt Collection 2026

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CEO



# Kreditor at a glance



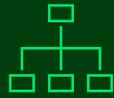
**1905**

Founded in 1905



**662 employees**

Norway (573)  
Sweden (34)  
Finland (51)  
Danmark (4)



**69/31**

Ownership  
Sparebank 1 Gruppen/  
Kreditorstiftelsen



**2. million**

Debt collection cases  
annually



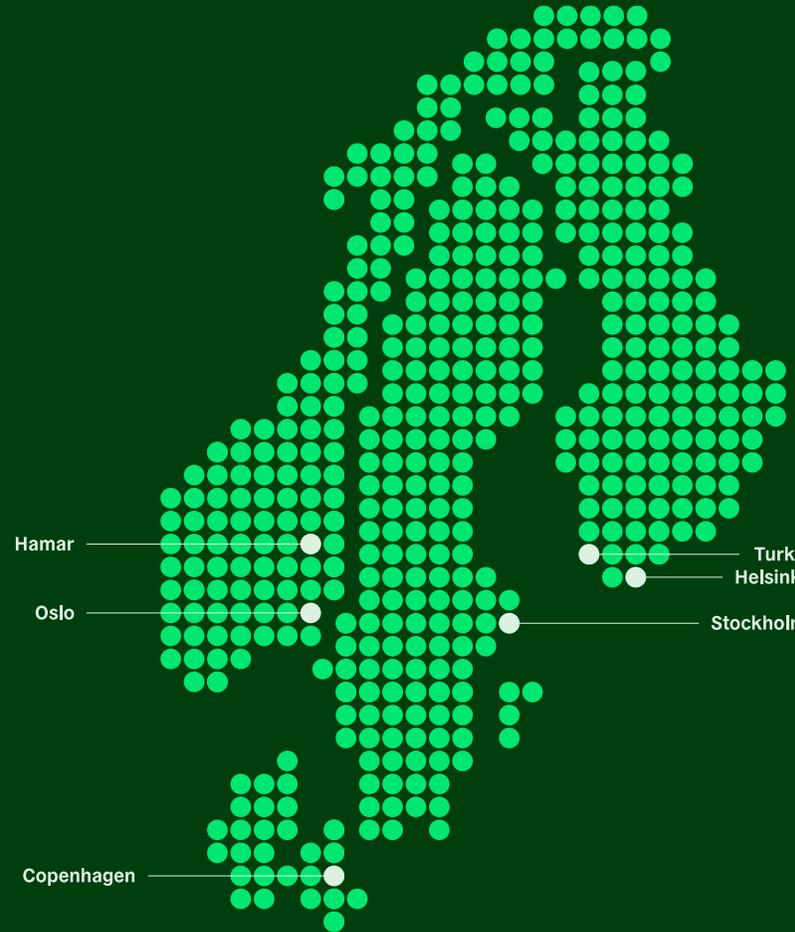
**4 300**

Active clients

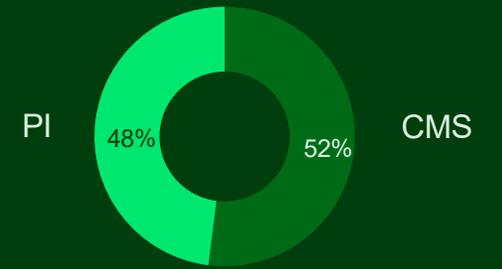


**>40 bn NOK**

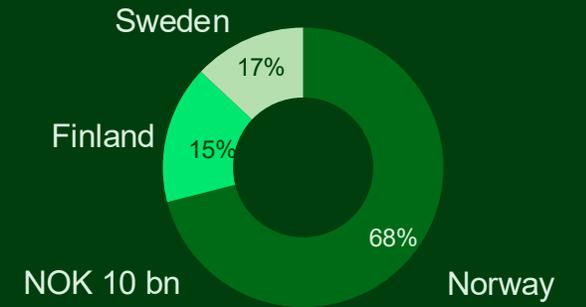
Assets under  
management



## Revenue split



## Total ERC





**A Nordic Partner**

Sales ledger services

Customer service

Collection services

Legal services

**Debt Collection**

**Portfolio acquisitions**

Forward flow

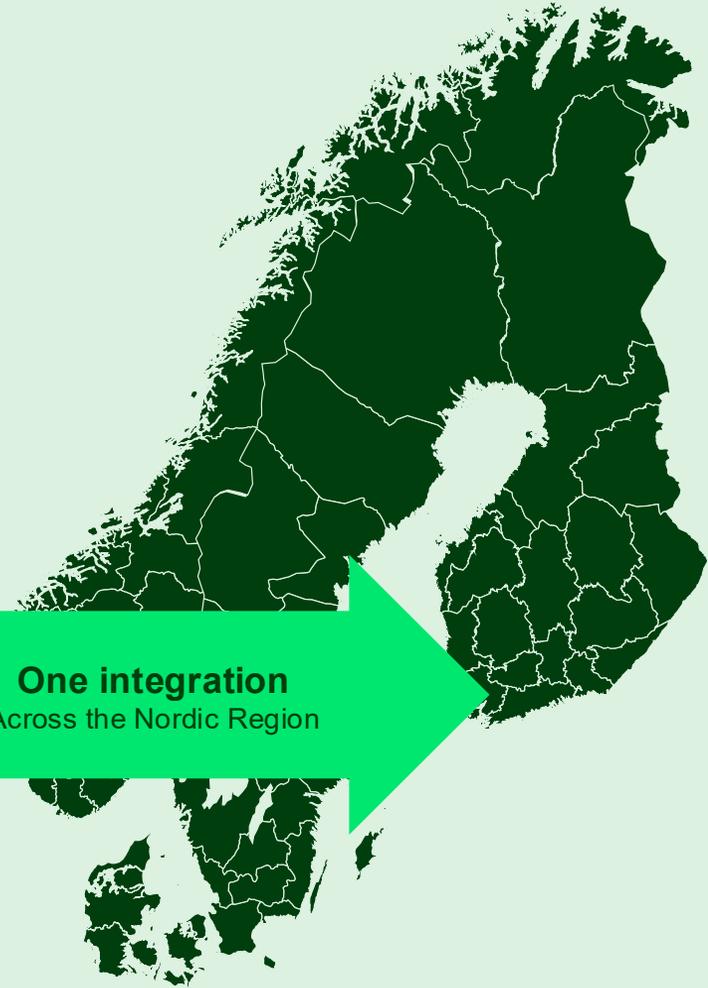
One-off portfolio purchase

Solution Rate Guarantee

Securitization

**All services**

**One integration**  
Across the Nordic Region





# Consistent performance in a challenging environment

Market-leading  
Norwegian  
debt collection  
platform

Diversified  
business model  
across 3PC and  
NPL

A robust, stable  
balance sheet  
and reliable  
financial growth

Exposure to  
highly attractive  
Nordic Markets

Experienced  
management  
team backed by  
a highly  
supportive  
owners



# Highly synergetic operating model

## 3PC

- Volume-based, low capital intensity
- Stable, recurring revenue
- High quality collection platform
- Client relationships
- Data & recovery insights



## NPL

- Attractive asset class
- Long term cash flow
- Collection optimisation

**Full-scale service provider for key segments:  
bank/finance, telecom, energy, factoring**



# Successful turnaround to profitability

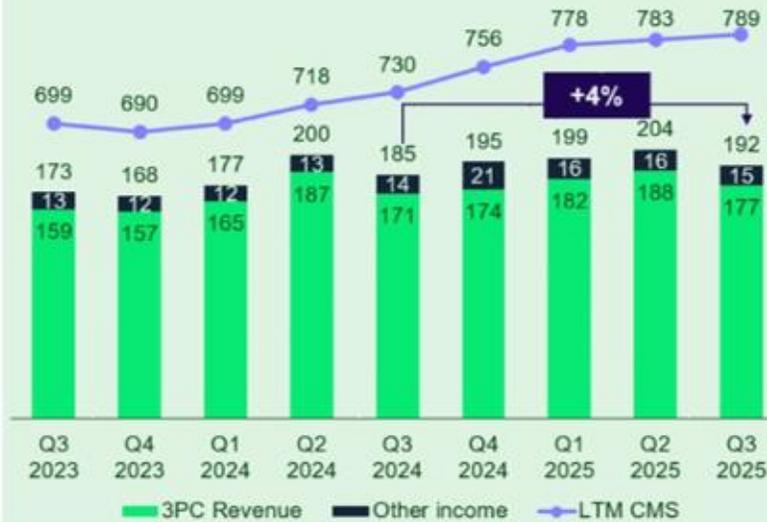
## PI: Solid collection performance

PI: Interest revenues and collection performance (MNOK)



## Steady growth in servicing revenue

CMS Revenues (MNOK)



## Adjusted EBIT (MNOK)

Revaluations Adjusted EBIT





# Current market environment and key dynamics



### Regulatory changes

Affects funding and servicing

### Product development

Demand for tailored solutions for energy, finance, and other high-volume sectors, while collection servicers trends towards standardised products



### Digital Transformation

AI, automation, and self-service platforms driving efficiency.

### Industry Consolidation

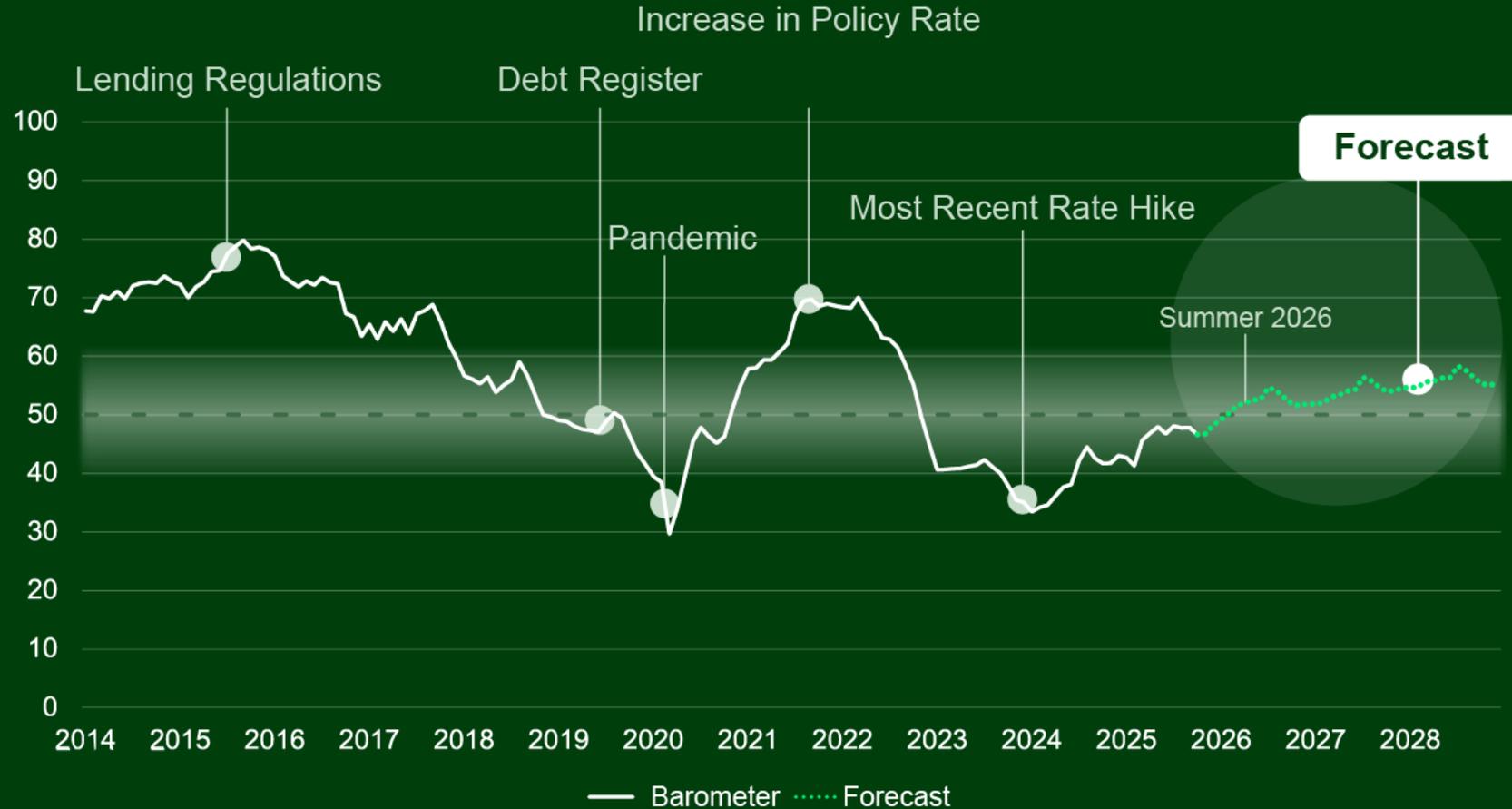
Larger players and (new) investors gaining market share

### Mixed Models

Balancing Third-Party Collection (3PC) and Non-Performing Loans (NPL)



# Kreditor barometer shows strong recovery since 2024



Quarterly reports combine key figures from debt collection developments with current macro trends and issues.

At the same time, the **Kreditorbarometer** is presented, which is our analysis of the economic development going forward.

Expected increased purchasing power and real wage increase



# Key priorities for 2026



**Maintain  
strategy  
discipline**



**Cost synergies  
and margin  
expansion**



**Targeted use of  
AI to improve  
efficiency and  
decision-making**



**Optimizing  
capital structure**

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