

SVERKER LINDBERG

PRESIDENT AND CEO







OUR VISION

*“To create safe conditions
for everyone working in
challenging environments”*

HAKI SAFETY YEAR-END 2023

Net sales, SEK M

1,188

2022: **1,168**

Operating profit, SEK M

99

2022: **102**

No of employees

300

year-end 2023

Sales in

20

countries

DIVERSE RANGE OF SECTORS

Construction and maintenance of commercial properties, tunnels, bridges, industrial properties



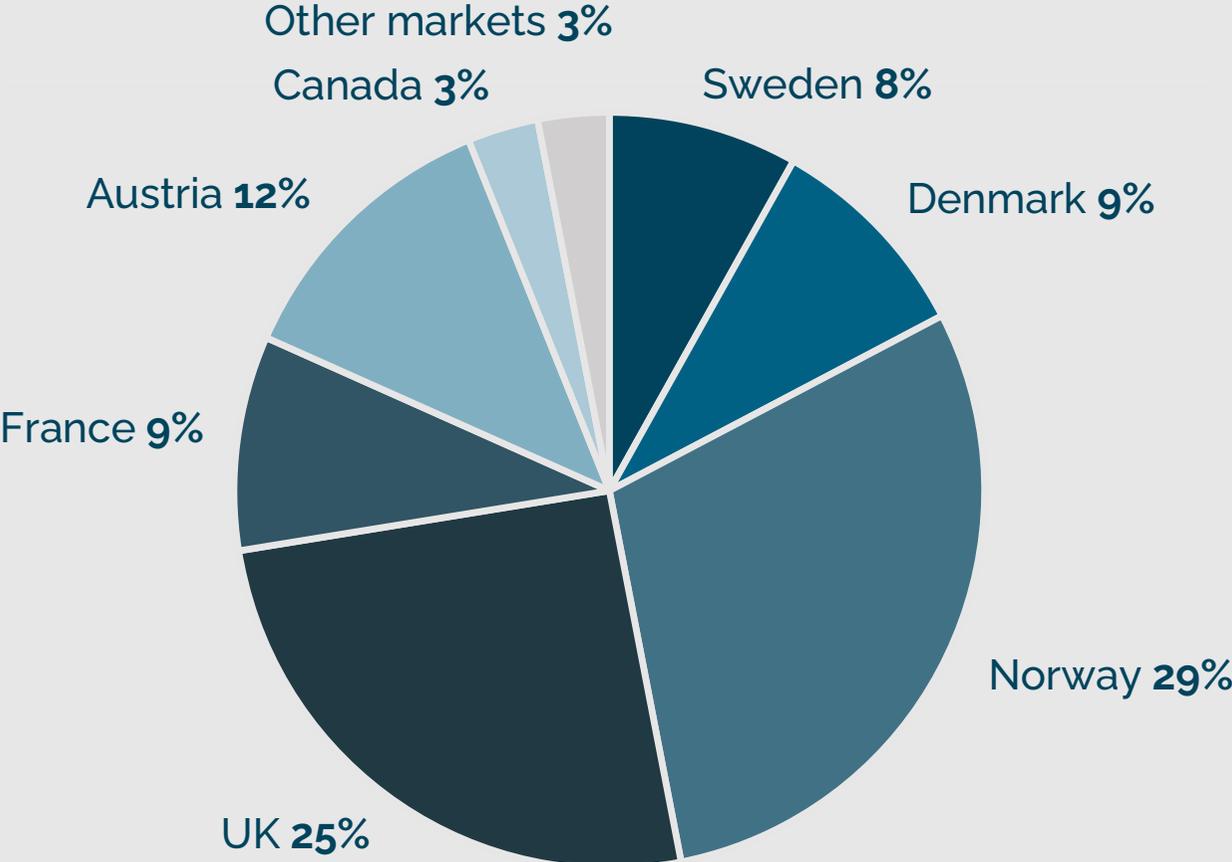
Maintenance of offshore platforms



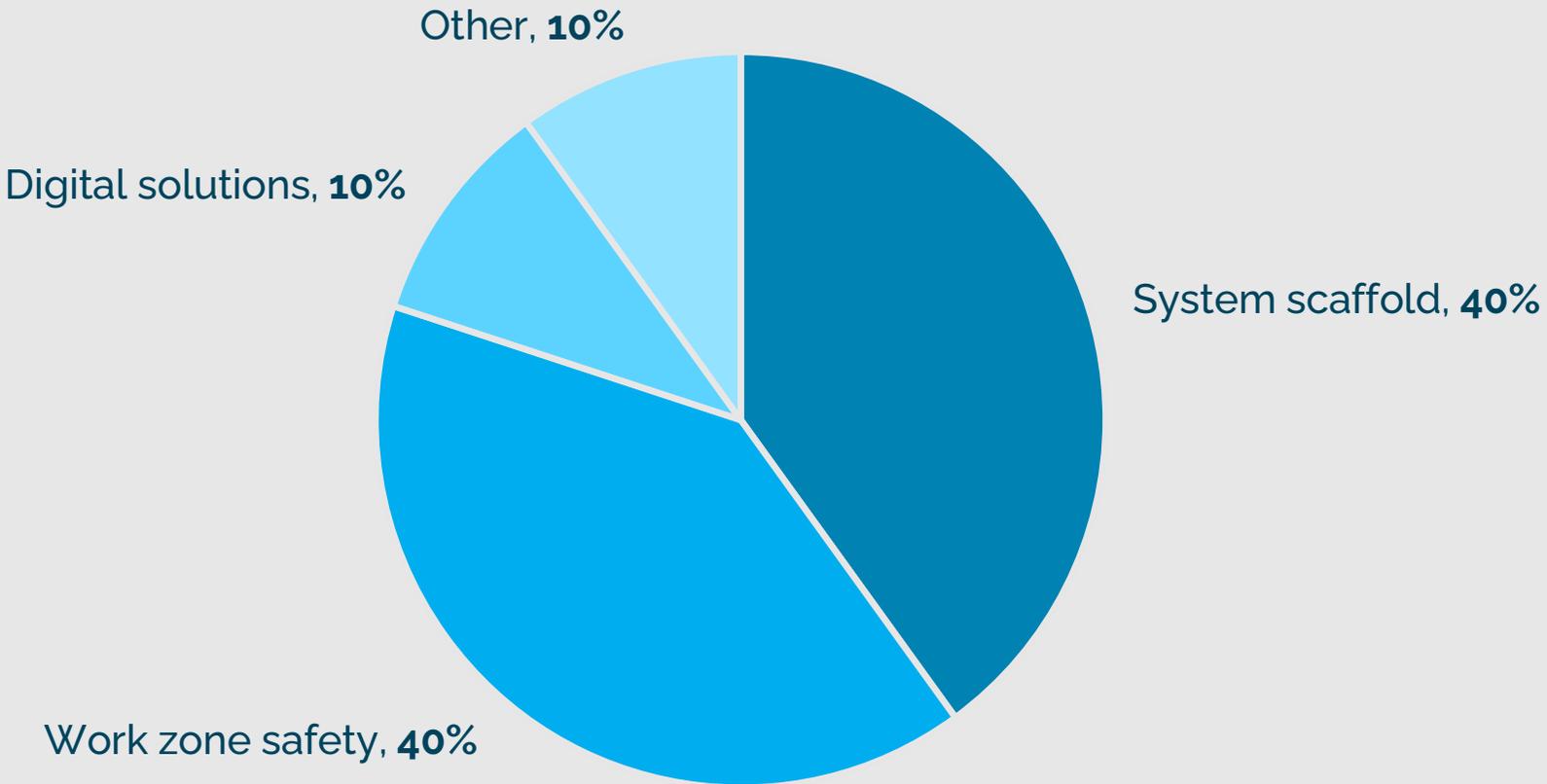
Maintenance of historic buildings



BROAD GEOGRAPHIC PRESENCE



FROM SYSTEM SCAFFOLD TO SAFETY SOLUTIONS



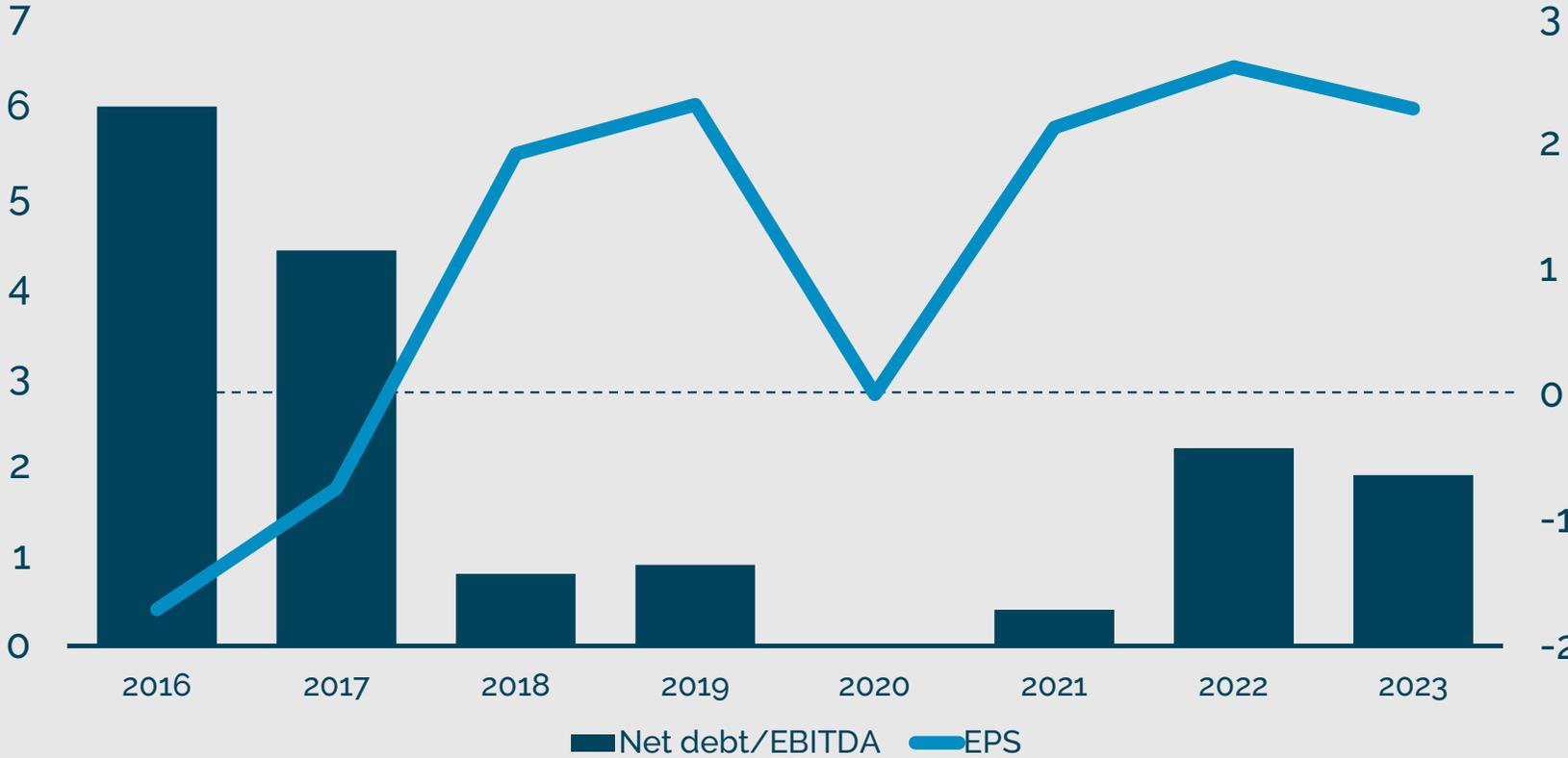
MIDWAY HOLDING 2016



HIGH NET DEBT, LOW EARNINGS PER SHARE

Net debt / EBITDA, times

Earnings/share, SEK



Earnings per share

Loss per share

FROM CONGLOMERATE TO INDUSTRIAL GROUP

Cleaning 2016–

Focusing

Developing 2019–

Conglomerate

HAKI

Industrial group

HAKI **30** % of net sales

HAKI **90** % of net sales

HAKI SAFETY & FAVOURABLE GLOBAL TRENDS

TREND

1. Population growth
2. Urbanisation
3. Higher safety requirements

NEED

Infrastructure
Energy
Industries
Commercial &
residential buildings

HAKI SAFETY

Solutions: Safe access solutions for any situation
Services: 100 years of experience at your service
Savings: Higher performance and lower costs without compromise
Sustainability: Built for a better future

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ADDRESSABLE MARKET

TUBE & FITTINGS - A DECREASING MARKET

HAKI Safety
presence

System scaffold

Tube and fittings

Work zone safety

ADDRESSABLE MARKET

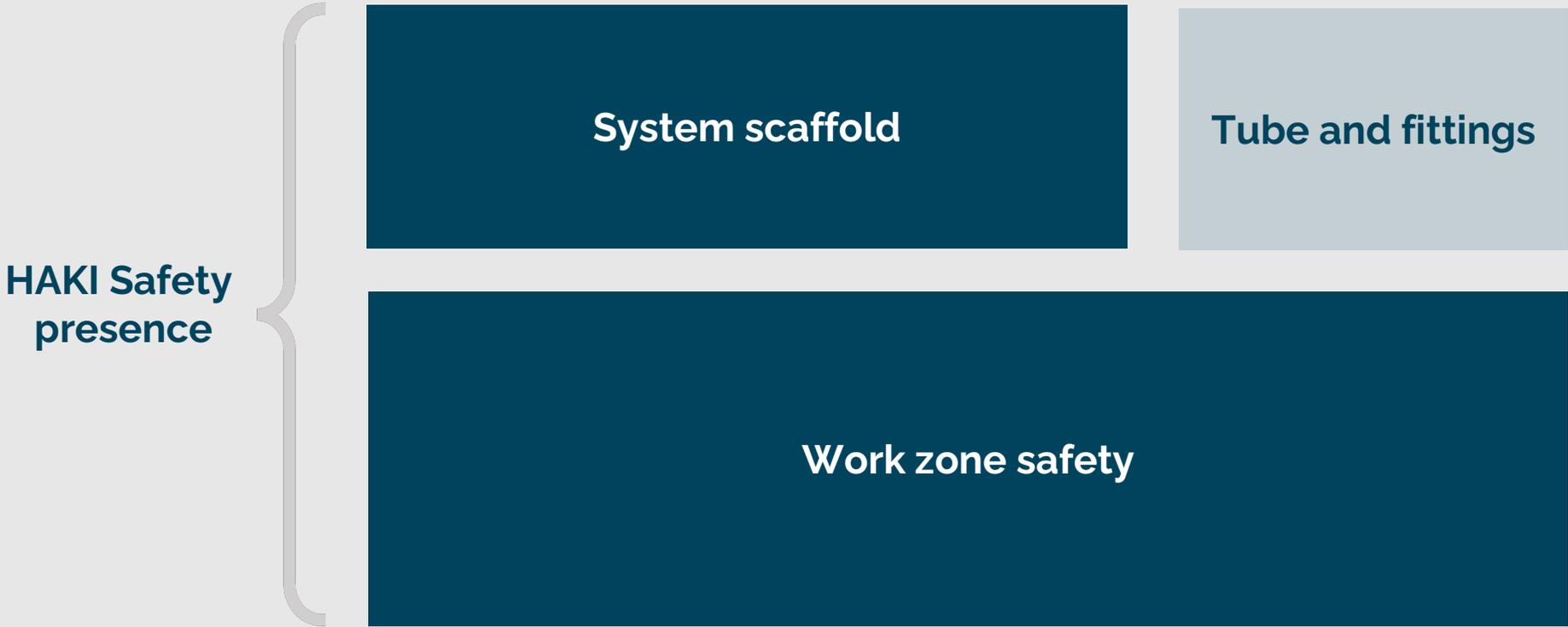
SYSTEM SCAFFOLD - AN INCREASING MARKET

HAKI Safety
presence

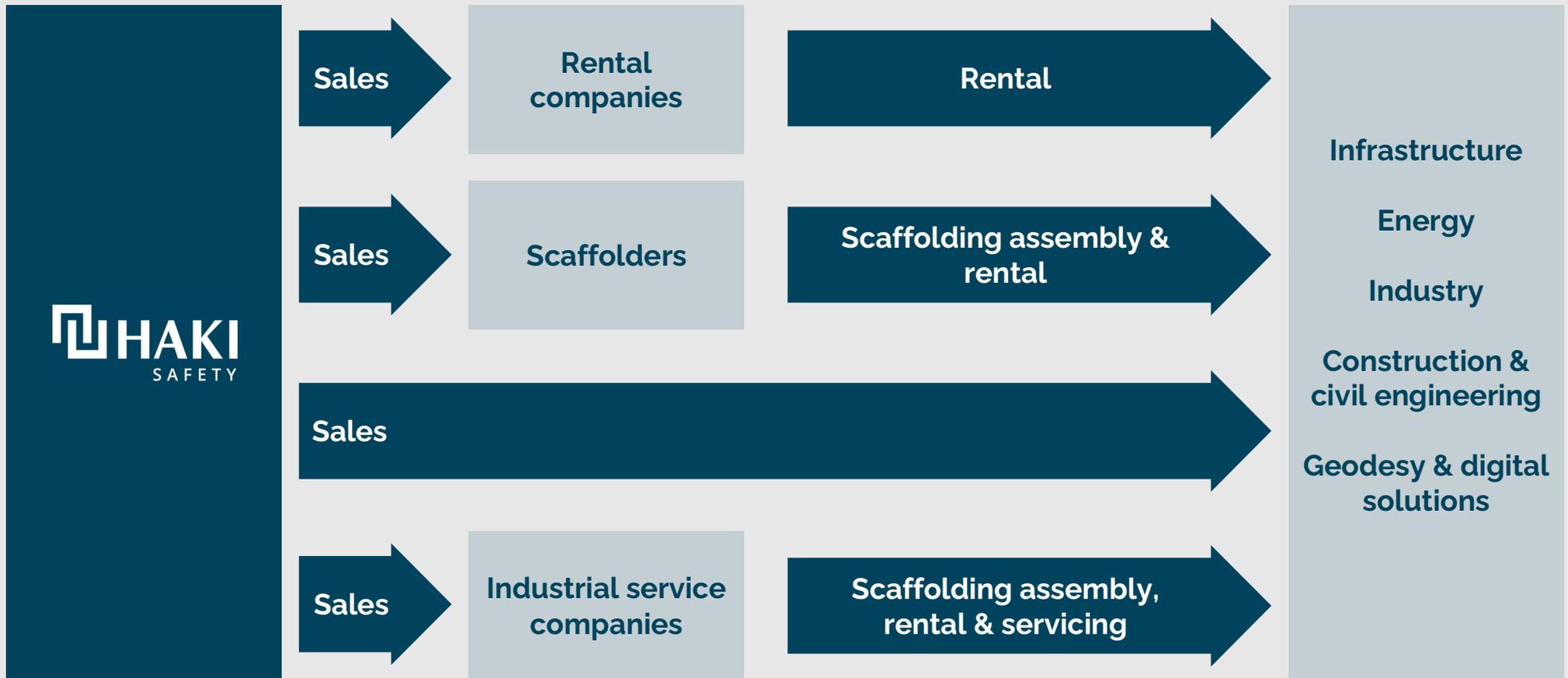


ADDRESSABLE MARKET

WORK ZONE SAFETY - AN INCREASING MARKET

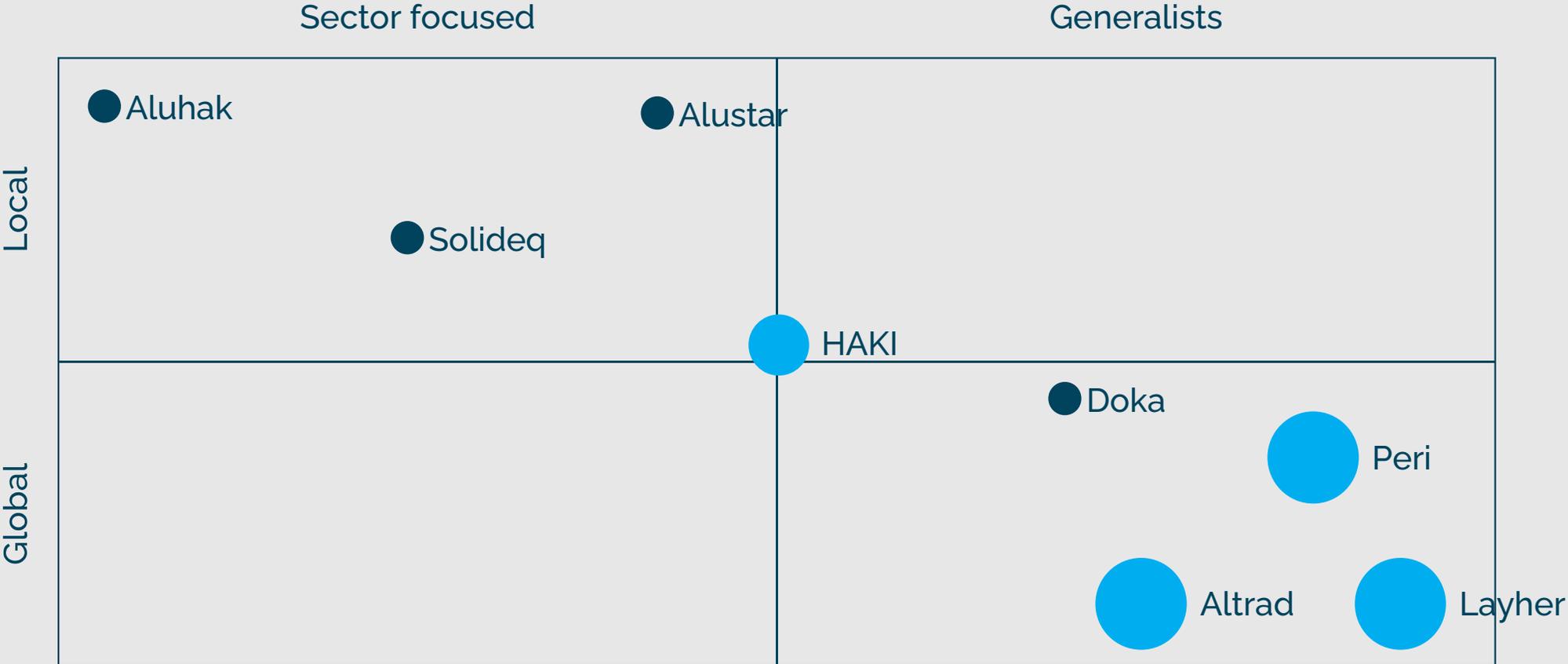


DIVERSE RANGE OF CUSTOMERS



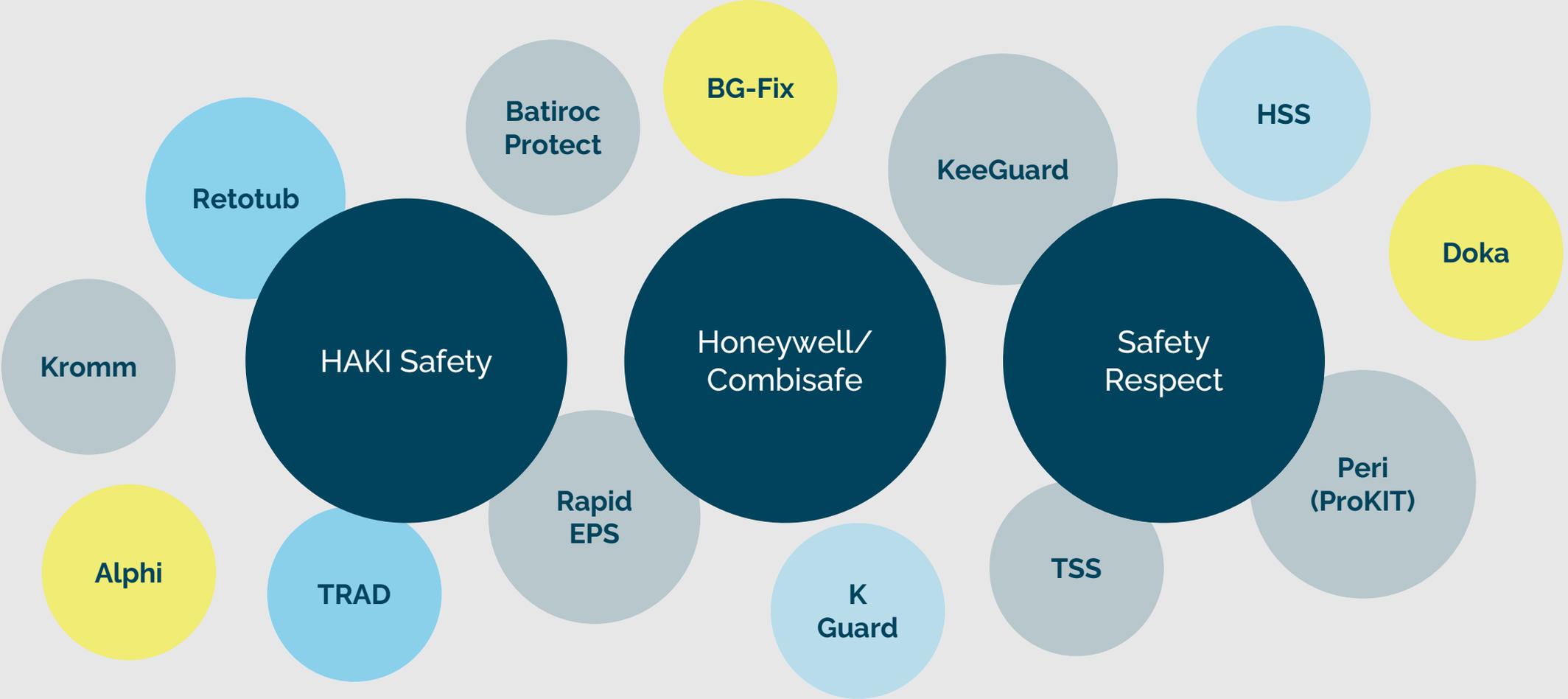
SYSTEM SCAFFOLD MARKET

A FEW LARGER PLAYERS



WORK ZONE SAFETY MARKET

FRAGMENTED MARKET



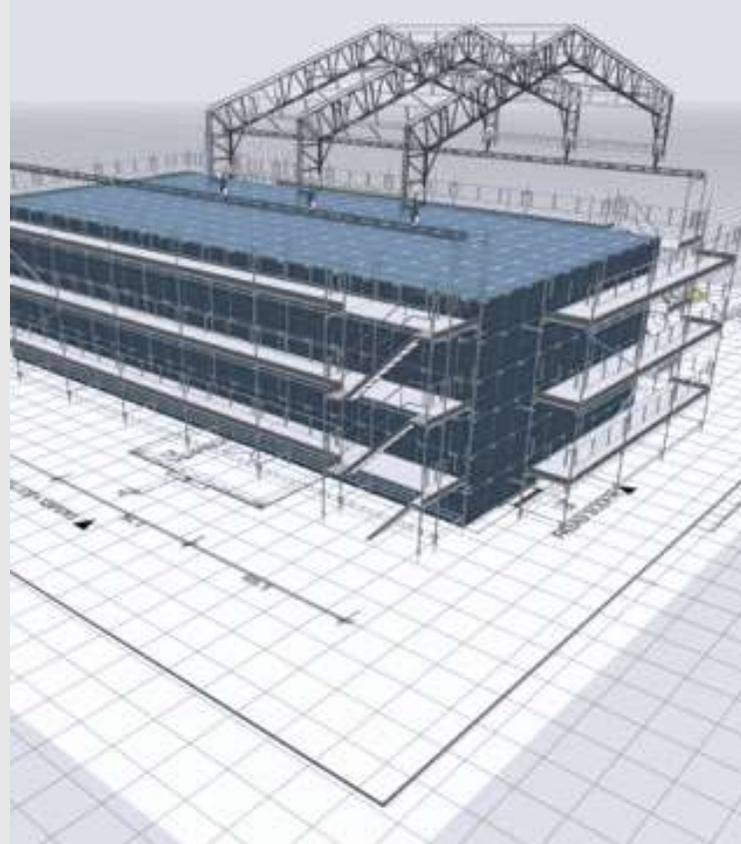
WHY HAKI SAFETY?

GLOBAL YET LOCAL

1. Helping customers win deals



2. Superior digital tools



3. Technical support with guarantees



SOLID STRATEGY FOR PROFITABLE GROWTH

How?

1.
Growth
through
acquisitions

2.
Organic
growth

Where?

3.
Geographical
focus

4.
Segments
with complex
needs

What?

5.
Adapt the
organisation
and offering
to customers

6.
Strengthen
the customer
offering

7.
Optimise the
supply
chain

GROWTH

2020-2023



ACQUIRED GROWTH

Span Access Solutions (UK)

Vertemax Group (UK)

EKRO Bausystem (Austria)

Novakorp Systems (France)

+ SEK **400** M net sales

ORGANIC GROWTH

Strategic rental for complex projects

Shoring

E-Commerce

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2020-2023



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E-Commerce

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CUSTOMER OFFERINGS



ADAPTING OFFERS TO CUSTOMERS

Differentiating customers

- **Large customers**, complex projects
- Advanced digital tools, technical support

- **Small customers**, simple projects
- E-commerce, self-served

STRENGTHENED OFFERINGS

Product development, 1-2% of net sales

25% system scaffold

25% Workzone safety

70% digital solutions

CUSTOMER OFFERINGS



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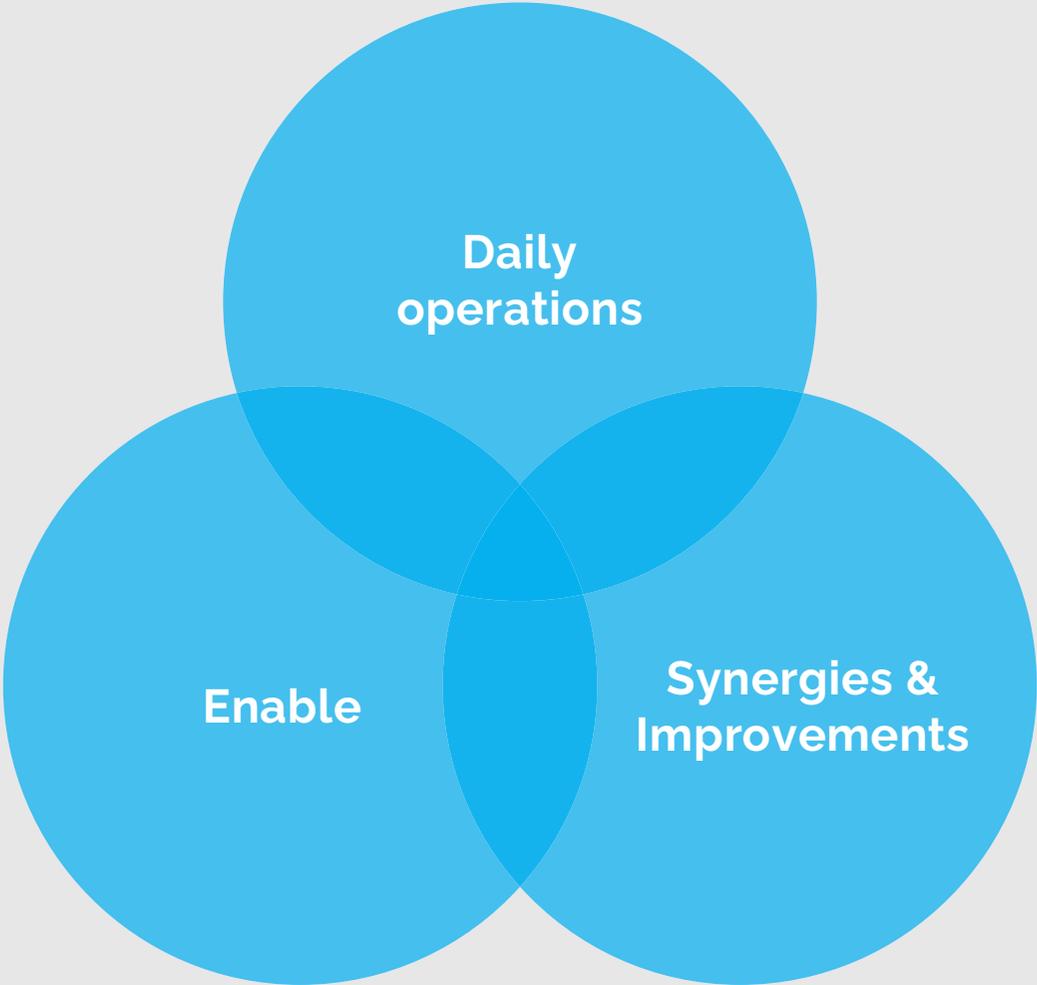
Product development, 1–2% of net sales

15% System scaffold

15% Work zone safety

70% Digital solutions

SUPPLY CHAIN POTENTIALS



GEARED UP FOR GROWTH

- Delivered on strategy:
from conglomerate to industrialist
- Delivered on developing HAKI:
from system scaffold to safety solutions
- Strong offer and position in
an attractive market
- Solid strategy, and potential
in the supply chain

