

LIFCO

A SAFE HAVEN FOR YOUR BUSINESS

Presentation

Year-End Report January–December 2019

31 January 2020

THE GROUP'S FINANCIAL PERFORMANCE

MSEK	Q419	Q418	Change	2019	2018	Change
Net sales	3,741	3,454	8.3% ¹	13,845	11,956	15.8% ²
EBITA***	651	670	-2.8%	2,523	2,168	16.4%
EBITA margin ³	17.4%	19.4%	-2.0	18.2%	18.1%	0.1
Profit before tax	548	598	-8.4%	1,996	1,858	7.4%
Net profit for the period	442	453	-2.4%	1,528	1,420	7.6%
Operating cash flow	812	562	44.5%	1,990	1,533	29.8%
Earnings per share	4.81	4.87	-1.2%	16.57	15.29	8.4%
Return on capital employed	19.5%	21.0%	-1.5	19.5%	21.0%	-1.5
Return on capital employed, excl. goodwill	108%	165%	-57	108%	165%	-57

¹ Organic growth of -2.3% in Q419.

² Organic growth of 4.2% in 2019.

³ Before acquisition costs and non-recurring items.

ROCE has been negatively impacted by the implementation of IFRS 16 as of 1 January 2019.

THE BUSINESS AREAS' FINANCIAL PERFORMANCE

DENTAL						
MSEK	Q419	Q418	Change	2019	2018	Change
Net sales	1,137	1,144	-0.6%	4,393	4,185	5.0%
EBITA*	206	219	-5.9%	874	802	9.0%
EBITA margin*	18.1%	19.1%	-1.0	19.9%	19.2%	0.7

DEMOLITION & TOOLS						
MSEK	Q419	Q418	Change	2019	2018	Change
Net sales	886	788	12.4%	3,610	2,820	28.0%
EBITA*	180	228	-21.1%	834	724	15.2%
EBITA margin*	20.3%	28.9%	-8.6	23.1%	25.7%	-2.6

SYSTEMS SOLUTIONS						
MSEK	Q419	Q418	Change	2019	2018	Change
Net sales	1,718	1,522	12.9%	5,842	4,951	18.0%
EBITA*	292	256	14.1%	909	756	20.2%
EBITA margin*	17.0%	16.8%	0.2	15.6%	15.3%	0.3

* Before acquisition costs and non-recurring items.

ACQUIRED VS ORGANIC EBITA GROWTH

MSEK	2019	2018	2017	2016	2015
EBITA	2,523	2,168	1,732	1,377	1,186
EBITA from acquisitions	221	197	198	152	118
% growth	10%	11%	14%	13%	12%
Of which from previous year's acquisitions	43	124	68	16	27
Of which from current year's acquisitions	178	73	130	136	91
Organic EBITA growth	134	239	157	39	102
% growth	6%	14%	11%	3%	11%
Acquired annualized EBITA ¹	287	110	223	204	107
Net debt/EBITDA	1.9	1.6	2.0	2.1	1.6

¹ Estimated EBITA if the businesses had been consolidated from 1 January.

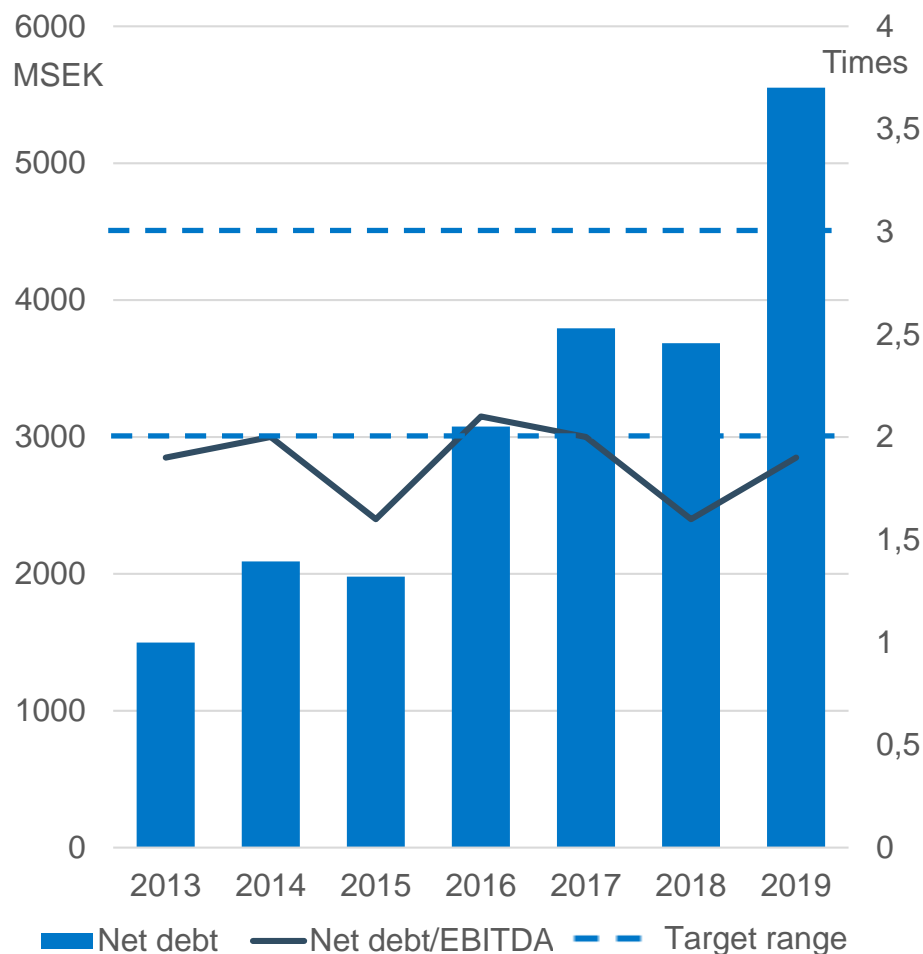
EBITA is defined as operating profit before amortization and impairment of intangible assets arising from acquisitions.

Any impact from FX has not been considered.

In 2019 net debt/EBITDA amounts to 1.8 excluding impact from IFRS 16.

NET DEBT DEVELOPMENT AND BALANCE SHEET

Net debt development

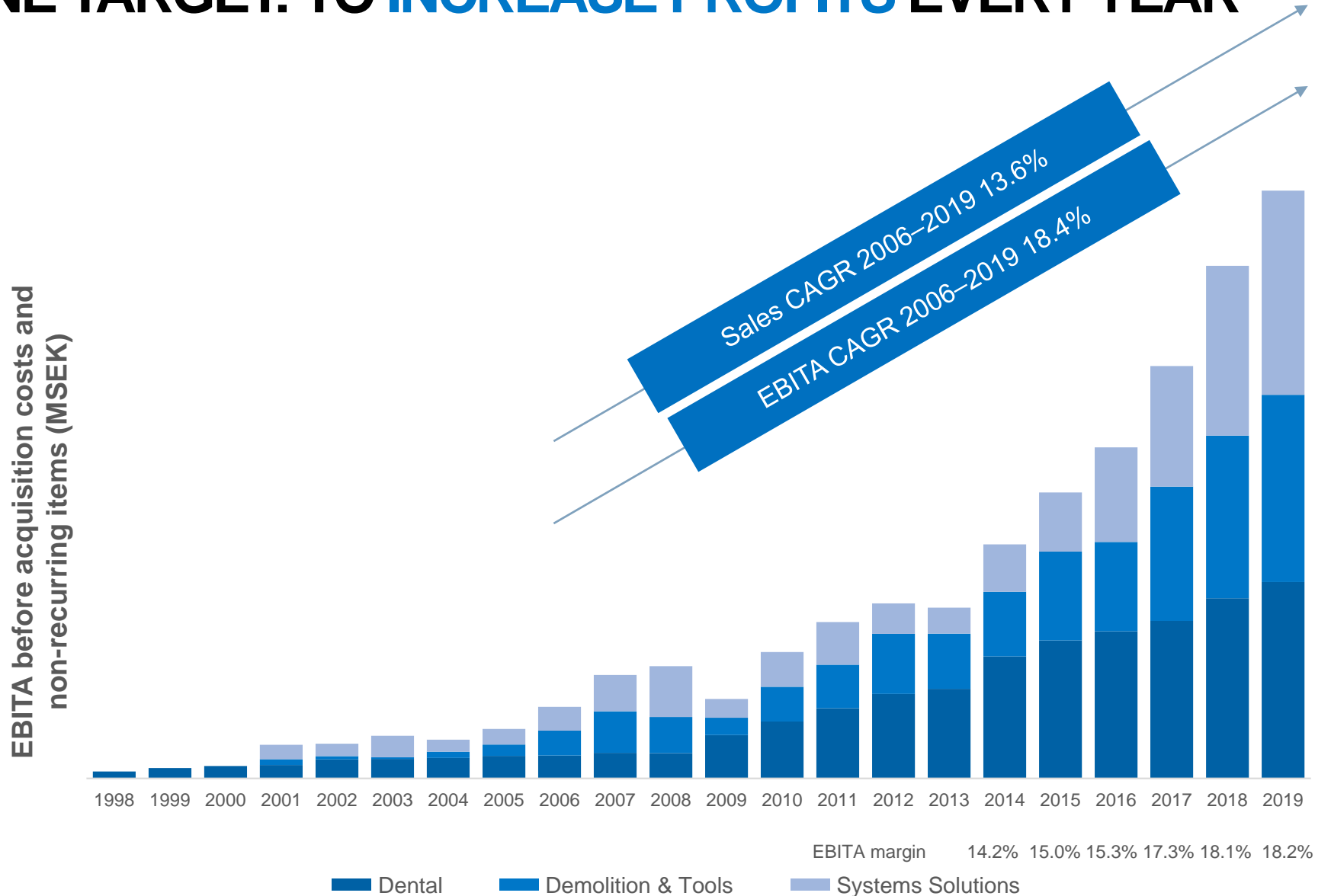


In 2019 net debt/EBITDA amounted to 1.8 excluding impact from IFRS 16.

Balance sheet

	31 Dec 2019	31 Dec 2018	30 Sep 2019
MSEK			
Intangible fixed assets	11,209	9,133	10,969
Tangible fixed assets	1,503	611	1,358
Financial assets	182	153	196
Inventory	1,997	1,710	2,193
Accounts receivable	1,584	1,550	1,722
Other receivables	374	261	506
Cash and cash equivalents	729	405	456
Total assets	17,578	13,823	17,400
Shareholders' equity	7,972	6,748	7,717
Interest-bearing liabilities	5,365	3,575	5,276
Other liabilities and provisions	1,986	1,307	1,871
Accounts payable	680	632	788
Other short-term liabilities	1,575	1,561	1,748
Total equity and liabilities	17,578	13,823	17,400
Net debt	5,552	3,685	5,681
Net debt/EBITDA	1.9x	1.6x	2.0x
Capital employed excl. goodwill and other intangible assets	2,345	1,312	2,092
ROCE excl. goodwill and other intangible assets	108%	165%	122%
Capital employed incl. goodwill and other intangible assets	12,925	10,314	12,153
ROCE incl. goodwill and other intangible assets	19.5%	21.0%	20.9%

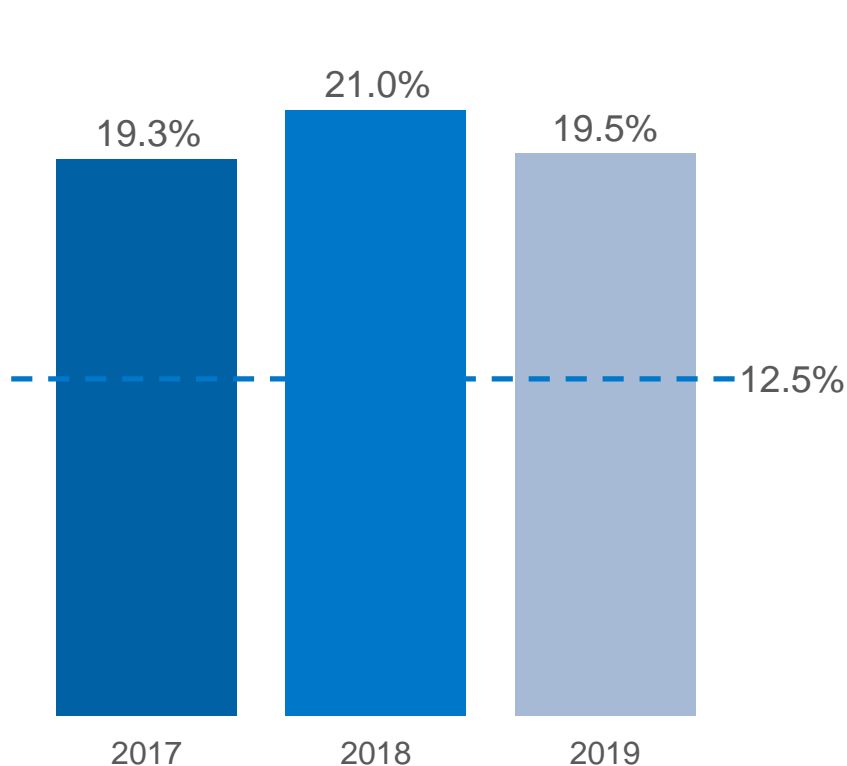
ONE TARGET: TO INCREASE PROFITS EVERY YEAR



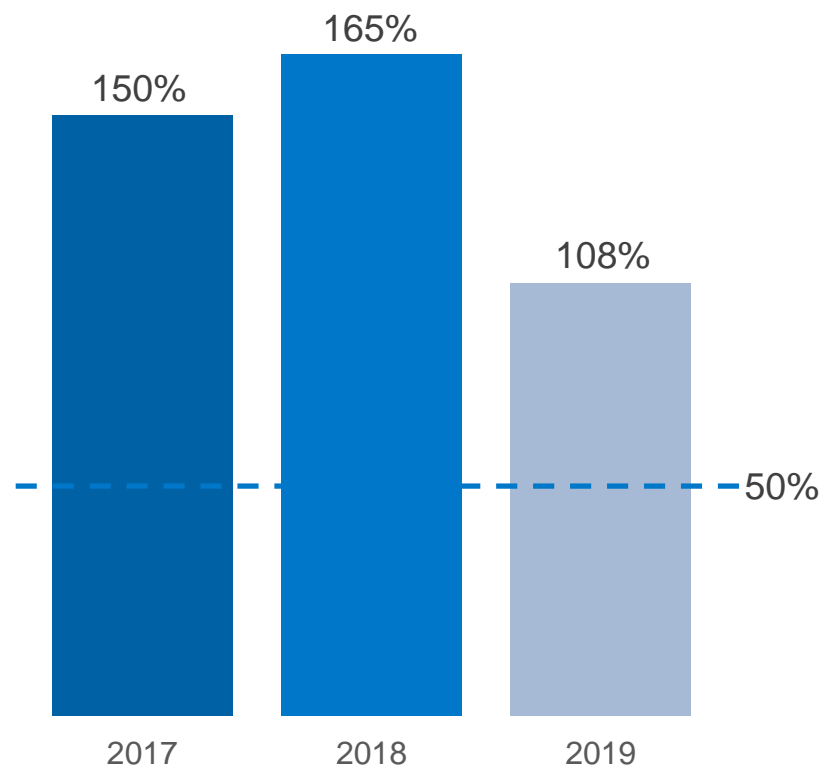
Note: IFRS accounting since 2012, prior years Swedish GAAP.

CAPITAL EMPLOYED

ROCE including goodwill
and other intangible assets



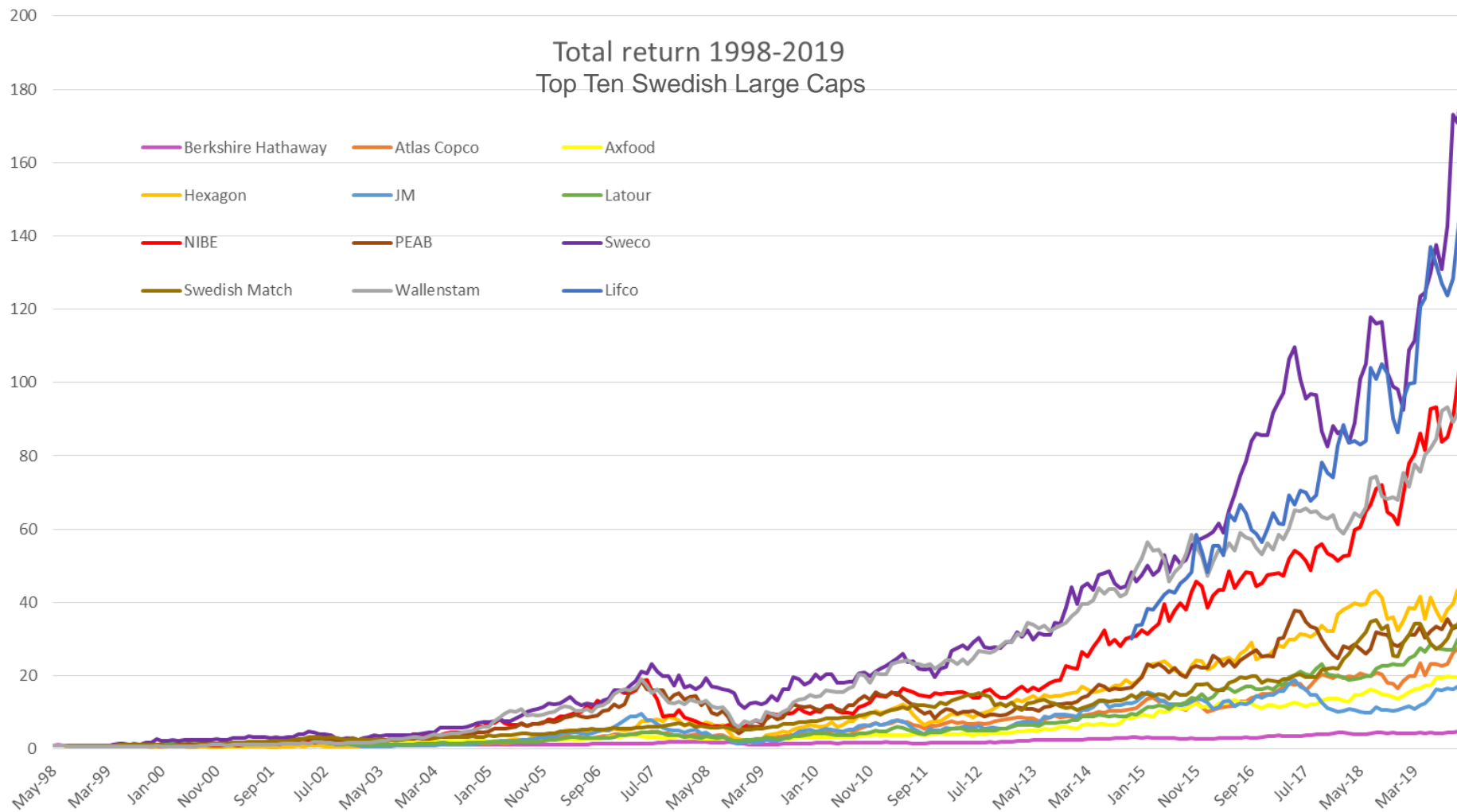
ROCE excluding goodwill
and other intangible assets



--- Target ranges

ROCE has been negatively impacted by the implementation of IFRS 16 as of 1 January 2019.

LIFCO 21 YEARS



*Gross returns (Factset definition), dividends re-invested, spin-off treated as dividend

Oskar Vikström, ABG Sundal Collier

FOUR PERSONS AT THE HEAD OFFICE



Per Waldemarson

CEO

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 as of 31 December 2019

102,700 Class B shares +
11,000 Class B shares
through Pension Scheme



Therése Hoffman

CFO

Born: 1971

Education

- International Marketing, Mälardalens Högskola

Experience

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

Own and related parties' holdings as of 31 December 2019

300 Class B shares



Martin Linder

Head of Business Area
Systems Solutions

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
- Various management positions in Note 2003–2008

Own and related parties' holdings as of 31 December 2019

10,600 Class B shares +
4,150 Class B shares through
Pension Scheme



Ingvar Ljungqvist

Head of Acquisitions

Born: 1960

Education

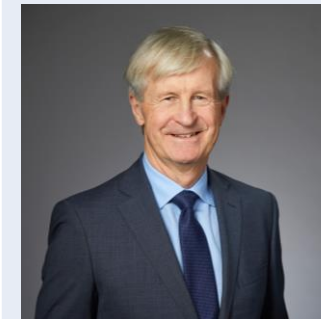
- MSc in Aeronautical Engineering, KTH Royal Institute of Technology

Experience

- Pareto, SEB-Enskilda New York, IBM, Boeing

Own and related parties' holdings as of 31 December 2019

48,300 Class B shares +
4,000 through Pension
Scheme



Carl Bennet

Chairman

Born: 1951

Other assignments

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

Holdings via companies as of 31 December 2019

6,075,970 Class A shares
39,437,290 Class B shares

LIFCO DEVELOPS LEADING NICHE COMPANIES

LIFCO

Sales 2019: 13,845 MSEK
EBITA 2019: 2,523 MSEK

Dental



Demolition & Tools




Systems Solutions



Leading distributors of dental products in Nordics and Germany

Sales 2019:	4,393 MSEK	% of EBITA ¹
EBITA 2019:	874 MSEK	33%




Leading producers of demolition robots and attachments for excavators and cranes

Sales 2019:	3,610 MSEK	% of EBITA ¹
EBITA 2019:	834 MSEK	32%




Wide range of leading systems solutions providers

Sales 2019:	5,842 MSEK	% of EBITA ¹
EBITA 2019:	909 MSEK	35%



¹ Excluding HQ costs.

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

Right person in the right position

- Motivated managers who deliver results

Continuous pricing optimization

- Focus on customers with potential for sustainable profit growth

Optimized management structure

- Focus on value adding personnel and minimized bureaucracy

Outsourced non-core functions

- Focus on the value creating parts of the business

Long-term perspective

- Investments in value creating activities to secure long-term profit growth

SUSTAINABILITY AN INTEGRATED PART OF OUR BUSINESS STRATEGY

Invest in niche companies with a sustainable business model

UN Global Compact signatory

Code of Conduct

All subsidiaries must apply

All employees must be informed

Sustainability part of our due diligence process

Any deviation to the Code of Conduct is reported to senior management

Whistleblower system implemented

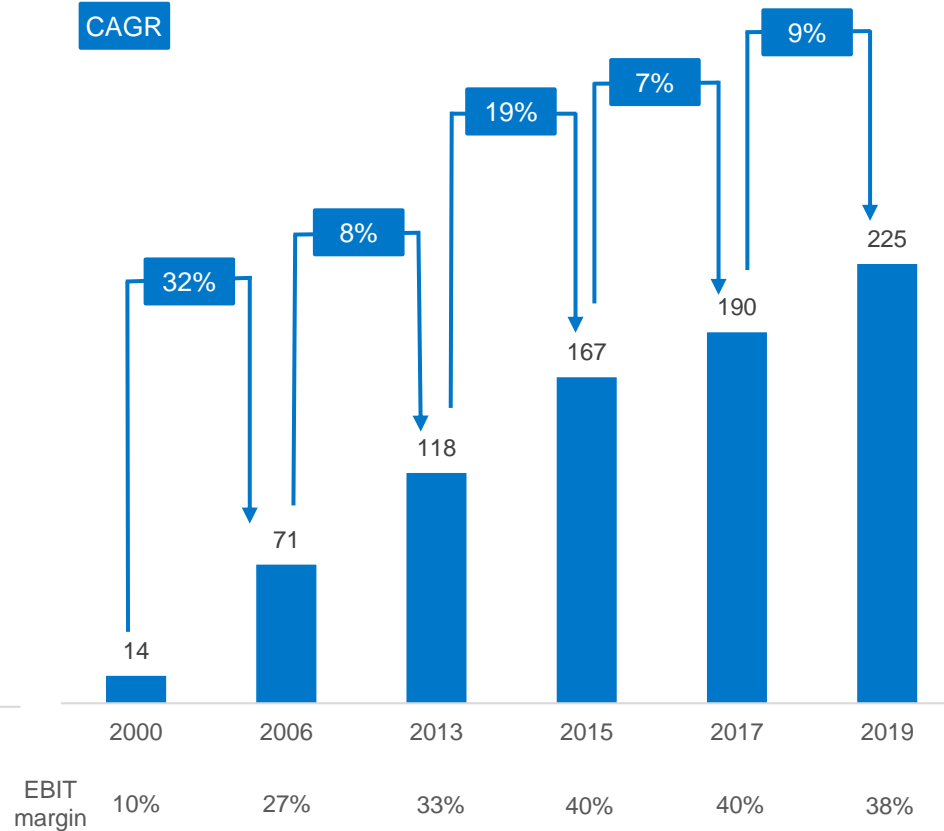
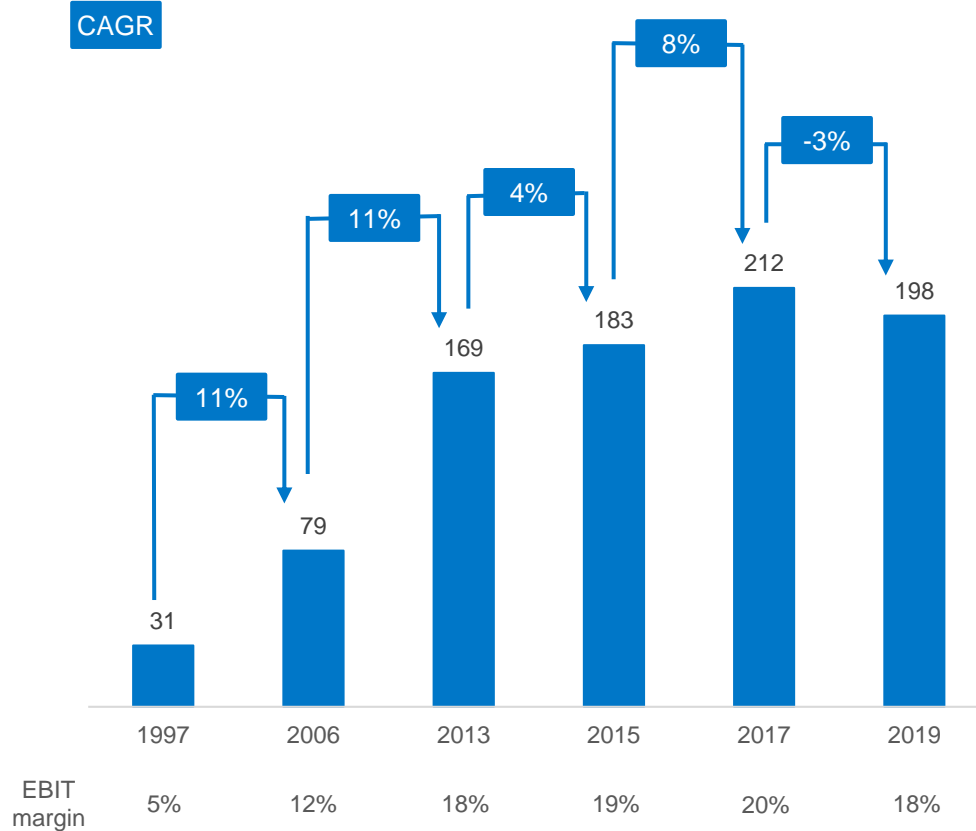
EXAMPLES OF ORGANIC DEVELOPMENT

Dental¹ – EBIT (MSEK) and organic EBIT growth

Brokk² – EBIT (MSEK) and organic EBIT growth

CAGR

CAGR



¹ Companies included: Nordenta, DAB Dental, Dansk Nordenta, LIC Scadenta and Directa.

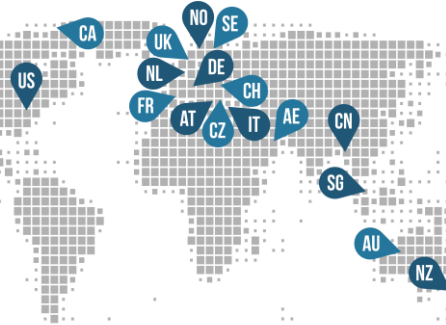
² Refers to Brokk AB.

GEOGRAPHIC FOOTPRINT

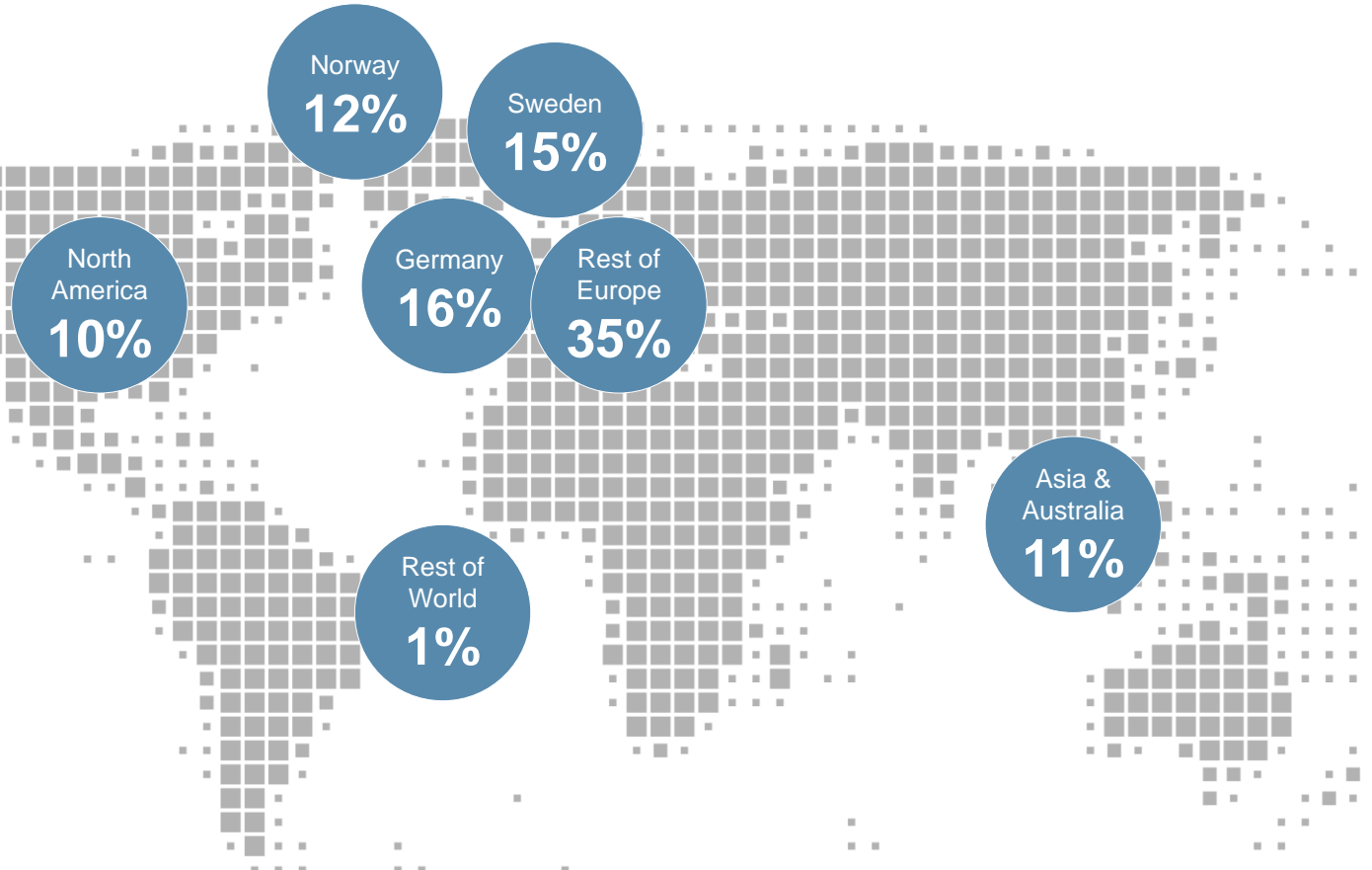
Dental



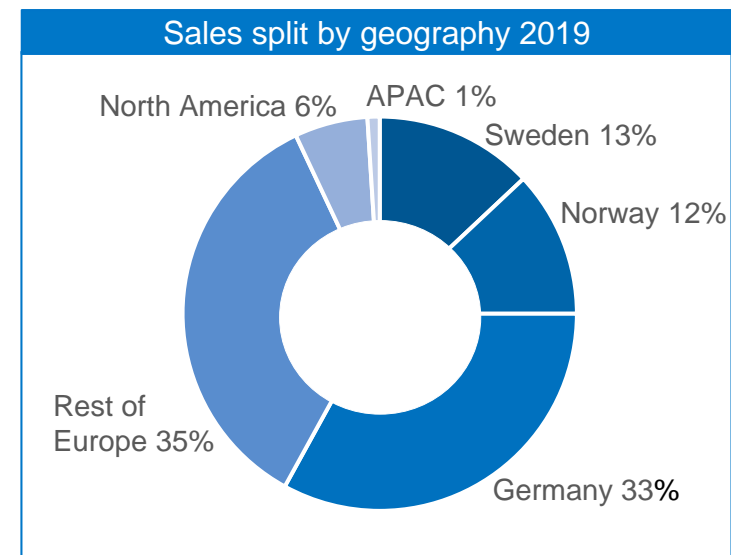
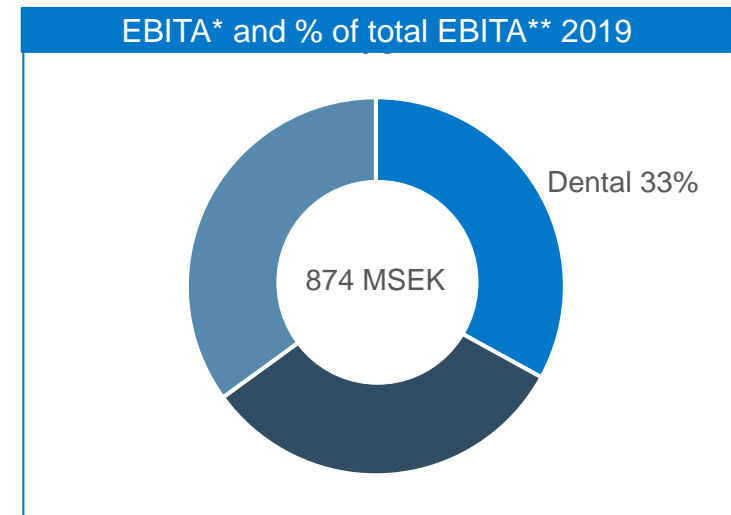
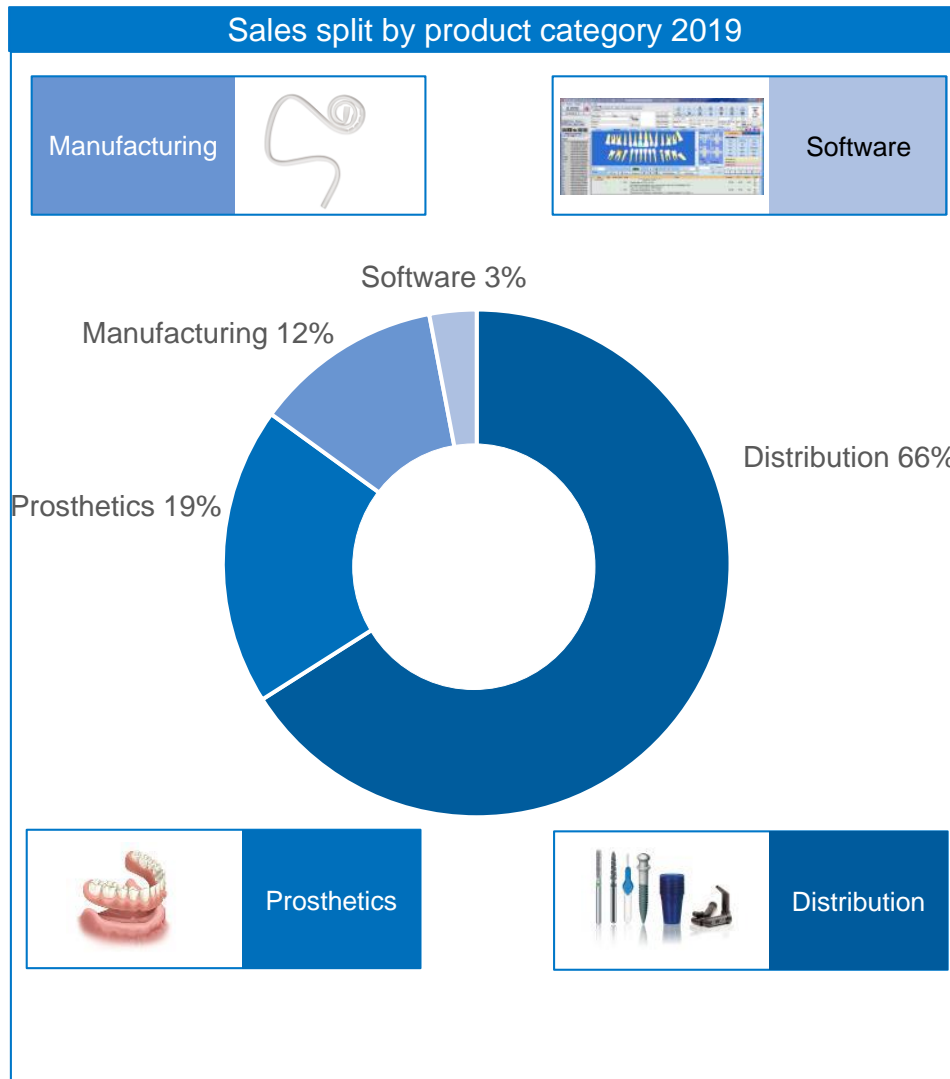
Demolition & Tools



Systems Solutions



Note: Geographic split financial year 2019.























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

STRONG Foothold IN KEY MARKETS



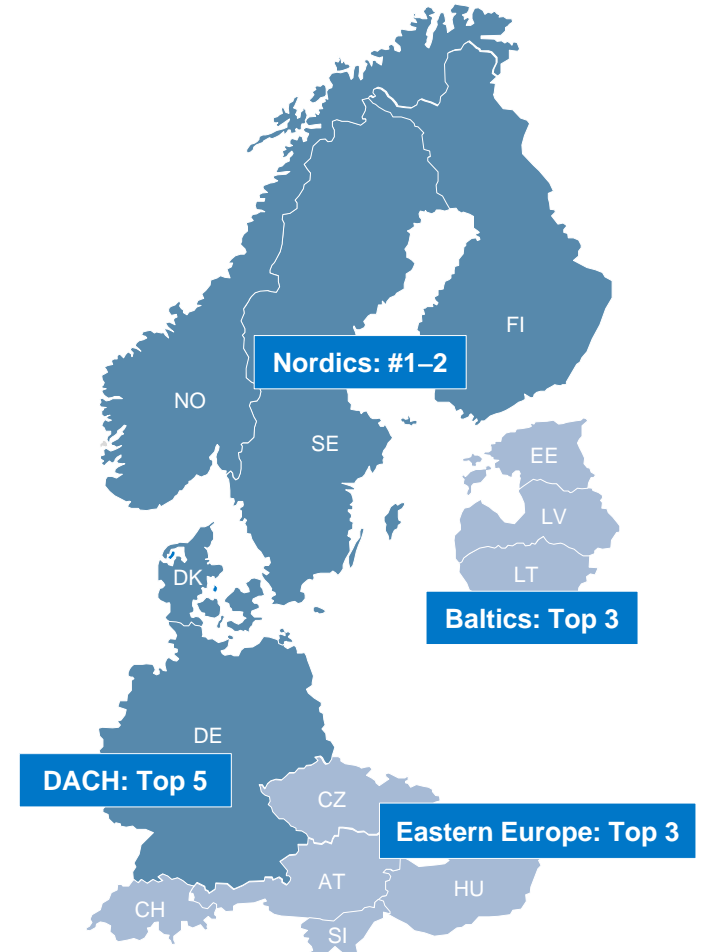
Lifco's dental market presence and example of brands used in different markets

	 Sweden	 Norway	 Denmark	 Finland	 Germany	 Rest of Europe	
Distribution of consumables	✓	✓	✓	✓	✓	✓	
Distribution of equipment	✓	✓	✓	✓		✓	
Prosthetics		✓			✓		
Software	✓		✓		✓		
Examples of Lifco brands	  	 	 		  	  	

Manufacturing     

Note: Estimated by Lifco.

Lifco's market positions within dental consumables



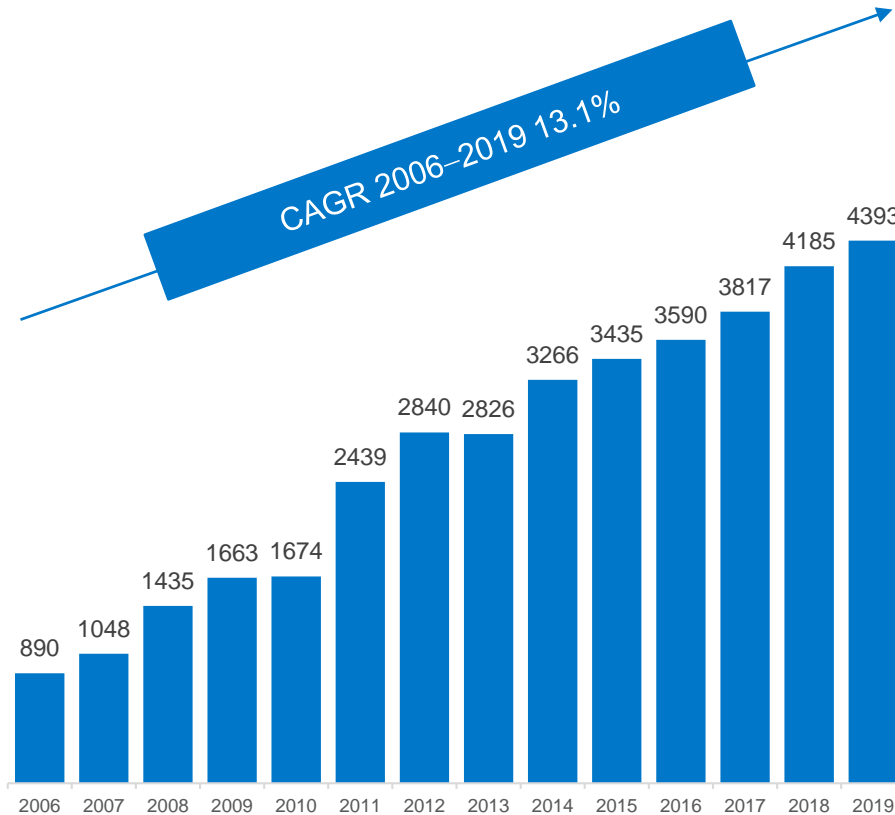
LIFCO

A SAFE HAVEN FOR YOUR BUSINESS

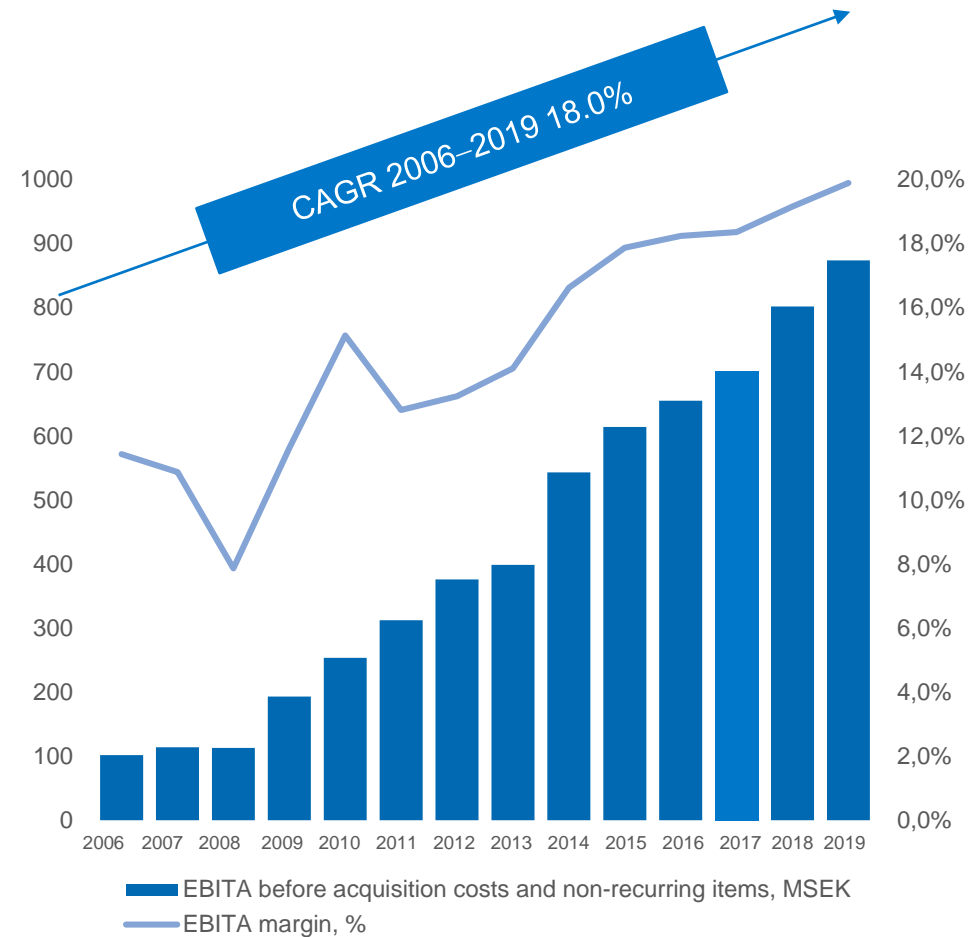
DENTAL FINANCIAL OVERVIEW



Sales (MSEK)



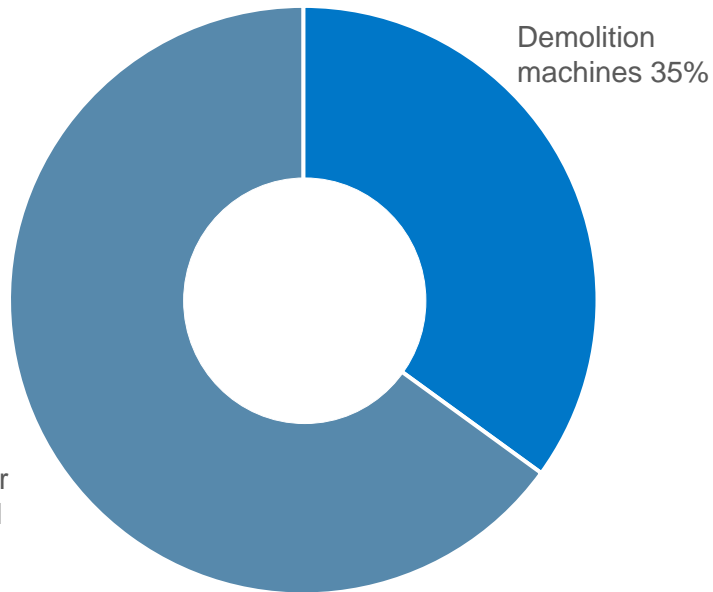
EBITA (MSEK) and EBITA margin



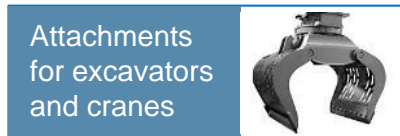
DEMOLITION & TOOLS



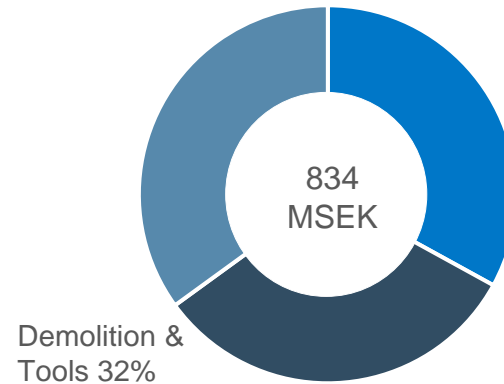
Sales split by business 2019



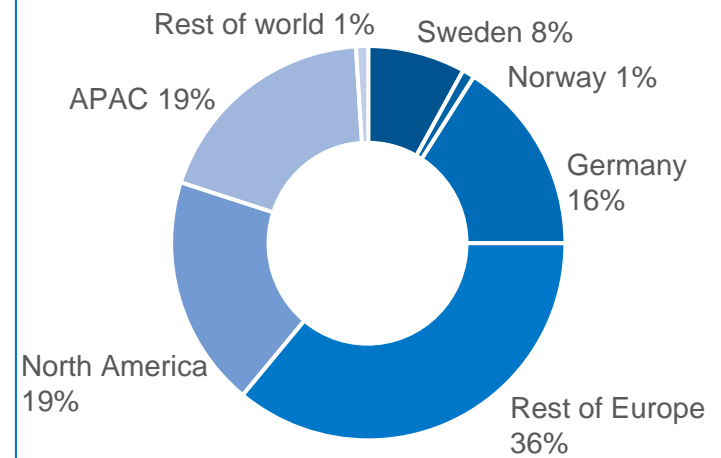
Attachments for excavators and cranes 65%



EBITA* and % of total EBITA** 2019



Sales split by geography 2019

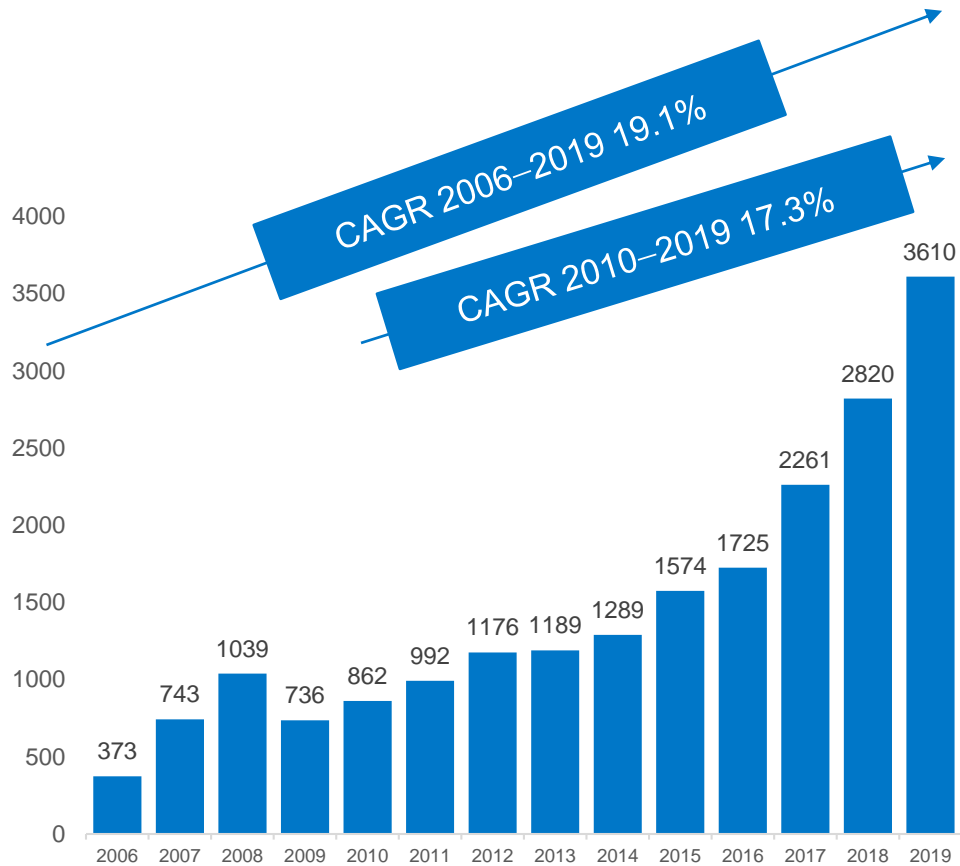


*Before acquisition costs and non-recurring items. **Excluding HQ costs.

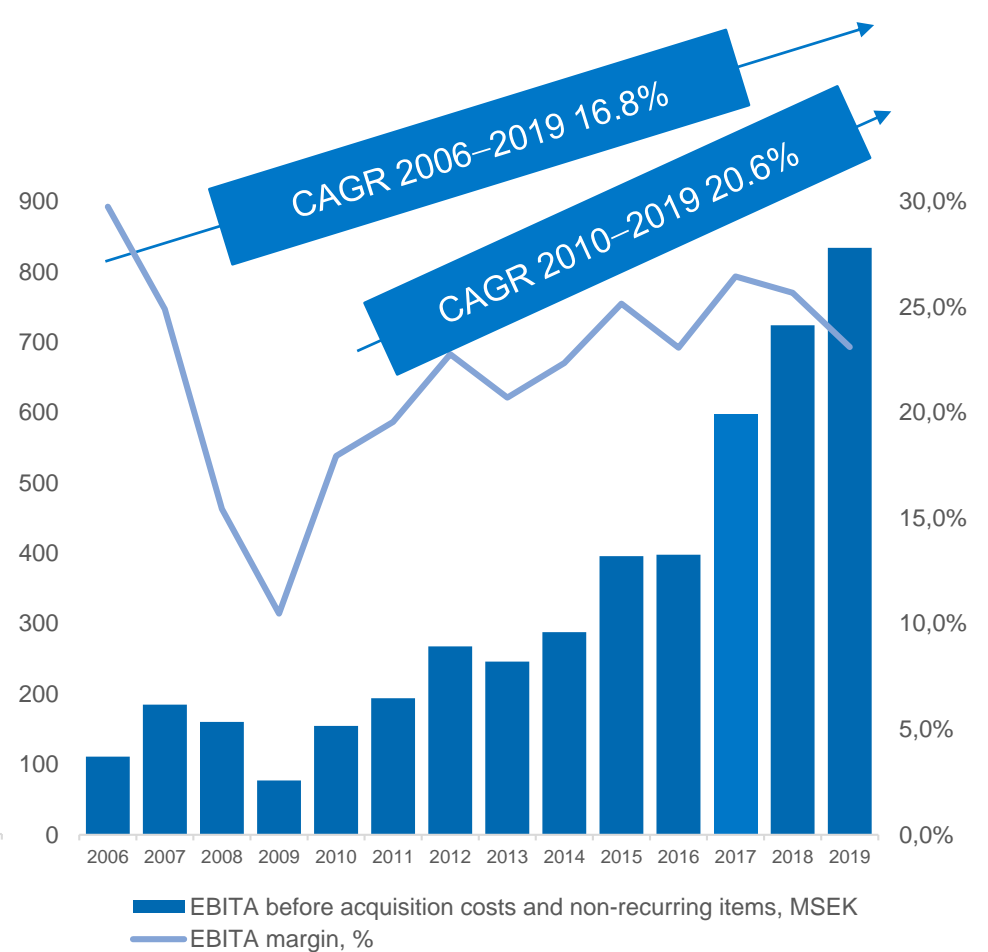
DEMOLITION & TOOLS FINANCIAL OVERVIEW



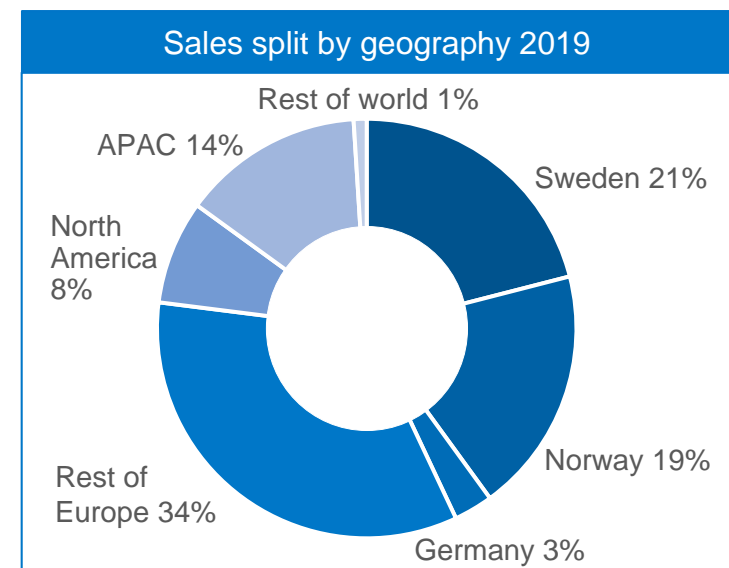
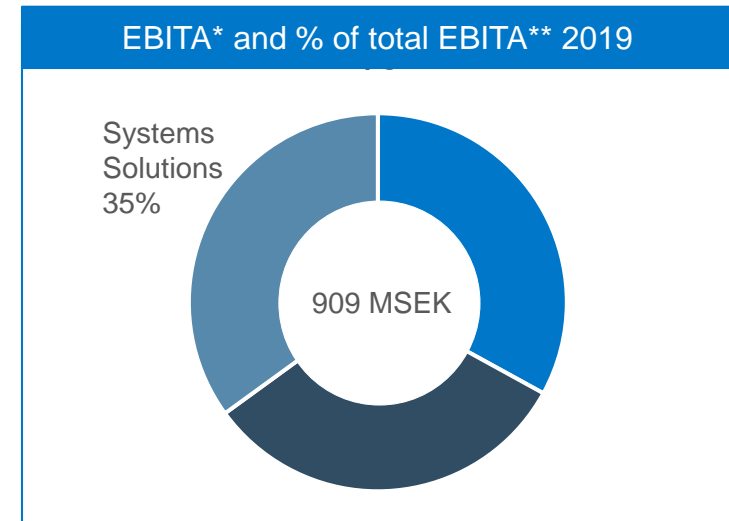
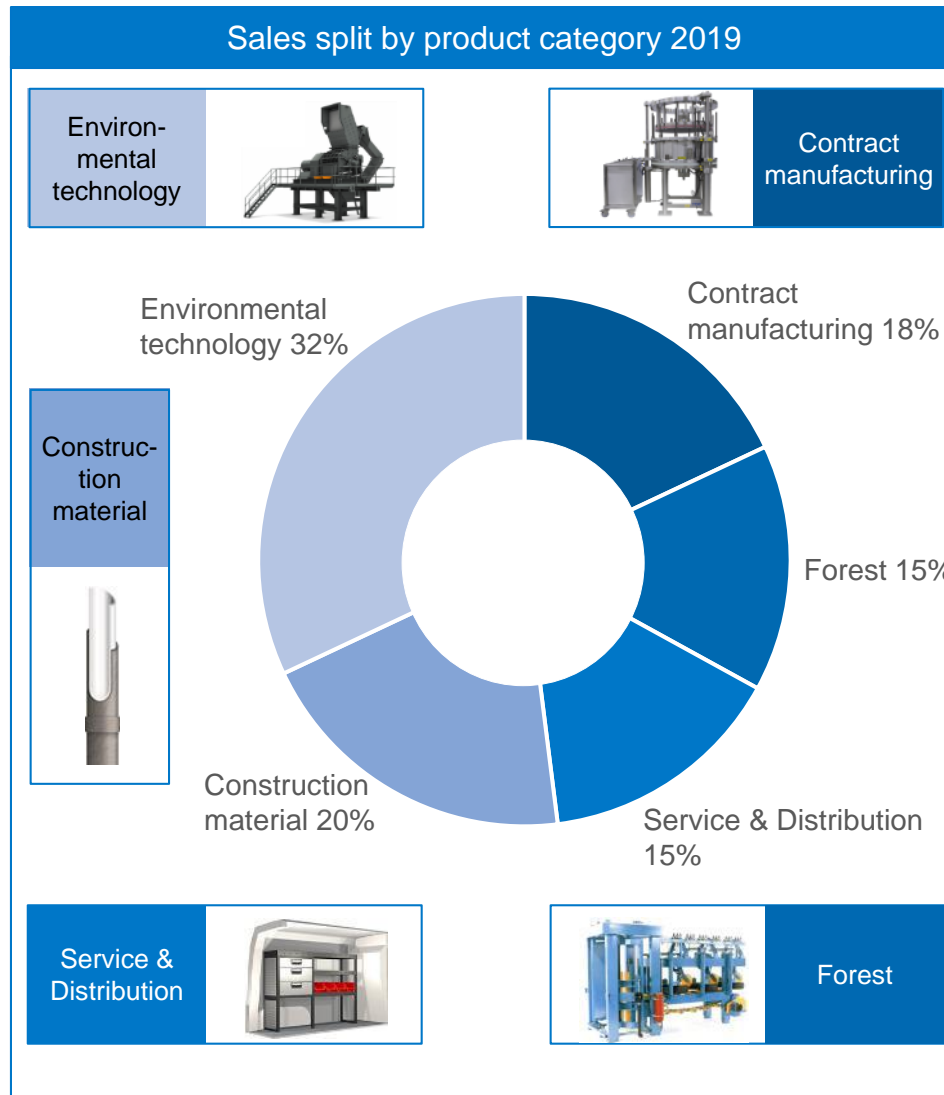
Sales (MSEK)



EBITA (MSEK) and EBITA margin



SYSTEMS SOLUTIONS

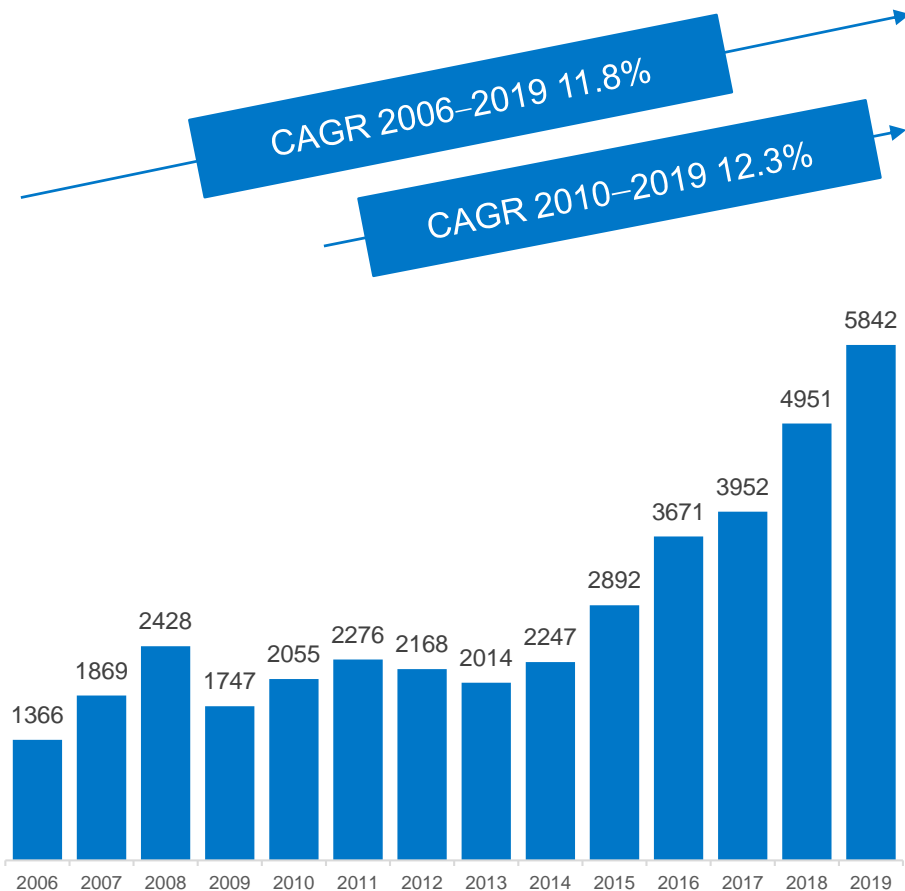


*Before acquisition costs and non-recurring items. **Excluding HQ costs.

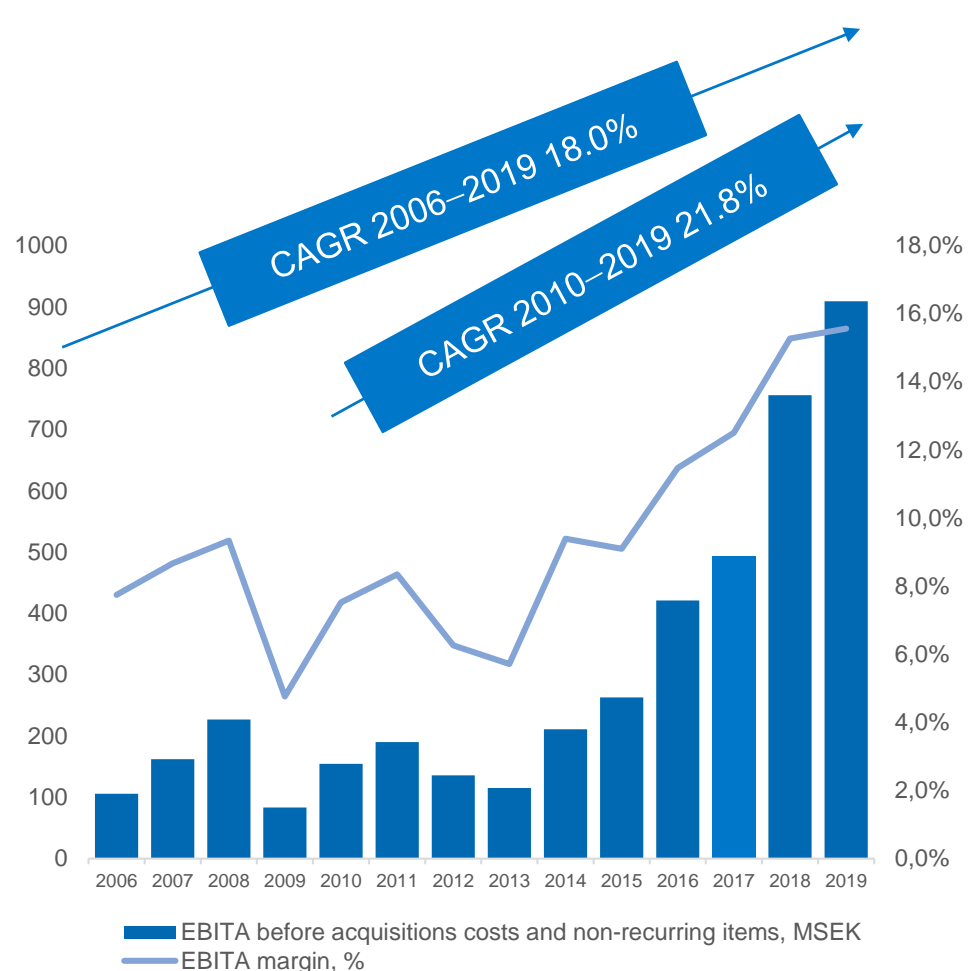
SYSTEMS SOLUTIONS FINANCIAL OVERVIEW



Sales (MSEK)

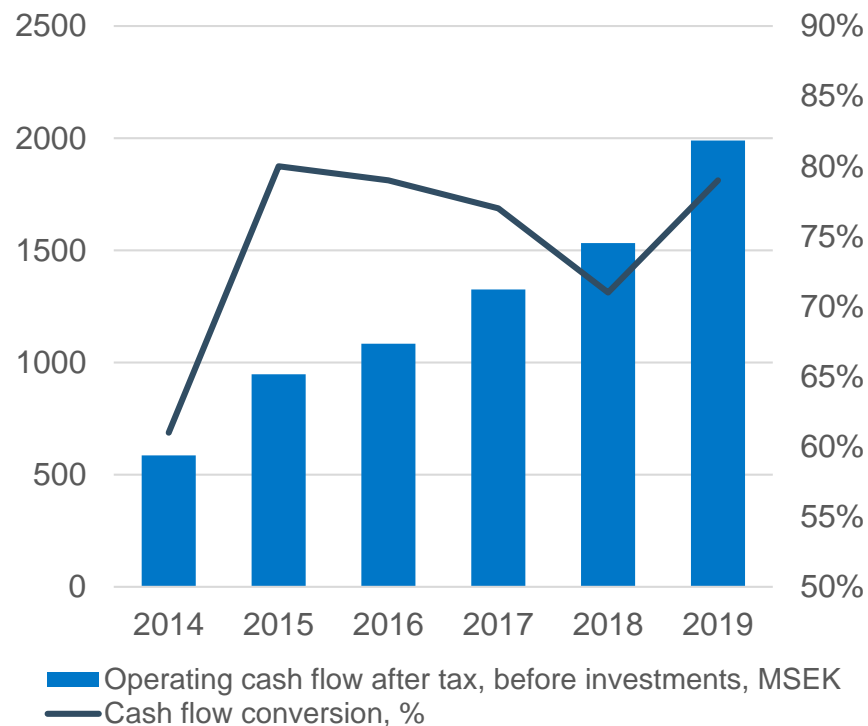


EBITA (MSEK) and EBITA margin



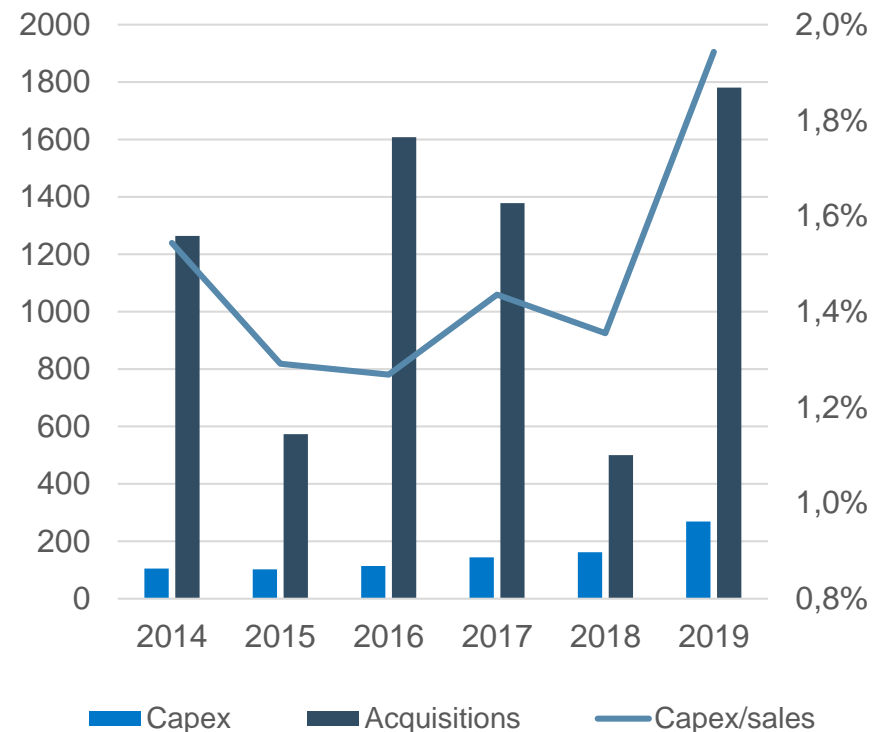
STRONG CASH FLOW GENERATION

Operating cash flow after tax, before investments¹



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

Capex and acquisitions²



- 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.

¹ Cash flow conversion defined as operating after tax cash flow divided by EBITA.

² Refers to investments in tangible fixed assets.

OVERVIEW OF ACQUISITIONS 2006–2012

Year	Company	Description	Type	Country	Sales at acquisition	Total sales MSEK
2006	Darda	Producer of attachments for demolition robots	Demolition & Tools	Germany	MEUR 8	132
	Dental Prime	Distributor of dental equipment and services	Dental	Finland	MEUR 3	
	Elektronikprodukter i Järlåsa	Producer of high quality electronics	Systems Solutions	Sweden	MSEK 30	
2007	Hekotek	Producer of sawmill equipment	Systems Solutions	Estonia	MEUR 13	1,328
	Kinshofer	Producer of tools for excavators and cranes	Demolition & Tools	Germany	MEUR 66	
	Oriola Dental	Distributor of consumables and equipment	Dental	Finland	MEUR 45	
	Plass Data Dental	Producer of IT-systems for dental clinics	Dental	Denmark	MDKK 7	
	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	
2008	Endomark	Distributor of consumables and equipment	Dental	Sweden	MSEK 9	184
	Tevo	Producer of interiors for vehicles	Systems Solutions	UK	MGBP 8	
	XO Care Denmark A/S	Distributor of dental equipment and services	Dental	Denmark	MDKK 77	
2009	Aponox	Producer of tools for excavators and cranes	Demolition & Tools	Finland	-	53
	Ellman Produkter	Distributor of consumables	Dental	Sweden	MSEK 43	
	Interdental	Distributor of prosthetics	Dental	Norway	MSEK 10	
2010	ATC	Distributor of Brokk machines	Demolition & Tools	France	MEUR 5	48
2011	EDP	Distributor of consumables and equipment	Dental	Germany	MEUR 119	1,460
	NETdental	Distributor of consumables	Dental	Germany	MEUR 20	
	RF-System	Producer of tools for excavators and cranes	Demolition & Tools	Sweden	MSEK 80	
	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

OVERVIEW OF ACQUISITIONS 2014–2016

Year	Company	Description	Type	Country	Sales at acquisition	Total sales MSEK
2014	MDH	Producer of dental prosthetics	Dental	Germany	MEUR 44	400
2015	Auger Torque	Producer of earth drills	Demolition & Tools	UK	MGBP 10	485
	J.H. Orsing	Dental products	Dental	Sweden	MSEK 20	
	Preventum Partner	Accounting services & quality systems	Dental	Sweden	MSEK 10	
	Rapid Granulator	Manufacturer of granulators	Systems Solutions	Sweden	MSEK 300	
	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	
2016	Aquajet Systems	Manufactures hydro-demolition robots	Demolition & Tools	Sweden	MSEK 60	1,210
	Auto-Maskin	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	
	Endodonti products	Dental products	Dental	Sweden	MSEK 10	
	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		

Majority of acquisitions have been add-ons to existing companies – but most continue to be operated autonomously.

OVERVIEW OF ACQUISITIONS 2017

Year	Company	Description	Type	Country	Sales at acquisition	Total sales MSEK
2017	Haglöf Sweden	Professional forest inventory instruments	Systems Solution	Sweden	MSEK 60	1,000
	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	Dental laboratory	Dental	China	MHKD 118 ¹	
	Hydal	Supplier of aluminium cabinets	Systems Solutions	Norway	MNOK 50	
	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		

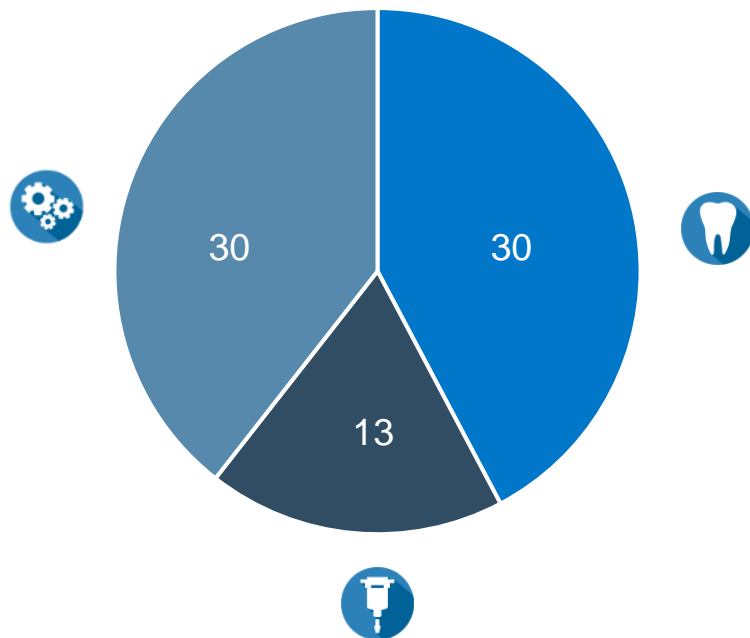
¹80% of the total sales are generated by Lifco's dental company MDH in Germany.

OVERVIEW OF ACQUISITIONS 2018–2020

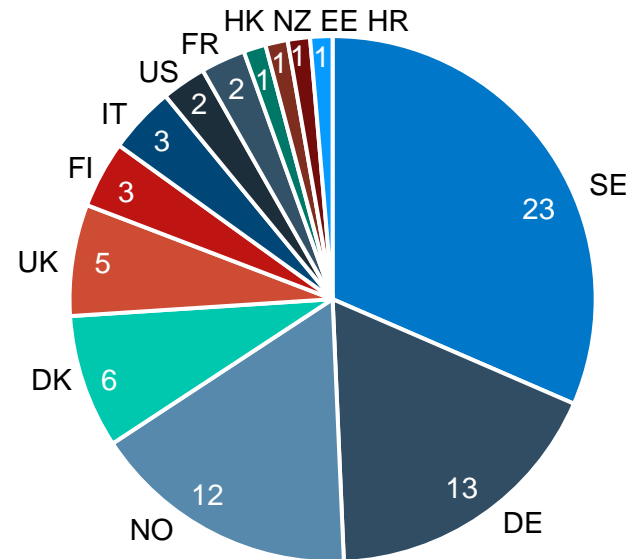
Year	Company	Description	Type	Country	Sales at acquisition	Total sales MSEK
2018	Computer konkret	Software for dentists	Dental	Germany	MEUR 3.8	580
	Spocs	Assembling and testing of electronic products	Systems Solutions	Sweden	MSEK 61	
	Dental Direkt - 3D Dental	Distributor of dental products	Dental	Norway and Denmark	MNOK 95 MDKK 25	
	Assets from Toolpack	Interior for service vehicles	Systems Solutions	Norway	MNOK 40	
	Flörchinger Zahntechnik	Dental laboratory	Dental	Germany	MEUR 1.7	
	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		
2019	Indexator Rotator Systems	Rotators for the forest industry	Demolition & Tools	Sweden	MSEK 300	1,277
	Hammer	Hydraulic breakers	Demolition & Tools	Italy	MEUR 20	
	UK POS	Visual display solutions	Systems Solutions	UK	MGBP 12	
	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	
2020	Rönvig Dental Manufacturing	Dental	Dental	Denmark	MDKK 30	~534
	Workplace Safety	Dental	Dental	Denmark	MDKK 79	
	Dental Grupa	Distributor of dental products	Dental	Croatia	MSEK 94	
	Cramaro Tarpaulin Systems	Tarpaulin systems	System Solutions	Italy	MEUR 27	

NUMBER OF ACQUISITIONS 2006–2020

Segment split



Country split



FINANCIAL TARGETS

Growth in EBITA

- Organic growth in EBITA in excess of GDP growth in relevant geographies
- Acquisitions to add additional growth

EBITA/Capital employed¹

- More than 50%

Net debt/EBITDA

- Normally in the range 2–3x

Dividend policy as % of net profit

- Distribute 30–50% of net profit

¹Excluding goodwill and other intangible assets.

HIGHLIGHTS

Strong track record

- 13.6% annual sales growth rate 2006–2019
- 18.4% annual EBITA growth rate 2006–2019

Focus on profitability

- Good profitability is a prerequisite for sustainable growth

Strong market positions

- Strong market positions in the Nordic markets in the Dental segment (top 2–3) and Demolition & Tools segment (global #1)

Balance sheet target

- Net debt/EBITDA in the range of 2–3X

Cash flow

- Diversification and cash flow focus support low cyclicity, Dental is essentially non-cyclical
- Strong cash flow and deleveraging capabilities
- Low required maintenance capex within the Group

Ownership

- Carl Bennet largest shareholder (50.1% of capital and 68.9% of votes) and committed long-term owner

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