

Presentation Interim Report January - September 2022 21 October 2022

# THE GROUP'S FINANCIAL PERFORMANCE

MSEK	Q322	Q321	Change	2022 LTM	2021	Change
Net sales	5,020	4,158	20.7% <sup>1</sup>	20,502	17,480	17.3% <sup>2</sup>
EBITA <sup>3</sup>	1,103	862	28.0%	4,353	3,709	17.4%
EBITA margin <sup>3</sup>	22.0%	20.7%	1.3	21.2%	21.2%	0.0
Profit before tax	895	692	29.3%	3,604	3,070	17.4%
Net profit for the period	671	518	29.5%	2,830	2,429	16.5%
Operating cash flow	584	736	-20.7%	2,554	2,938	-13.0%
Earnings per share <sup>4</sup>	1.46	1.12	30.4%	6.12	5.26	16.3%
Return on capital employed	22.1%	22.7%	-0.6	22.1%	22.5%	-0.4
Return on capital employed, excl. goodwill	139%	161%	-22	139%	162%	-23

<sup>1</sup> Organic growth of 10.2% in Q322.

<sup>2</sup> Organic growth of 15.3% in 2021.

<sup>3</sup> Before acquisition costs.

<sup>4</sup> Adjusted for share split 5:1 in May 2021.



# THE BUSINESS AREAS' FINANCIAL PERFORMANCE

DENTAL						
MSEK	Q322	Q321	Change	2022 LTM	2021	Change
Net sales	1,213	1,166	4.0%	5,163	5,123	0.8%
EBITA	225	239	-5.9%	987	1,080	-8.6%
EBITA margin	18.5%	20.5%	-2.0	19.1%	21.1%	-2.0
DEMOLITION & TOOLS						
MSEK	Q322	Q321	Change	2022 LTM	2021	Change
Net sales	1,529	1,146	33.4%	5,847	4,701	24.4%
EBITA	393	299	31.4%	1,523	1,261	20.8%
EBITA margin	25.7%	26.1%	-0.4	26.0%	26.8%	-0.8
SYSTEMS SOLUTIONS						
MSEK	Q322	Q321	Change	2022 LTM	2021	Change
Net sales	2,278	1,846	23.4%	9,492	7,656	24.0%
EBITA	520	353	47.3%	1,989	1,494	33.1%
EBITA margin	22.8%	19.1%	3.7	21.0%	19.5%	1.5

EBITA is excluding acquisition costs.



# **ACQUIRED VS ORGANIC EBITA GROWTH**

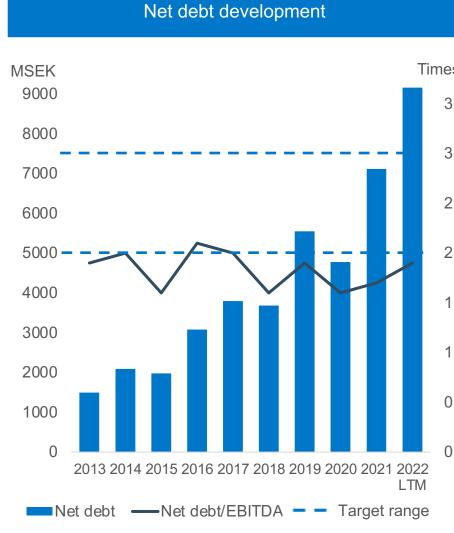
MSEK	2021	2020	2019	2018	2017	2016	2015
EBITA	3,709	2,702	2,523	2,168	1,732	1,377	1,186
EBITA from acquisitions	488	222	221	197	198	152	118
Growth %	18%	9%	10%	11%	14%	13%	12%
Of which from previous year's acquisitions	55	115	43	124	68	16	27
Of which from current year's acquisitions	433	107	178	73	130	136	91
Organic EBITA growth %	21%	0%	3%	10%	10%	3%	8%
FX EBITA growth %	-2%	-2%	3%	4%	1%	0%	3%
Acquired annualized EBITA <sup>1</sup>	595	152	287	110	223	204	107
Net debt/EBITDA	1.7	1.6	1.9	1.6	2.0	2.1	1.6

<sup>1</sup> Estimated EBITA if the businesses had been consolidated from 1 January.

EBITA is defined as operating profit before amortization and impairment of intangible assets arising from acquisitions. As from 2019 net debt/EBITDA includes leasing according to IFRS 16.



# **NET DEBT DEVELOPMENT AND BALANCE SHEET**

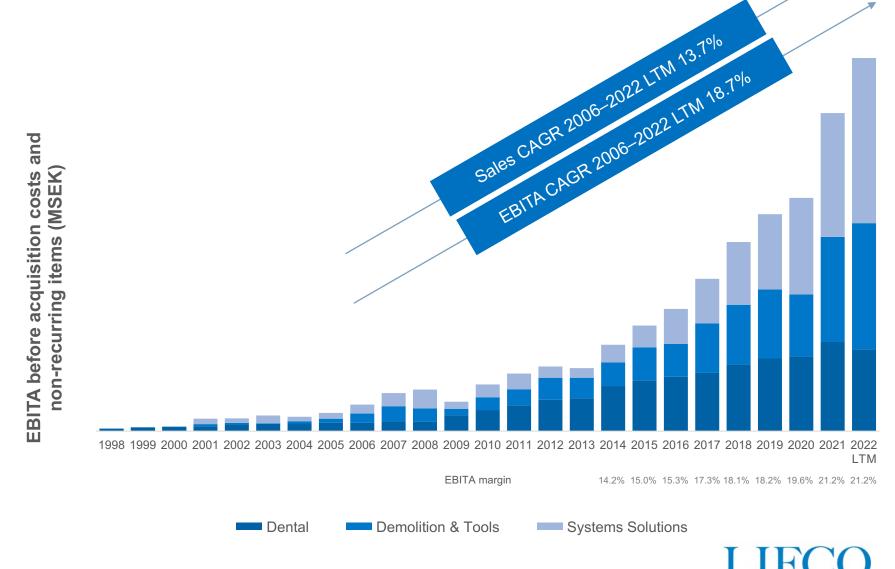


	Balance sheet					
	MSEK	30 Seo 2022	31 Dec 2021	30 Sep 2021		
es	Intangible fixed assets	17,753	15,497	14,513		
3,5	Tangible fixed assets	2,235	2,052	1,878		
,0	Financial assets	376	320	245		
	Inventory	3,890	2,821	2,700		
3	Accounts receivable	2,934	2,257	2,238		
	Other receivables	687	420	519		
2,5	Cash and cash equivalents	1,368	1,509	1,450		
_,0	Total assets	29,243	24,876	23,543		
2	Shareholders' equity	12,564	10,756	9,932		
	Interest-bearing liabilities	8,596	6,965	6,845		
4 -	Other liabilities and provisions	3,840	3,144	2,828		
1,5	Accounts payable	1,602	1,294	1,236		
	Other short-term liabilities	2,641	2,717	2,702		
1	Total equity and liabilities	29,243	24,876	23,543		
	Net debt	9,159	7,113	6,913		
),5	Net debt/EBITDA	1.9x	1.7x	1.8x		
	Capital employed excl. goodwill and other intangible assets	3,133	2,294	2,165		
)	ROCE excl. goodwill and other intangible assets	139%	162%	161%		
	Capital employed incl. goodwill and other intangible assets	19,660	16,447	15,346		
	ROCE incl. goodwill and other intangible assets	22.1%	22.5%	22.7%		
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### ONE TARGET: TO INCREASE PROFITS EVERY YEAR



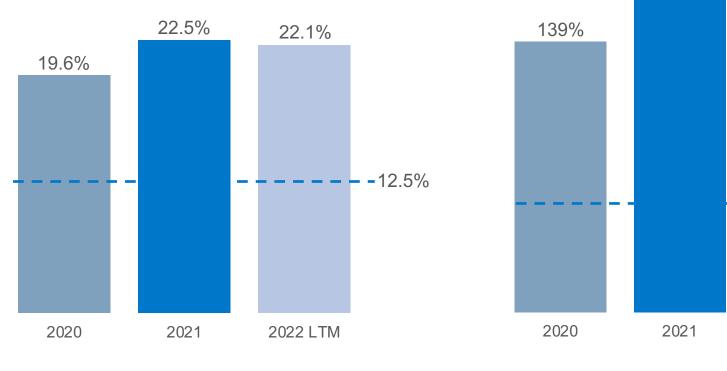
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ROCE including goodwill and other intangible assets

ROCE excluding goodwill and other intangible assets

162%



- - Target ranges

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2022 LTM

- 50%

139%

### **MANAGEMENT AND CHAIRMAN**



#### Per Waldemarson

CEO

Started at Lifco 2006

Born: 1977

#### Education

 MSc in Business Administration. Stockholm School of Economics

#### Experience

- Management Consultant at Bain & Co 2002-2006
- MD of Brokk 2006–2009
- · President of the Dental business area since 2009

#### Own and related parties' holdings

513,500 Class B shares, 150.000 Class B shares through Pension Scheme and 87,412 synthetic call options



Therése Hoffman

CFO

Started at Lifco 2007

Born: 1971

#### Education

· International Marketing, Mälardalens Högskola

#### Experience

- CFO Nordenta 2007–2011
- CFO of Lifco since 2011

holdinas

1,500 Class B shares and

Own and related parties'

10,926 synthetic call options

Various management

#### Own and related parties' holdings

203,000 Class B shares, 51,250 Class B shares through Pension Scheme and 43,706 synthetic call options



Martin Linder

Head of Business Area Systems Solutions

Started at Lifco 2009

#### Born: 1972

#### Education

 MSc in Material physics and PhD in Solid state electronics, KTH Royal Institute of Technology

#### Experience

- CEO Proline Group 2016-2019
- CEO Leab Group 2008-2016

- positions in Note 2003-2008



#### Other assignments

- · Chairman and main owner of Getinge and Elanders
- Member of the Board of Arjo, Holmen and L E Lundbergföretagen

#### Holdings via companies

30,379,850 Class A shares 197.502.023 Class B shares



# LIFCO DEVELOPS LEADING NICHE COMPANIES



<sup>1</sup> Excluding HQ costs.

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# **A SAFE HAVEN FOR YOUR BUSINESS**

Lifco is a long-term owner

· Lifco basically never sells a company

The business stays independent and local

- · All decisions taken at local management level
- No forced synergies or integration
- Lifco has never moved a business

Incremental and continuous development

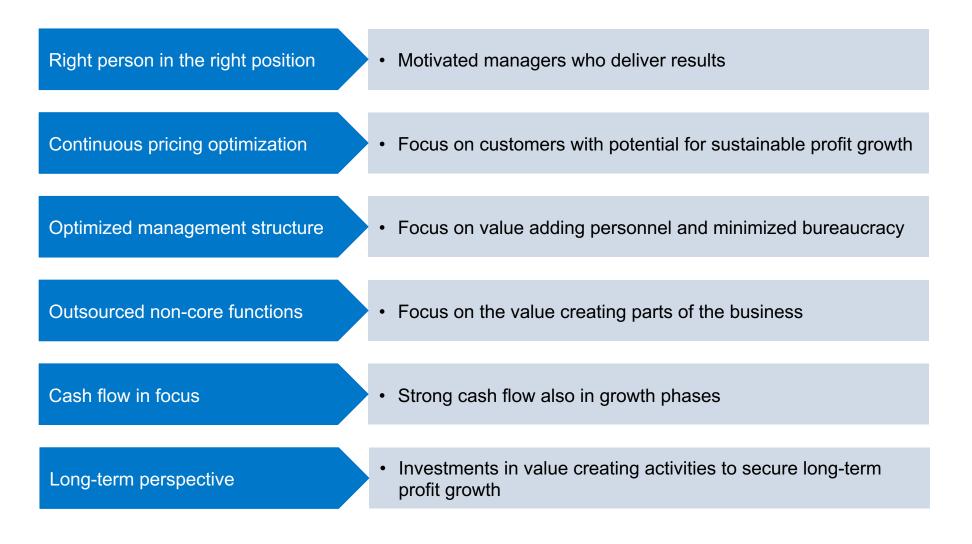
• No big shake-outs. We look for stable growth of profits

Long-term managers and employees

- Our culture is based on simplicity, common sense and minimized bureaucracy
- Lifco's employees tend to stay on forever



# DECENTRALIZED PROFIT-ORIENTED CULTURE





## SUSTAINABILITY AN INTEGRATED PART OF OUR BUSINESS STRATEGY

Invest in niche companies with a sustainable business model

UN Global Compact signatory

Clear prioritized areas with KPIs

Regular follow-up of subsidiaries

#### Prioritized sustainability areas

Reduced climate and environmental impact

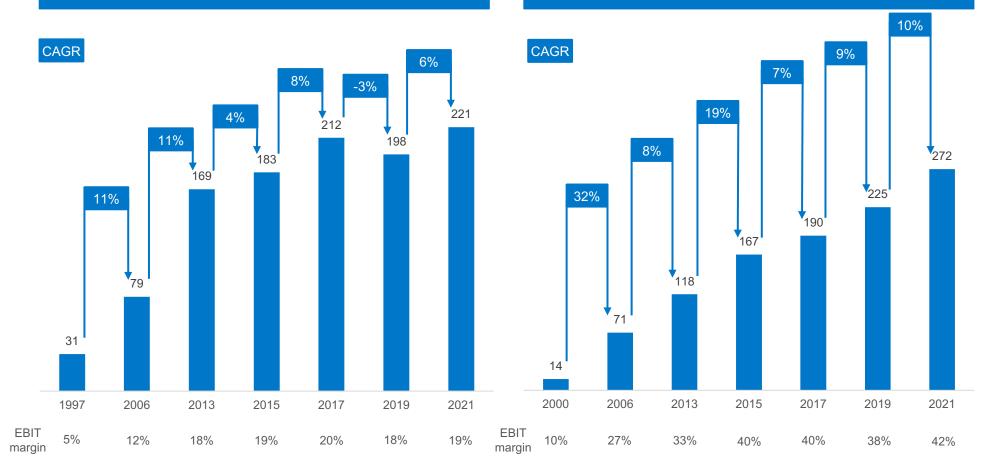
Motivated employees and safe workplaces High standard of business ethics in everything we do



# **EXAMPLES OF ORGANIC DEVELOPMENT**



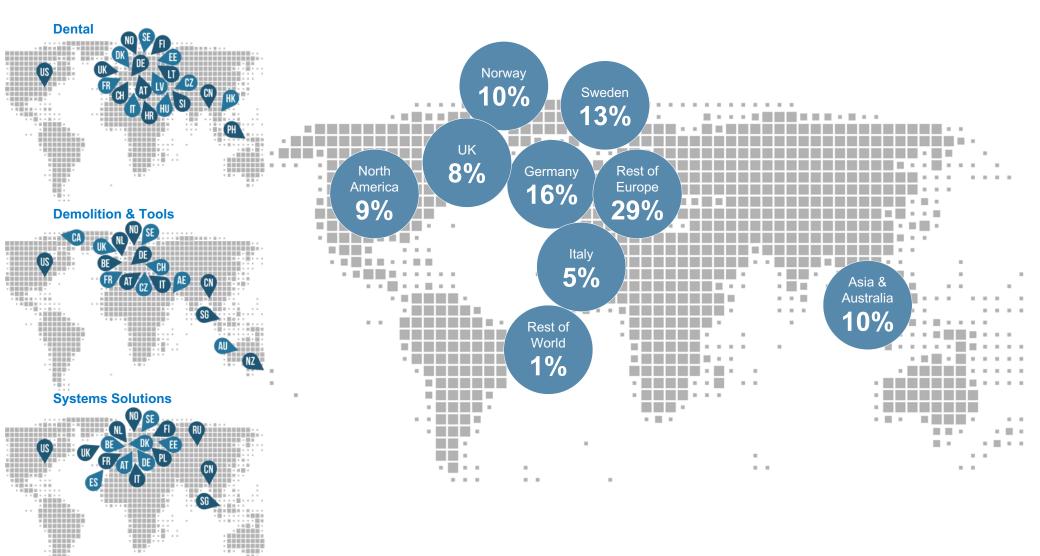
Brokk<sup>2</sup> – EBIT (MSEK) and organic EBIT growth



<sup>1</sup> Companies included: Nordenta, DAB Dental, Dansk Nordenta, LIC Scadenta and Directa. Directa's sales have been adjusted for the effect of asset and liabilities acquisitions. <sup>2</sup> Refers to Brokk AB.



#### **GEOGRAPHIC FOOTPRINT**

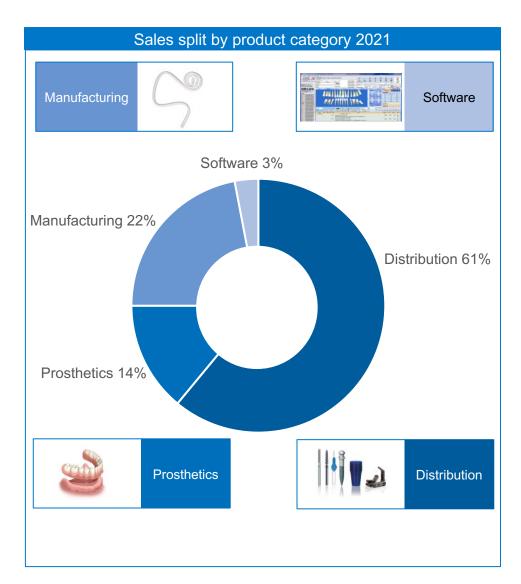


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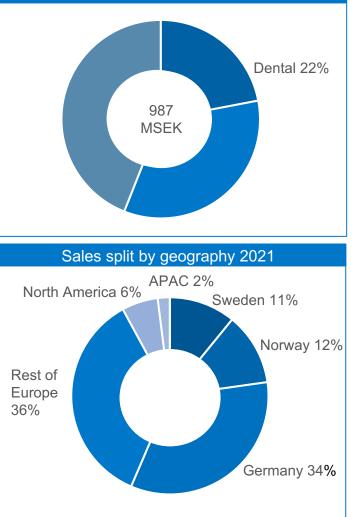
Note: Geographic split financial year 2021.







EBITA\* and % of total EBITA\*\* 2022 LTM





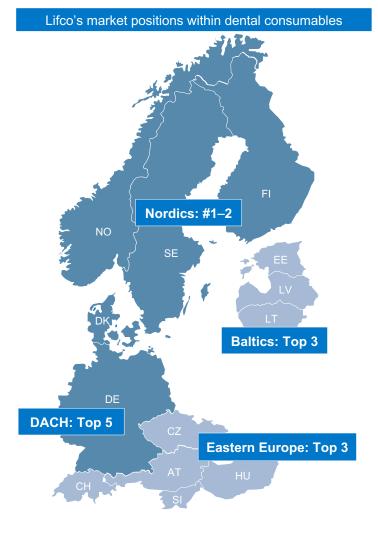
\*Before acquisition costs and non-recurring items. \*\*Excluding HQ costs.

# **STRONG FOOTHOLD IN KEY MARKETS**



Lifco's dental market presence and example of brands used in different markets Sweden Denmark Finland Norway Germany Rest of Europe Distribution of consumables Distribution of V  $\checkmark$ equipment **Prosthetics** Software LIC SCADENTA Onordenta **M** Dental **M** Dental Nordenta Examples of HAMMASVÄLINE Lifco brands dab JD al dente 🛞 Computer konkret ALMASOFT topdental directadentalgroup.com parkell RHEIN83 Manufacturing DIRECTA ORSING

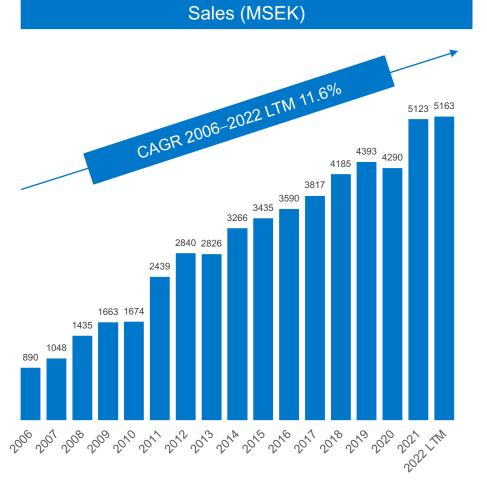
directadentalgroup.com



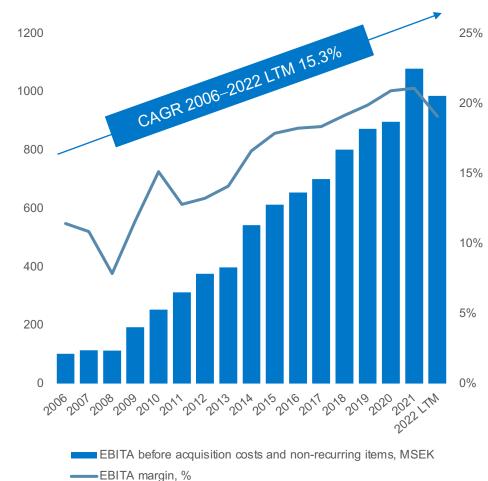


# **DENTAL FINANCIAL OVERVIEW**





#### EBITA (MSEK) and EBITA margin

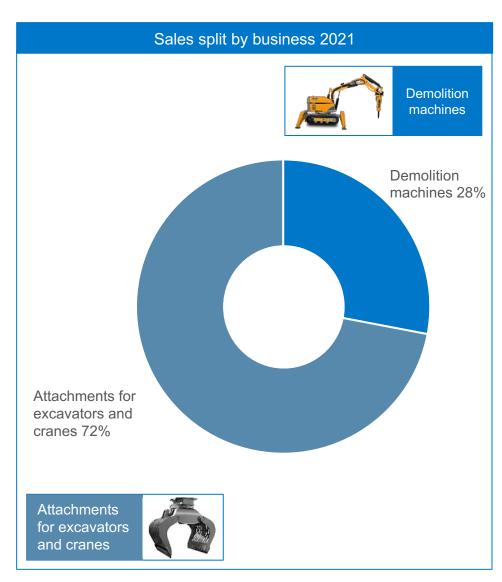


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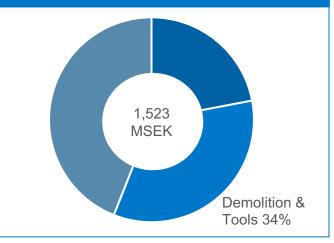
### **DEMOLITION & TOOLS**



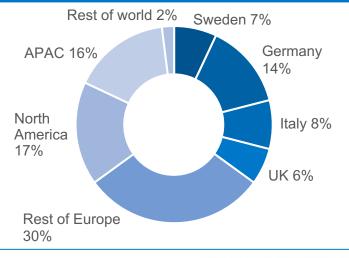


\*Before acquisition costs and non-recurring items. \*\*Excluding HQ costs.

#### EBITA\* and % of total EBITA\*\* 2022 LTM

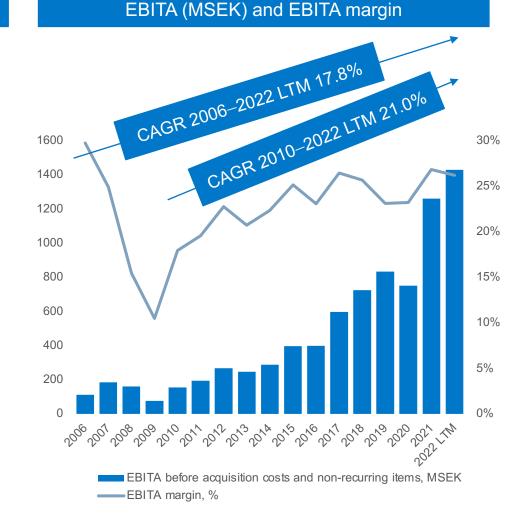


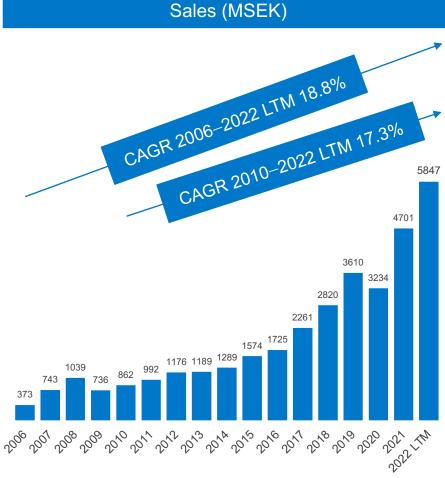






# **DEMOLITION & TOOLS FINANCIAL OVERVIEW**

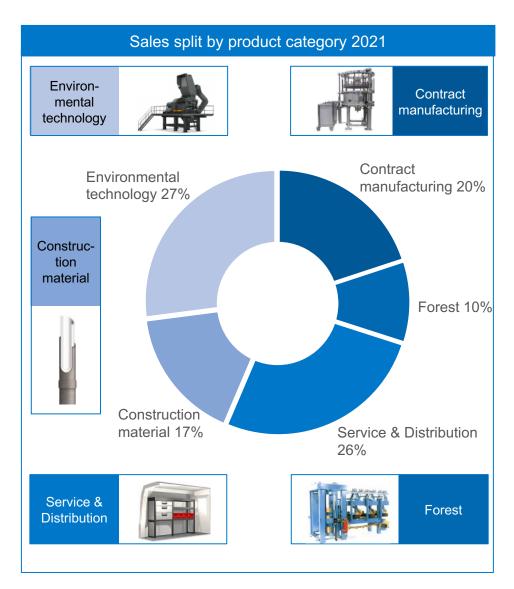




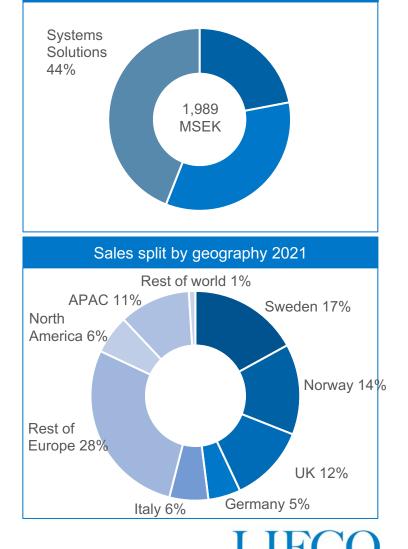


# **SYSTEMS SOLUTIONS**





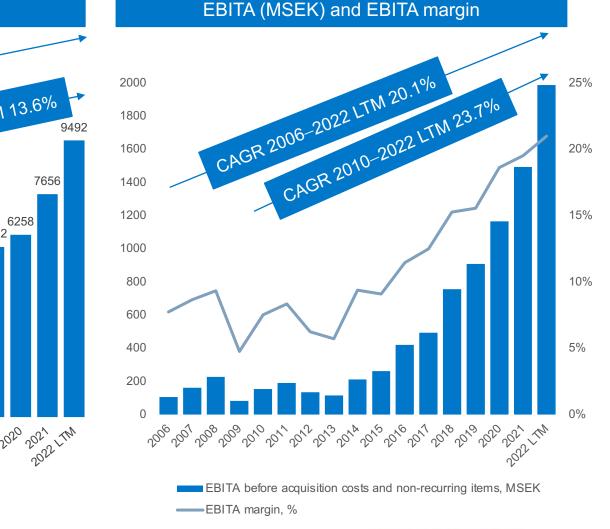
EBITA\* and % of total EBITA\*\* 2022 LTM

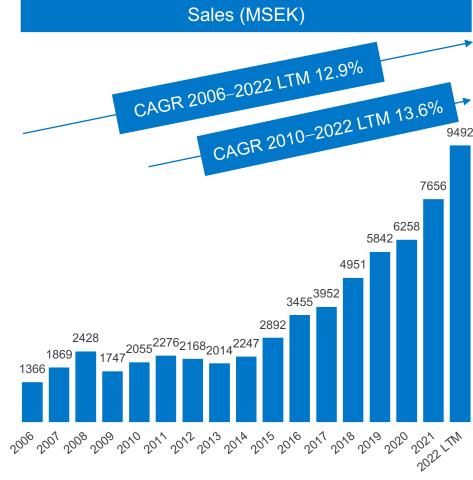


\*Before acquisition costs and non-recurring items. \*\*Excluding HQ costs.

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# **SYSTEMS SOLUTIONS FINANCIAL OVERVIEW**

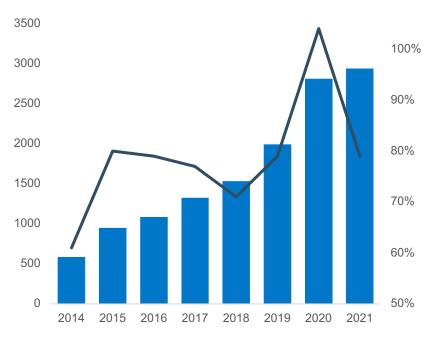






## STRONG CASH FLOW GENERATION

Operating cash flow after tax, before investments<sup>1</sup>

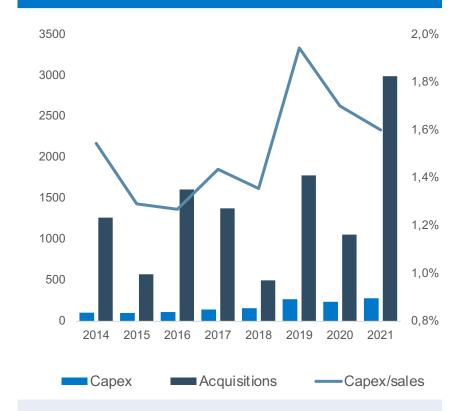


Operating cash flow after tax, before investments, MSEK
 Cash flow conversion, %

• High cash conversion as a result of focus on asset light operations combined with tight control of working capital.

<sup>1</sup> Cash flow conversion defined as operating cash flow after tax divided by EBITA before acquisition costs.
<sup>2</sup> Refers to investments in tangible fixed assets.

Capex and acquisitions<sup>2</sup>



- Low required maintenance capex within the Group.
- Due to outsourcing of a large share of basic manufacturing, investments in subsidiaries with own production can be minimized.



#### **OVERVIEW OF ACQUISITIONS 2006–2012**

Year	Company	Description	Туре	Country	Sales at acquisition	Total sales MSEK
	Darda	Producer of attachments for demolition robots	Demolition & Tools	Germany	MEUR 8	
2006	Dental Prime	Distributor of dental equipment and services	Dental	Finland	MEUR 3	132
	Elektronikprodukter i Järlåsa	Producer of high quality electronics	Systems Solutions	Sweden	MSEK 30	
	Hekotek	Producer of sawmill equipment	Systems Solutions	Estonia	MEUR 13	
	Kinshofer	Producer of tools for excavators and cranes	Demolition & Tools	Germany	MEUR 66	
	Oriola Dental	Distributor of consumables and equipment	Dental	Finland	MEUR 45	
2007	Plass Data Dental	Producer of IT-systems for dental clinics	Dental	Denmark	MDKK 7	1,328
	Proline	Relining of plumbing systems	Systems Solutions	Sweden	MSEK 120	
	Safe Dental	IT services to dental clinics	Dental	Sweden	MSEK 2	
	Zetterströms Rostfria	Producer of quality products in stainless steel	Systems Solutions	Sweden	MSEK 50	
	Endomark	Distributor of consumables and equipment	Dental	Sweden	MSEK 9	
2008	Tevo	Producer of interiors for vehicles	Systems Solutions	UK	MGBP 8	184
	XO Care Denmark A/S	Distributor of dental equipment and services	Dental	Denmark	MDKK 77	
	Aponox	Producer of tools for excavators and cranes	Demolition & Tools	Finland	-	
2009	Ellman Produkter	Distributor of consumables	Dental	Sweden	MSEK 43	53
	Interdental	Distributor of prosthetics	Dental	Norway	MSEK 10	
2010	ATC	Distributor of Brokk machines	Demolition & Tools	France	MEUR 5	48
	EDP	Distributor of consumables and equipment	Dental	Germany	MEUR 119	
2044	NETdental	Distributor of consumables	Dental	Germany	MEUR 20	4 400
2011	RF-System	Producer of tools for excavators and cranes	Demolition & Tools	Sweden	MSEK 80	1,460
	Wintech	Producer of high quality electronics	Systems Solutions	Sweden	MSEK 125	
2012	Ahlberg Cameras	Producer of camera systems for the nuclear industry	Demolition & Tools	Sweden	MSEK 73	73

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#### **OVERVIEW OF ACQUISITIONS 2014–2016**

Year	Company	Description	Туре	Country	Sales at acquisition	Total sales MSEK
2014	MDH	Producer of dental prosthetics	Dental	Germany	MEUR 44	400
	Auger Torque	Producer of earth drills	Demolition & Tools	UK	MGBP 10	
	J.H. Orsing	Dental products	Dental	Sweden	MSEK 20	
	Preventum Partner	Accounting services & quality systems	Dental	Sweden	MSEK 10	
2015	Rapid Granulator	Manufacturer of granulators	Systems Solutions	Sweden	MSEK 300	485
	Sanistål interior for vehicles	Producer of interiors for vehicles	Systems Solutions	Denmark	MDKK 25	
	Smilodent	Dental products	Dental	Germany	MEUR 4.8	
	Top Dental	Manufacturer of disinfectants	Dental	UK	MGBP 3.4	
	Aquajet Systems	Manufactures hydro-demolition robots	Demolition & Tools	Sweden	MSEK 60	
	Auto-Maskin <sup>1</sup>	Diesel control units for marine use	Systems Solutions	Norway	MNOK 130	
	Cenika AS	Electrical equipment for low voltage	Systems Solutions	Norway	MNOK 160	
	Dens Esthetix	Prosthetics	Dental	Germany	MEUR 1.4	
	Design Dental	Imports and manufactures prosthetics	Dental	Denmark	MDKK 13	
2016	Endodonti products	Dental products	Dental	Sweden	MSEK 10	1,210
	Nordesign	Supplier of LED-lighting	Systems Solutions	Norway	MNOK 64	
	Parkell	Manufactures and sells dental consumables	Dental	USA	MUSD 29	
	Praezimed	Service of dental instruments	Dental	Germany	MEUR 2.5	
	Redoma Recycling	Producer of recycling machines for cables	Systems Solutions	Sweden	MSEK 25	
	TMC/Nessco	Supplier of marine compressors and spare parts	Systems Solutions	Norway	MNOK 525	

<sup>1</sup>Announced in 2015.



Year	Company	Description	Туре	Country	Sales at acquisition	Total sales MSEK
	Haglöf Sweden	Professional forest inventory instruments	Systems Solution	Sweden	MSEK 60	
	Hultdins	Manufactures tools for forest machines	Demolition & Tools	Sweden	MSEK 152	
	Silvent	Energy optimization and work environment	Systems Solutions	Sweden	MSEK 120	
	Solebee's	Attachments to excavators and skidsteer loaders	Demolition&Tools	USA	MUSD 11	
	Pro Optix	Equipment for the European fiber optic market	Systems Solutions	Sweden	MSEK 62	
	Perfect Ceramic Dental <sup>1</sup>	Dental laboratory	Dental	China	MHKD 118	
2017	Hydal	Supplier of aluminium cabinets	Systems Solutions	Norway	MNOK 50	1,000
	Fiberworks	Equipment for the European fiber optic market	Systems Solutions	Norway	MNOK 93	.,
	Elit	Wholesaler of electric installations and power generation	Systems Solution	Norway	MNOK 38	
	CDL and Hohenstücken	Dental laboratories	Dental	Germany	MEUR 1.3	
	Blinken	Construction material	Systems Solutions	Norway	MNOK 124	
	Wachtel	Construction material	Systems Solutions	Germany	MEUR 2	
	Doherty	Excavator products	Demolition & Tools	New Zealand	MNZD 14	

<sup>1</sup>80% of the total sales are generated by Lifco's dental company MDH in Germany.



#### **OVERVIEW OF ACQUISITIONS 2018–2019**

Year	Company	Description	Туре	Country	Sales at acquisition	Total sales MSEK	
	Computer konkret	Software for dentists	Dental	Germany	MEUR 3.8		
	Spocs	Assembling and testing of electronic products	Systems Solutions	Sweden	MSEK 61		
	Dental Direkt - 3D Dental	Distributor of dental products	Dental	Norway and Denmark	MNOK 95 MDKK 25		
0040	Assets from Toolpack	Interior for service vehicles	Systems Solutions	Norway	MNOK 40		
2018	Flörchinger Zahntechnik	Dental laboratory	Dental	Germany	MEUR 1.7	580	
	Wexman	Professional workwear	Systems Solutions	Sweden	MSEK 46		
	Denterbridge	Dental laboratory	Dental	France	MEUR 9		
	Rhein 83	Dental manufacturer	Dental	Italy	MEUR 8		
	ERC Systems	Relining	Systems Solutions	Sweden	MSEK 20		
	Indexator Rotator Systems	Rotators for the forest industry	Demolition & Tools	Sweden	MSEK 300		
	Hammer	Hydraulic breakers	Demolition & Tools	Italy	MEUR 20		
2019	UK POS	Visual display solutions	Systems Solutions	UK	MGBP 12	1,277	
	Rustibus Worldwide	Marine equipment	Systems Solutions	Norway	MNOK 56	,	
	Ergopack	Mobile pallet strapping systems	Systems Solutions	Germany	MEUR 22		
	Brian James Trailers	Car trailers	Systems Solutions	UK	MGBP 26		



Year	Company	Description	Туре	Country	Sales at acquisition	Total sales MSEK
	Rönvig Dental Manufacturing	Dental	Dental	Denmark	MDKK 30	
	Workplace Safety	Dental	Dental	Denmark	MDKK 79	
	Dental Grupa	Distributor of dental products	Dental	Croatia	MSEK 94	
	Cramaro Tarpaulin Systems	Tarpaulin systems	Systems Solutions	Italy	MEUR 27	
2020	TrollDental product portfolio	Dental products	Dental	Sweden	MSEK 25	~770
	Consys	Dental software	Dental	Germany	MEUR 1.9	
	Tastitalia	Manufacturer of tailor-made touch panels, displays and keypads.	Systems Solutions	Italy	MEUR 12.2	
	Swallow	Distributor of dental consumables	Dental	UK	MGBP 3.9	
	Sendoline	Manufacturer of dental products	Dental	Sweden	MSEK 38	
	ContacEZ product portfolio	Dental products	Dental	USA	MUSD 2.2	



Year	Company	Description	Туре	Country	Sales at acquisition	Total sales MSEK
	Kaniedenta <sup>1</sup>	Manufacturing and sales of dental consumables	Dental	Germany	MEUR 29	
	Rissmann Dental <sup>1</sup>	Prosthetics	Dental	Germany	MEUR 4.1	
	T.Freemantle	Manufacturer of cartooning and sleeving machinery	Systems Solutions	UK	MGBP 5.0	
	MultiOne	Manufacturer of mini loaders and attachments	Demolition & Tools	Italy	MEUR 27	
	Cleveland Cascades	Design and manufacture of bespoke dry bulk loading chutes	Systems Solutions	UK	MGBP 5.1	
	Kentzler-Kaschner	Distributor of dental products	Dental	Germany	MEUR 3.6	
	Medema	Distributor of dental products	Dental	Czech Republic	MCZK 26	
	Spinaclean	Develops and sells vacuum cleaners and pressure washers for high-level cleaning	Systems Solutions	UK	MGBP 5.8	
	Cangini Benne	Manufacturer of attachments for excavators and front loaders	Demolition & Tools	Italy	MEUR 35	
2021 <sup>3</sup>	ErgoPack's distributor in the US <sup>2</sup>	Distributor of ErgoPack's products in the US	Systems Solutions	USA	MUSD 4.2	~2,000
	Elvärmeprodukter i Skellefteå	Distributor of heating products for floor, roof, ground and frost protection	Systems Solutions	Sweden	MSEK 38	
	DVG De Vecchi	Manufacturer and distributor of components for coffee machines	Systems Solutions	Italy	MEUR 16	
	Next Hydraulics	Manufacturing of telescopic cranes, mainly for light vechicles, and stabilizers for vehicles	Systems Solutions	Italy	MEUR 21	
	Bode Components	Manufacturer of safety products for elevators	Systems Solutions	Germany	MEUR 5	
	Anidem Computers	IT services for dental clinics	Dental	Sweden	MSEK 4	
	Easy Life International	Manufacturer of water purification and plant nutrition for aquariums.	Systems Solutions	Netherlands	MEUR 3.3	
	Truck-line	Manufacturer of high-end lightbars for trucks	Systems Solutions	Germany	MEUR 15	
	Zenith Dental <sup>4</sup>	Distributor of dental products	Dental	Denmark	MDKK 21	
	Cenec Tavlebygg⁴	Manufactures low voltage electrical supplies	Systems Solutions	Norway	MNOK 17	
	Cormidi⁵	Manufacturer of mini dumpers and mini loaders	Demolition & Tools	Italy	MEUR 13	

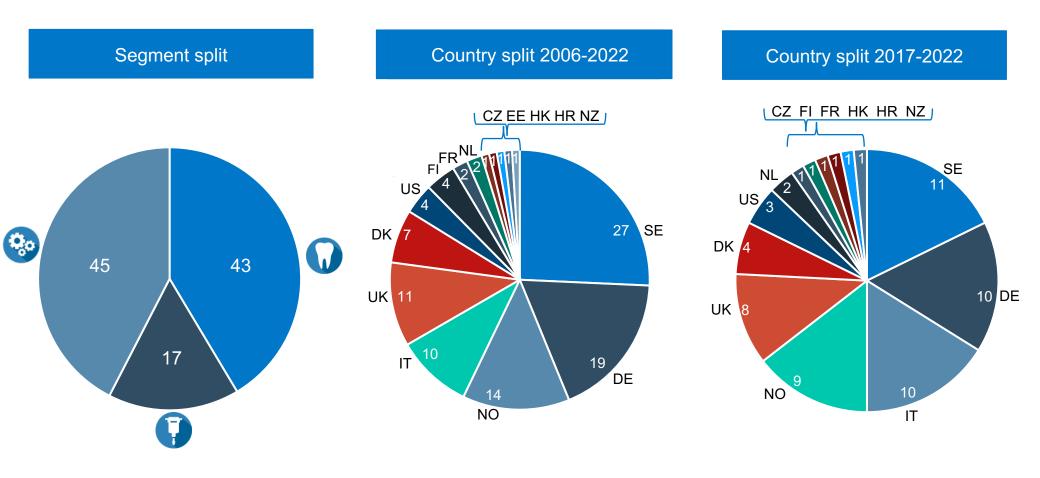
<sup>1</sup>Announced in 2020. <sup>2</sup>100% of the total sales are generated by Lifco's German subsidiary ErgoPack GmbH. <sup>3</sup> As of Q3 2021 Lifco only announces acquisitions through press releases with a total turnover of more than 10 MSEK. <sup>4</sup> Consolidated January 2022. <sup>5</sup> Consolidated March 2022.



Year	Company	Description	Туре	Country	Sales at acquisition	Total sales MSEK
	Specialists Alarm Services	Develops and manufactures staff attack and nurse call systems	Dental	UK	MGBP 3.9	
	BCC Solutions	Supplier of fiber equipment	Systems Solutions	FI	MEUR 11	
2022	Trevi Benne	Manufactures excavator tools and attachments	Demolition & Tools	IT	MEUR 37	~946
	Oslo Dental	Distributor of dental products	Dental	NO	MNOK 27	
	EFKA Holding	Manufactures customized aluminum frames	Systems Solutions	NL	MEUR 11.6	
	Condale Plastics	Manufactures bespoke plastic extrusions	Systems Solutions	UK	MGBP 18	



# NUMBER OF ACQUISITIONS 2006-2022





#### **FINANCIAL TARGETS**

Growth in EBITA	<ul><li>Organic growth in EBITA in excess of GDP growth in relevant geographies</li><li>Acquisitions to add additional growth</li></ul>
EBITA/Capital employed <sup>1</sup>	More than 50%
Net debt/EBITDA	<ul> <li>Normally in the range 2–3x</li> </ul>
Dividend policy as % of net profit	Distribute 30–50% of net profit



# HIGHLIGHTS

Strong track record	<ul> <li>13.7% annual sales growth rate 2006–2022 LTM</li> <li>18.7% annual EBITA growth rate 2006–2022 LTM</li> </ul>
Focus on profitability	Good profitability is a prerequisite for sustainable growth
Strong market positions	<ul> <li>Strong market positions in the Nordic markets in the Dental segment (top 2–3) and Demolition &amp; Tools segment (global #1)</li> </ul>
Balance sheet target	<ul> <li>Net debt/EBITDA in the range of 2–3X</li> </ul>
Cash flow	<ul> <li>Diversification and cash flow focus support low cyclicality, Dental is essentially non-cyclical</li> <li>Strong cash flow and deleveraging capabilities</li> <li>Low required maintenance capex within the Group</li> </ul>
Ownership	Carl Bennet largest shareholder (50.2% of capital and 68.9% of votes) and committed long-term owner

