



Business in Motion

Annual Review

SIRVA[®] Worldwide
Relocation & Moving

Mobility is not the same as it was yesterday, and it is likely not going to be the same tomorrow. Talent mobility is changing. Shifting workforce demographics, evolving geopolitics and talent shortages are rising issues creating new challenges.

A global, mobile workforce is essential for companies that desire to grow their customer base and strengthen their business. Whether it is keeping a sales force compliant as they venture into new territories, moving an entire family to China or sending a single engineer to Dubai, mobility requires a strategic approach.

SIRVA understands the desire to keep business in motion. Because of this, we continue to make enhancements that improve the mobility experience and keep companies moving.

Mobility is no longer about getting employees from one point to another. Mobility is about putting business in motion with anyone, anywhere, anytime.

What's Ahead

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Today's global business environment is evolving faster than ever, driven by technological innovations, regulatory changes and a focus on efficiently capitalizing on opportunities around the world, just to name a few. In this dynamic environment, companies are facing a tremendous need to support the free flow of talented people to every far-reaching corner of an organization.

At SIRVA, we recognize that our clients are perpetually in motion across the globe, and we are constantly evolving to meet the needs of companies and their relocating employees.

In 2016, we proactively invested in our business to support our clients in addressing the changing industry dynamics. As an example, with globalization remaining on the rise, we invested in Centers of Excellence in Manila and Prague, as well as several new locations across Europe, South America and Asia. By growing with our clients and ensuring they always have access to local service and global expertise, we can elevate the relocation experience for companies and their employees.

With an extensive portfolio of services and an expansive network of locations across 204 countries and territories, our broad network and global scale position us to gain unique insights into our clients' businesses and the overall mobility industry, enabling us to stay at the forefront of innovation while drawing on a wealth of historical knowledge and experience.

We leverage our industry and technological expertise to provide our clients and their people with a customized, end-to-end relocation experience that delivers great efficiency, flexibility and control. Our innovations bring technology-based solutions to mobility challenges — before, during, and after a relocation.

As we delivered these solutions in 2016, we are proud that we continued to do so in the context of posting higher customer satisfaction scores and improved service performance. Our singular focus on our clients and their employees ensures satisfaction by having a team of people and a culture fueled by the belief that continuous improvement, customization and efficiency will elevate the client experience. For our clients, that comes down to achieving business objectives, and for the relocating family, it's about having a positive and productive experience.

As our clients' businesses remain in motion, so do we. We will continue innovating to ensure that we remain the partner of choice for our clients and their people by providing quality service, efficiency and flexibility on a global scale. We value these relationships and are committed to evolving together in the years to come.

Sincerely,

SIRVA Leadership Team

SIRVA Leadership Team



Thomas Oberdorf
President and Chief Executive Officer



Deborah L. Balli
President, Global Relocation Services



Andrew P. Coolidge
President of International Moving & Chief Supply Chain and Operational Excellence Officer



Mike Filipovic
President, Australia and New Zealand



Jacob George
President, Asia and Middle East



John Kirk
Executive Vice President & Chief Information and Technology Officer



Bill Lyon
President, Moving Services



Margaret E. Pais
Executive Vice President, Human Resources



Holger Reimers
President, Europe



Linda Smith
Chief Commercial Officer

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Customer Satisfaction and Service

At SIRVA, our focus is on meeting the needs of our clients and their people.

That's why we are committed to improving the relocation experience for our clients, their relocating employees and families from origination to destination, and every step in between.

Our commitment to continuous improvement has helped elevate service performance to create more value for our clients and their people.

We continuously invest in the aspects of talent mobility that ensure success. Some recent enhancements include:

- ▶ **Talent Management:** expanded our learning and development team globally and added significant new training and certification opportunities
- ▶ **Communication:** implemented process and workflow changes to ensure that needs are anticipated and met
- ▶ **Technology:** combined technology with processes and programs to drive efficiencies for our clients and their employees

Even as our clients rely on us for more relocations across more locations — we are doing more without sacrificing quality.

GLOBAL RELOCATIONS: DOING MORE WITHOUT SACRIFICING QUALITY*

2014 VOLUME: 42,250



4.2 Quality Score

2015 VOLUME: 50,742



4.4 Quality Score

2016 VOLUME: 66,329



4.6 Quality Score

*Transferees and assignees survey. Quality scale from 1 to 5 (with 5 being the highest level achievable)



Global Operations

Exploring global opportunities is only possible when companies can easily maneuver employees where they are needed, but talent scarcity, political unrest and complex immigration policies can stifle this ability.

That is why it is important for companies to have access to an extensive global mobility network with on-the-ground resources wherever they do business.

We expanded our worldwide presence by opening new locations where our clients conduct the most business and invested in our Centers of Excellence (CoE).

This growth enables us to provide outstanding mobility services and solutions to our clients where they are most active, more nimbly meet their changing needs and efficiently support them as they expand into new territories.

With this structure, we can also provide clients with local service and global expertise as well as a high-quality, well-organized and fully customized relocation experience.

New Locations

- Switzerland
- India
- Germany
- Brazil
- California, United States

Centers of Excellence

- Manila
- Prague

1,092

global locations in **204 countries and territories**

[MOST OF ANY RELOCATION MANAGEMENT COMPANY]

100,000+

global network of people worldwide

66,329

annual international relocations

1,800

clients, both large and small

2,716

SIRVA employees

160,860

total HHG moves — corporate, government employees and consumers



New Products and Services

We create leading programs that spur business expansion, solve global mobility challenges and enhance the employee experience.

We are always adding to our portfolio of award-winning mobility solutions, technology tools and resources because we understand that as our client's needs and objectives change, our capabilities must keep pace.

EXECUTIVE VIP

We know that managing unique VIP demands requires a particular approach to ensure these relocations go perfectly. We further strengthened our capabilities with our Executive VIP program, which provides unparalleled, concierge-level global relocation support for our clients' most discerning executives.

GLOBAL COMPENSATION

Changing tax and compensation requirements can slow mobility and stall business expansion. We have bolstered our global compensation programs by adding even more subject matter experts and technology tools to keep companies compliant and employees in motion.

RISK GUARD®

For over 20 years, RiskGuard® Solutions has been setting the standard in home sale assistance. Today, over 60% of our US Home Sale clients use this program. RiskGuard® protects clients against the burdens, risks and escalating costs of home sales freeing up time to focus on more complex global relocations.

VISA & IMMIGRATION

Moving employees across borders is central to mobility. Our Visa & Immigration program ensures employees have the proper documentation, reducing headaches for them and eliminating delays for employers. During this past year, we have further developed our network of global, regional and local immigration partners including services in most remote/rural locations. Through improved universal scoring assessments we have substantially increased the efficiency of the global immigration program.

SIRVA MORTGAGE

Our mortgage services save your employees costs, time and effort. Updates to our secure mortgage portal enable borrowers to upload income and asset data to initiate the process and electronically sign documents anytime from anywhere. To assist assignees, we've put a designated team of experts in place to assist in the non-permanent resident home financing process. These advancements have contributed to high corporate satisfaction scores as indicated by the Trippel Survey.

Integrated Relocation and Moving

We know how important the household goods move is in the relocation process, which is why we own two premier van lines.

As the only globally integrated relocation and moving company, we can offer a variety of solutions to enhance the entire experience for everyone involved. That translates into more satisfied employees, more successful relocations and more value for clients.

Investments across our moving operations have helped keep costs in check, moves on schedule, and provide greater control of the entire process. And recent innovations, such as our PriceRight solution which offers unprecedented insights into household goods vendor selection, ensures our clients are maximizing value for one of the most complex and costly mobility services.

We have also expanded our portfolio of moving solutions to address the changing lifestyles of your employees — SmartBox, Allied Express, and northAmerican Blue Express meet the needs of any home, budget or scenario.



MOVING SERVICES HIGHLIGHTS

160,860 household goods moved annually

96% of SIRVA clients buy bundled relocation and moving services*

\$500–\$1,200 average savings per move by eliminating margin on margin pricing (VS. INDUSTRY PRACTICE)

14% fewer claims when SIRVA manages the move process

*2016 North America based clients



Innovative Technology

Technological innovation never stops and neither do we. SIRVA continues to enhance our award-winning tools to drive progress and improve the way companies mobilize their workforce.

Our web and mobile-based technology suite delivers flexibility, consistency and control to clients and a seamless mobility experience to employees.

SIRVA® CONNECT

SIRVA® Connect centralizes the relocation process, delivering access to the resources and information essential to relocation success. This platform provides you and your employees the ability to find the information they need for every step in the process — any time, on any device, anywhere in the world.

SIRVALYTICS

Gain direct access to the dynamic, on-demand reports and dashboards that deliver the information mobility teams need.

GLOBAL COST ESTIMATOR

Gain deeper insight and make more strategic decisions by creating detailed forecasts and budgets based on actual relocation scenarios.

LUMP SUM XPRESS

Our innovative portal provides employees with tools and resources to better manage the experience and cost of their self-directed move.

TRAVELER360

More efficiently identify, track and manage the tax and immigration compliance risks associated with frequent business travelers.

MOBILITY TECHNOLOGY

SIRVA has innovated and customized technology for talent mobility that satisfies the unique needs of clients. Our solutions offer:

- Configurability
- Mobile Capabilities
- Business Process Automation/Integration
- Self-service

Honeywell

- Highly decentralized, client centralized governance of entire program
- Created a cloud based capability to authorize, track, and report on project based assignments

SAP

- BPM platform allows for rapid changes to client's environment
- Automated cost estimate and letter of assignment generation
- Manager self-service portal for cost estimate generation, approval routing and authorization to SIRVA

Hewlett Packard Enterprise

- Data warehouse incorporating relocation, tax, immigration, and HRIS data

Supply Chain Optimization

Keeping our clients in motion requires an integrated supply chain that provides consistent, high-quality service at every step of a relocation.

Our approach to managing every relocation program through a single point of accountability, owning the delivery of vital services, and using a balance scorecard to measure performance ensures consistency throughout the relocation.

This approach translates to an outstanding experience for employees and a more efficient mobility program for clients.

Continuing to advance our supply chain performance, in 2016 we created the Third Party Risk Management (TPRM) initiative. Through this, we are able to identify, using various criteria, the risk level involved in working with a single supplier and put in place measures to mitigate any uncertainties associated with a supplier.

Supply Chain Services

- Removal Services
- Destination and Departure Services
- Visa & Immigration
- Corporate Housing Management
- Mortgage Counseling
- Tenancy Management
- Education Consultancy
- Closing & Title Services
- Compensation & Payroll Administration

98.7% of the total relocation fees are pass-through from our global supply chain. Over the past year, we made a concerted effort to reduce supplier costs.

SUPPLY CHAIN HIGHLIGHTS

10–15% general costs savings
(THROUGH NETWORK RESTRUCTURING)



People Development

Our employees have the knowledge and expertise to succeed at what they do. We develop a particular skill set through our New Hire Program and continuing education to provide employees with the tools they need for success.

Our New Hire Program trains each new employee on the mobility industry and SIRVA specific technology and processes. Our employees also undergo rigorous training throughout their career, including classroom and online training as well as compliance workshops and seminars with industry experts.

We also better the world through philanthropic and volunteerism opportunities across every level of the organization.



SIRVA IN ACTION HAS RAISED AWARENESS AND DONATIONS FOR A VARIETY OF CAUSES AROUND THE WORLD

U.S. Efforts

- ▶ American Cancer Society Relay for Life
- ▶ Habitat for Humanity
- ▶ USO
- ▶ Gary Sinise Foundation
- ▶ Second Harvest Food Bank
- ▶ Joliet Cares
- ▶ Salvation Army Angel Tree
- ▶ Chicago Cubs fundraisers
- ▶ Jingle and Mingle

Worldwide Efforts

- ▶ 500 Friends, *New Zealand*
- ▶ CALM, *United Kingdom*
- ▶ Causes for Animals Limited, *Singapore*
- ▶ Homeless charities, *Czech Republic*
- ▶ Lifeline Bookfest, *Australia*
- ▶ Münchner Tafel, *Germany*
- ▶ River of Heart, *China*
- ▶ SN Dogs, *United Kingdom*
- ▶ The Hoy Poy Family, *Australia*
- ▶ Walk for Rice/Corporate Community Day, *Singapore*



Financial Overview

With our strong financial foundation, clients have the confidence they need to align their workforce of tomorrow and stay in motion.

In 2016, we achieved gains across all leading corporate measures and experienced growth in new business and quality of earnings. We understand solid growth requires the right intellectual capital, careful selection of partnerships and products/services with strong client demand.

To reduce risk over time we invest and continually improve our operational foundation.

SIRVA'S STRONG PERFORMANCE

\$1.4B service revenue

+5% service revenue CAGR (2012-2016)

63% operating income CAGR (2010-2016)

+105% new sales (RELOCATION)

+29% new sales (MOVING)

98% corporate customer retention with top 20 companies (TENURE 10+ YEARS)



Industry Awards and Accolades

SIRVA's leadership is routinely recognized by a wide variety of organizations. These accolades demonstrate our commitment to mobility and validate that our offerings add tangible value for our clients and their employees.

FEM Expatriate Management and Mobility Awards

- ▶ International Moving Company of the Year, APAC — Allied Pickfords

The American Moving and Storage Association (AMSA) Awards

- ▶ Moving & Storage Agent of the Year Service Excellence Award — University Moving & Storage, a northAmerican Van Lines agent
- ▶ Van Operator of the Year for Household Goods — Terrance Hocking, a northAmerican Van Lines driver with Beltmann Group
- ▶ Rookie of the Year — William "Brandon" Caldwell, an Allied Van Lines driver with Atlas Transfer & Storage

Workforce Management Hot List

- ▶ SIRVA named among the top relocation services providers

Women's Choice Award

- ▶ America's Most Recommended Moving Company — Allied Van Lines

Trippel Survey

SIRVA received high marks within each category measured by independent researcher Trippel and ranked first in integrity, quality of service and people among large relocation management companies. Additionally, SIRVA Allied and northAmerican brands ranked among top performers for overall satisfaction among household goods shipment suppliers.



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NORTH AMERICA

661 Locations
649 Agents

CENTRAL AND SOUTH AMERICA

75 Locations
73 Agents

EUROPE

136 Locations
129 Agents

ASIA PACIFIC

110 Locations
78 Agents

AFRICA AND MIDDLE EAST

110 Locations
107 Agents