[INDUS]

PRESENTATION ON THE FINANCIAL YEAR 2021

Bergisch Gladbach, March 23, 2022

SPOKESMEN – MEMBER OF THE BOARD OF MANAGEMENT OF INDUS HOLDING AG

BROAD EXPERTISE FROM GERMAN SME

Dr. Johannes Schmidt

Chairman of the Board

Member of the Board of Management of INDUS Holding AG since January 2006. He assumed the position of Chairman of the Board of Management in July 2018.

Responsibilities

Supporting portfolio companies
Governance
Investor relations
M&A
Public relations
Personnel (INDUS)
Legal
Strategy

Dr. Jörn Großmann

Board Member

Member of the Board of Management of INDUS Holding AG since January 2019.

Responsibilities

Supporting portfolio companies
Development bank
Innovation
Sustainability
Technology

Axel Meyer

Board Member

Member of the Board of Management of INDUS Holding AG since October 2017.

Responsibilities

Supporting portfolio companies
Market excellence
Operational excellence
Investments
Insurance

Rudolf Weichert

Board Member

Member of the Board of Management of INDUS Holding AG since June 2012.

Responsibilities

Supporting portfolio companies
Reporting
Accounting
Compliance
Finance
IT (INDUS)
Risk Management
Taxes (INDUS)

THE 2021 FINANCIAL YEAR

POSITIVE BUSINESS PERFORMANCE IN TRANSITIONAL YEAR 2021

[INDUS]

- Portfolio companies coped well with challenges caused by material shortages and steep price rises
- Financial year 2021 closed above expectations
- Good performance in the Construction/Infrastructure, Engineering and Metals Technology segments
- Progress with transformation of Automotive Technology segment; sale of WIESAUPLAST and further repositioning
- Increase in working capital, but equity ratio and repayment term back within target range
- Interesting acquisitions of JUNGMANN, WIRUS and FLACO in defined growth industries
- Capital increase enabled acquisitions while maintaining stable balance sheet ratios

SUSTAINABLE GROWTH & SOLID FINANCES

AGENDA

1 OUR DNA
2 PARKOUR – OUR STRATEGY
3 INDUS IN FIGURES – FINANCIAL YEAR 2021
4 SHARE AND DIVIDEND
5 OUTLOOK
6 APPENDIX

THE SME HOLDING COMPANY

BUYING AND DEVELOPING HIDDEN CHAMPIONS AMONG SMES

[INDUS]

We primarily acquire owner-managed companies operating in the manufacturing SME sector. We guide their long-term orientation and support their entrepreneurial development.

INDUS BUSINESS MODEL

GERMAN SMES ARE OUR PASSION

- INDUS is a leading specialist in the long-term investment in and development of companies in the SME sector of the German-speaking countries
- Investing in hidden champions in the manufacturing SME sector
- Diversified portfolio of 46 companies
- Growth and stable earnings thanks to our sustainable corporate strategy

BUY, HOLD & DEVELOP

M&A STRATEGY

INVESTMENT IN GROWTH INDUSTRIES

[INDUS]

FUTURE INDUSTRIES

- Automation and measuring technology and control engineering
- Infrastructure and logistics technology
- Construction technology
- Safety technology
- Medical engineering for the aging society
- Energy and environmental technology

ACQUISITIONS

- Lean process
- Financial, commercial and technical due diligence with in-house personnel
- Legal and tax due diligence with external advisors
- No external financing partners

OUR PROMISE

- Preserve a life's work
- Uphold culture
- Gradual leadership transition
- Development of the company

FINANCIAL CRITERIA

- Sales: EUR 20–100 million
- Double-digit EBIT margin
- Equity ratio > 30%
- Cash flow orientation
- Low/no bank liabilities

OPERATING CRITERIA

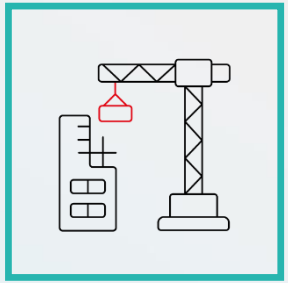
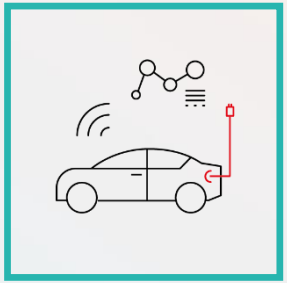
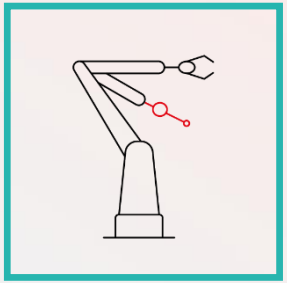
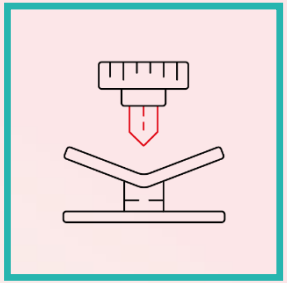
- Broad customer base
- Niche positioning
- Own industrial added value
- Growth prospects, also internationally

BUY, HOLD & DEVELOP

ONE GROUP – MANY WINNERS

SALES CONTRIBUTIONS BY SEGMENT (BASE: FY 2021)

[INDUS]

25.9%	16.2%	25.2%	8.6%	24.1%
				
CONSTRUCTION/ INFRASTRUCTURE	AUTOMOTIVE TECHNOLOGY	ENGINEERING	MEDICAL ENGINEERING/LIFE SCIENCE	METALS TECHNOLOGY
12	7	13	5	9
PORTFOLIO COMPANIES	PORTFOLIO COMPANIES	PORTFOLIO COMPANIES	PORTFOLIO COMPANIES	PORTFOLIO COMPANIES

DIVERSIFIED PORTFOLIO IS A CORE ELEMENT OF THE STRATEGY

INDUS BUSINESS MODEL

INDUS PORTFOLIO COMPANIES ARE REPRESENTED INTERNATIONALLY

SALES AND EMPLOYEES GLOBALLY

Sales:	EUR 1.74 billion
Employees:	10,910

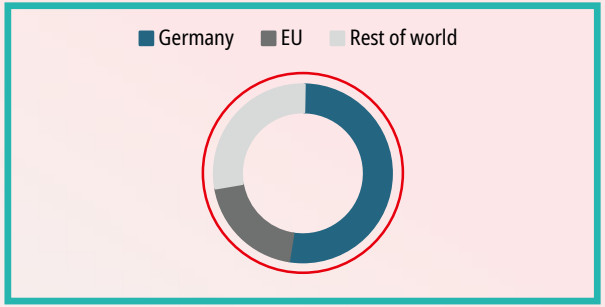
(as at Dec. 31, 2021)

THE INDUS GROUP WITH LOCATIONS IN

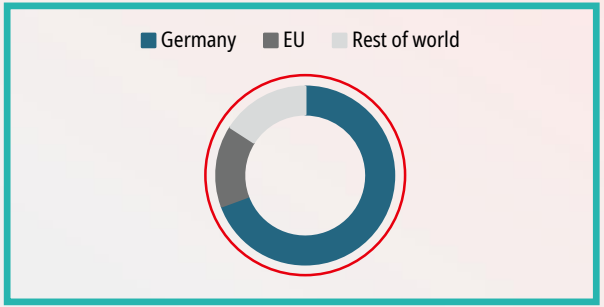
31

COUNTRIES AROUND THE WORLD

CONTRIBUTION TO SALES BY REGION



EMPLOYEES BY REGION



Sales and employee figures and locations as at Dec. 31, 2021

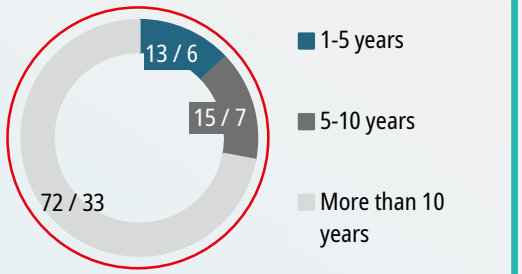
LONG-TERM HOLDING PERSPECTIVE ENSURES STABILITY

PORTFOLIO STRUCTURE BALANCED BY AGE, SALES AND REGION

[INDUS]

PORTFOLIO STRUCTURE BY AGE

72% > 10 years in the portfolio

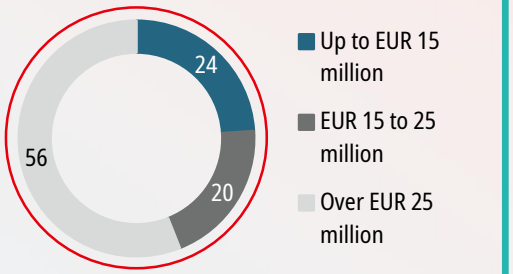


(in % / number of portfolio companies)

"Buy, hold & develop" is a long-term promise by INDUS to hold the portfolio companies for a longer period while simultaneously developing them.

PORTFOLIO STRUCTURE BY SALES

EUR 10 to 100 million

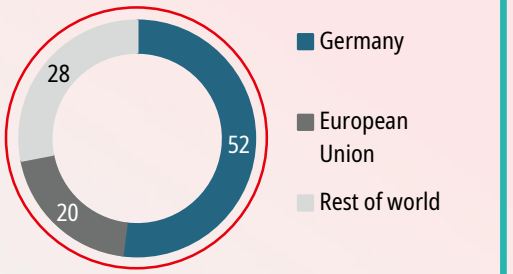


(in %)

INDUS is a leader among both listed and non-listed private equity companies

SALES BY REGION

Focus on German SME



(in % of sales)

The first step is the acquisition by INDUS of exclusively majority stakes in SMEs in Germany or Switzerland

THE "INDUS OPERATING SYSTEM"

PORTFOLIO COMPANIES ARE RESPONSIBLE FOR DEVELOPING THEIR OWN BUSINESS

CREATING SUSTAINABLE VALUE

OUR PROMISE TO OUR STAKEHOLDERS

[INDUS]

SHAREHOLDERS

Shareholders can invest in a highly diversified managed corporate portfolio in the SME sector of the German speaking countries – with a reliable dividend from a stable bottom line.

ENTREPRENEURS INTENDING TO SELL

"We preserve the life's work of the founding entrepreneurs and secure the identity, continuation and successful evolution of our portfolio companies."

Dr. Johannes Schmidt
Chairman of the Board

PORTFOLIO COMPANIES

Companies in our Group enjoy a secure environment for continuous development in rapidly changing markets.

CUSTOMERS, EMPLOYEES, COMPANY AND ENVIRONMENT

All profit from INDUS, a member of society committed to sustainability.

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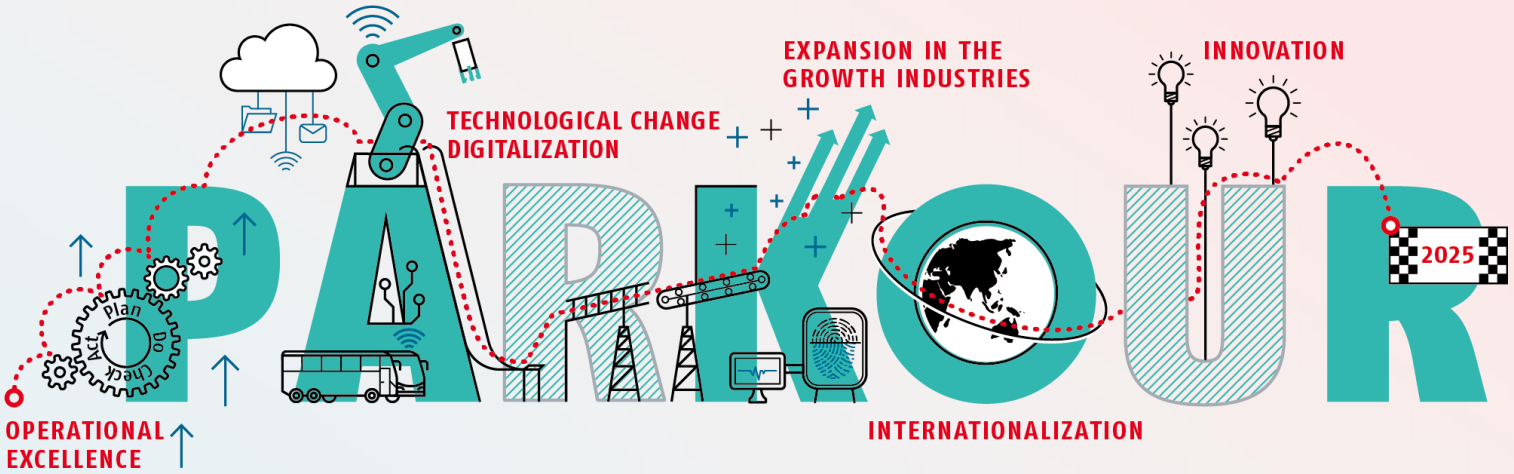
THE PARKOUR STRATEGY

IMPROVING PERFORMANCE

[INDUS]



1 STRENGTHENING PORTFOLIO STRUCTURE

2 DRIVING INNOVATION

3 IMPROVING PERFORMANCE

4 STRIVING FOR SUSTAINABILITY — NEW

OUR GOALS FOR THE COMING YEAR

CONTINUE DEVELOPING THE INVESTMENT PORTFOLIO

[INDUS]

1 STRENGTHENING PORTFOLIO STRUCTURE

- Speed up acquisitions in growth industries
- Review specific company disposals

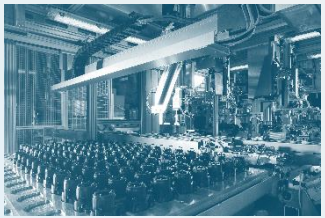
STRENGTHENING PORTFOLIO STRUCTURE

INDUS SELLS WIESAUPLAST GROUP TO THE SCHERDEL GROUP

[INDUS]

- Part of the INDUS portfolio since 1997
- The SCHERDEL Group is a strategic investor with technological competence and an international position as a supplier to the automotive series production market; it offers the right development opportunities for the WIESAUPLAST Group.
- Sale gives INDUS further opportunities for external expansion in defined growth industries
- Deconsolidation as of 12/30/2021

WIESAUPLAST



SUCCESSFUL CONTINUATION OF TRANSFORMATION IN AUTOMOTIVE TECHNOLOGY SEGMENT

STRENGTHENING PORTFOLIO STRUCTURE

VALUE-ADDING ACQUISITIONS IN GROWTH INDUSTRIES IN 2021

[INDUS]

VALUE-ADDING ACQUISITIONS IN GROWTH INDUSTRIES

FUTURE INDUSTRIES

- Automation and measuring technology and control engineering
- Infrastructure and logistics technology
- Construction technology
- Safety technology
- Medical engineering for the aging society
- Energy and environmental technology

WIRUS FENSTER · JST · FLACO

ENGINEERING SEGMENT

FINANCIAL CRITERIA

- Sales: EUR 20–100 million
- Double-digit EBIT margin
- Equity ratio > 30%
- Cash flow orientation
- Low/no bank liabilities

Investments of EUR 67.3 million to acquire portfolio companies

Contribution to sales from acquisition through 12/31/2021: EUR 64.5 million

Average target margin > 10%

THREE ACQUISITIONS IN 2021

JUNGMANN SYSTEMTECHNIK GMBH & CO. KG

NOVEMBER 2020: INDUS ACQUIRES CONTROL ROOM SPECIALIST

[INDUS]

- Attractive boost to Engineering segment
- Conceptual design, construction and maintenance of control room solutions
- Traditional areas of activity are production control centers for industry, control rooms for energy and water management, IT control rooms for data centers, and safety and traffic control centers
- Based in Buxtehude
- Annual sales of approx. EUR 12 million
- Acquisition of 100% of the shares

GROWTH INDUSTRY: AUTOMATION, MEASURING TECHNOLOGY AND CONTROL ENGINEERING

WIRUS FENSTER GMBH & CO. KG

MARCH 2021: INDUS ACQUIRES MANUFACTURER OF WINDOWS AND DOORS WITH HIGH EARNING POWER

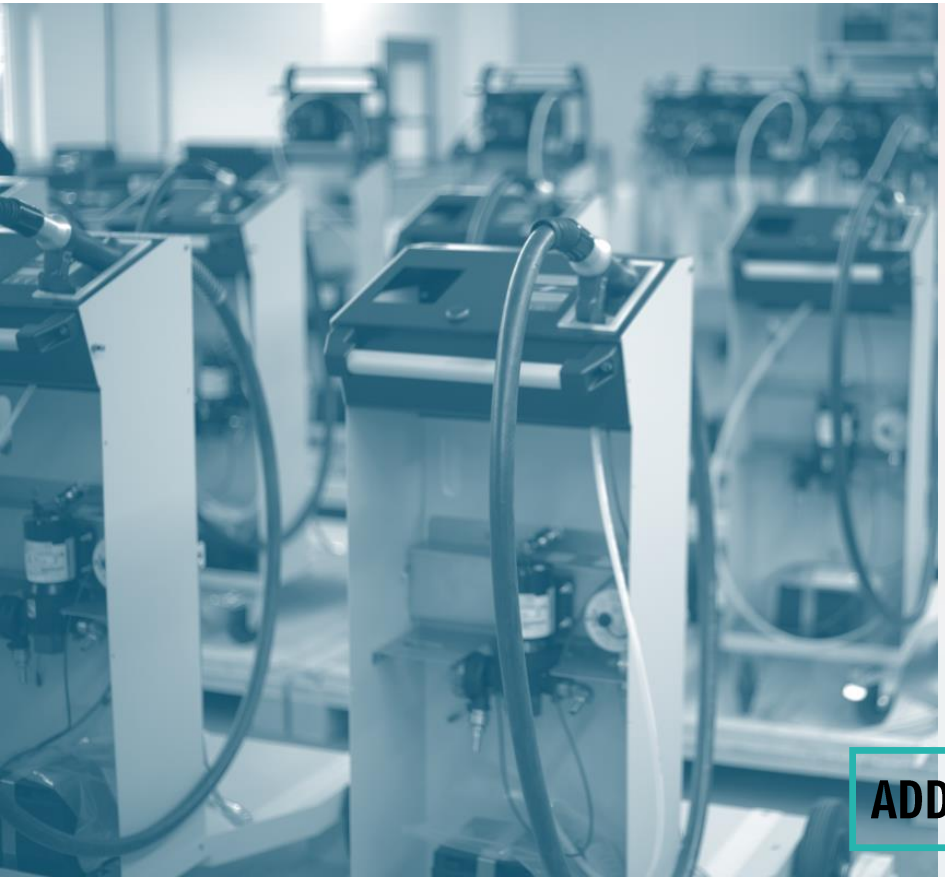
GROWTH INDUSTRY: CONSTRUCTION TECHNOLOGY

- Attractive company to boost the Construction/Infrastructure segment
- Rapidly growing full-service provider for windows and doors made of plastic and aluminum: high quality assured through selection of materials, modern manufacturing technology, craftsmanship, quality assurance, logistics and delivery throughout Germany and Europe
- Distribution exclusively via authorized dealers
- High level of digitalization: network covering full supply chain, lean manufacturing, just-in-time delivery without temporary storage
- Headquarters in Rietberg-Mastholte
- Annual sales of EUR 64 million in 2021 (previous year: EUR 56 million, +10%)
- Acquisition of 70% of shares; managing director and family hold remaining 30% of shares

FLACO GERÄTE GMBH – ACQUISITION OF SUB-SUBSIDIARY

JUNE 2021: INDUS STRENGTHENS PORTFOLIO WITH A FLUID SYSTEMS SPECIALIST

[INDUS]



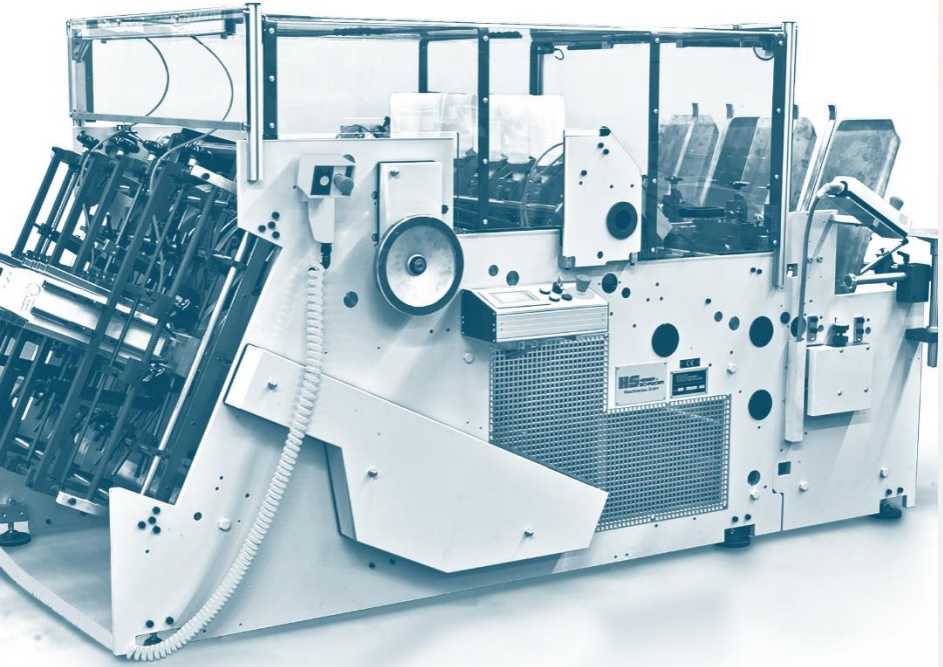
- Niche provider of products and systems for fueling technology, workshop equipment and fluid management, focusing on the D/A/CH market.
- Technology and market leader in the field of AdBlue® fueling
- Headquarters in Gütersloh
- Annual sales of approx. EUR 12 million
- Acquisition of 80% of shares by HORNGROUP Holding GmbH & Co. KG
- FLACO offers market access and high levels of technological expertise, and also supports HORNGROUP in its current growth prospects

ADDITION TO HORNGROUP

2022: HEIBER + SCHRÖDER MASCHINENBAU GMBH

SIGNING IN DECEMBER 2021: INDUS ACQUIRES SPECIALIST FOR PACKAGING MACHINERY

[INDUS]



Not yet closed

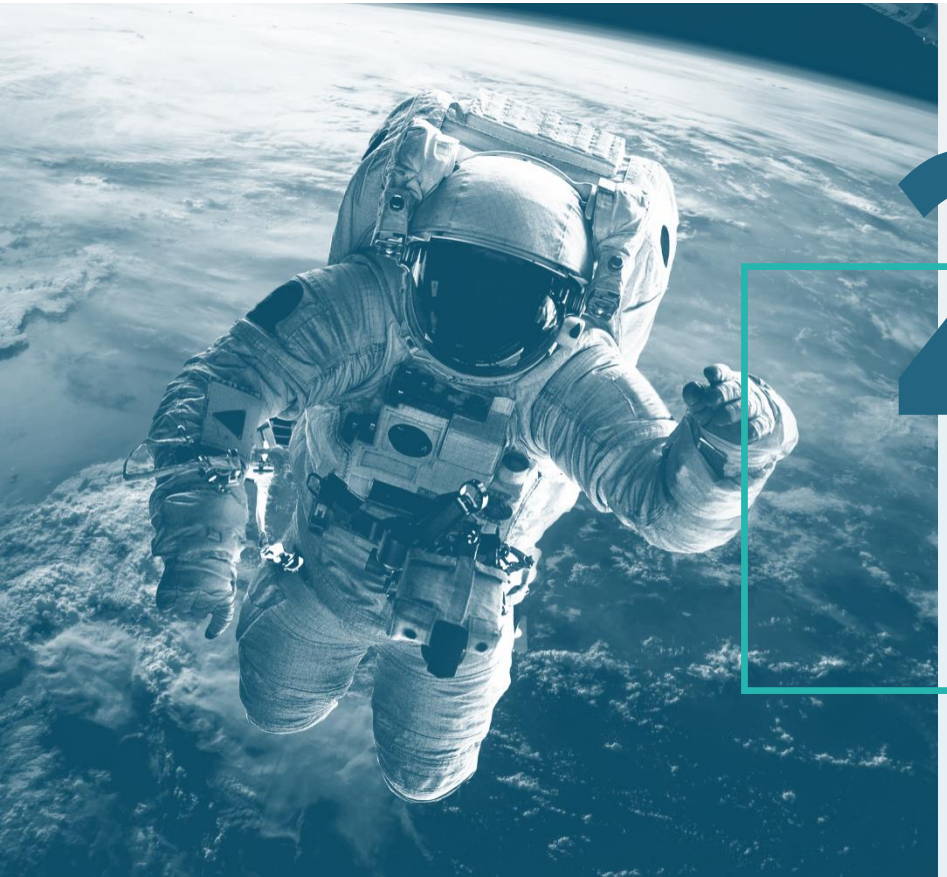
- H+S is a leading provider of special machinery for the global packaging industry
- Market and technology leader in the niche areas of cardboard folding machinery and window insertion machinery
- Significant growth potential from innovative new developments for new application areas in mega markets
- Customers mostly suppliers to the food and cosmetic industries, but also to the household goods and toy industries
- Headquartered in Erkrath
- Annual sales of approx. EUR 28 million (2021)
- Acquisition of 100% of the shares
- **Closing in H1 2022**

GROWTH POTENTIAL OF AUTOMATION AND TREND TOWARDS SUSTAINABILITY

OUR GOALS FOR THE COMING YEAR

CONTINUE DEVELOPING THE INVESTMENT PORTFOLIO

[INDUS]



2 DRIVING INNOVATION

- Expand understanding of innovation
- Acquire younger, innovative companies
- Support with more funding and know-how

DRIVING INNOVATION

FOCUS ON OPPORTUNITIES

[INDUS]

Digitalize products

Cutting-edge functional materials

Circular economy 4.0

Sustainability as a driver of innovation

Develop digital business models

"Broader understanding of innovation: In addition to products we are also looking at services, business processes and business models."

Dr. Jörn Großmann
Board Member

FOCUS OF THE INNOVATION STRATEGY

DRIVING INNOVATION

HOW INDUS DRIVES INNOVATION AT ITS PORTFOLIO COMPANIES

[INDUS]

INNOVATION

KNOWLEDGE

- Market and trend analyses
- Managing innovation processes
- Innovation portfolios
- Agile capability and routines

+

DEVELOPMENT BANK

- Financing of up to 80% of the project volume
- Supporting innovation projects
- Development of new technologies and markets

+

NETWORK

- Sharing experience and knowledge Group-wide
- Recruiting experts
- Cooperation with universities and research institutes

+

STRATEGIC PROJECTS

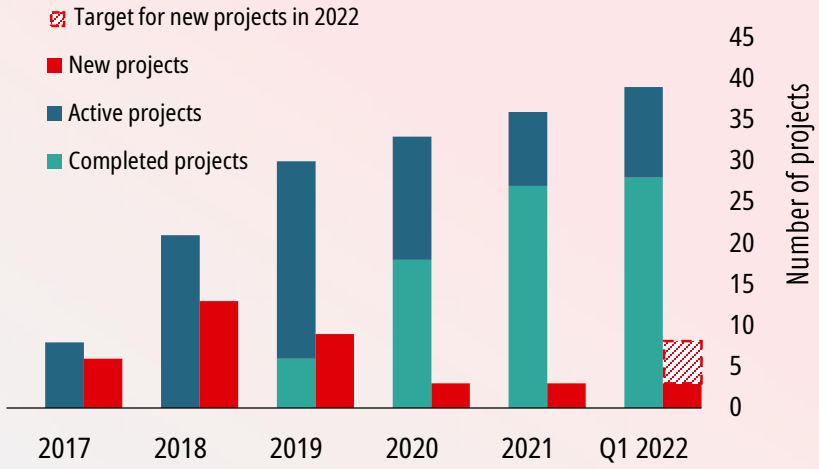
- Deriving innovation strategies
- Overcoming anti-innovation bias
- Technology & innovation road map
- Core skills analysis

NEW PRODUCTS | NEW BUSINESS MODELS | NEW SERVICES | NEW BUSINESS PROCESSES

INNOVATION DEVELOPMENT BANK

THE INDUS INNOVATION DEVELOPMENT BANK OFFERS VITAL SUPPORT TO THE PORTFOLIO COMPANIES

- Fall in number of project applications during the coronavirus pandemic
- Increase in development bank projects in 2022
- Existing projects completed from 2019, also in 2020 and 2021
- Orders of more than €20 million already received from new projects funded by the development bank since 2019; increasingly in INDUS cutting-edge areas
- INDUS continues to provide a reliable 3% of consolidated EBIT (~EUR 4 million) to support innovation



2021:
- Process innovation
- Recycling
- Circular economy

2022:
- Digitalized product
- Energy storage systems
- Green technologies

INCREASE IN FUNDING APPLICATIONS IN Q1 2022 SHOWS GROWTH IN INNOVATIVE ACTIVITIES AIM IS TO REGAIN 2019 LEVEL

DRIVING INNOVATION

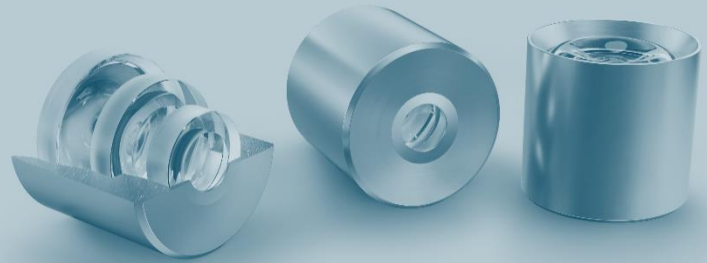
SAMPLE PROJECT: MINIATURIZED SINGLE-USE LENSES AT MIKROP AG

[INDUS]

DEVELOPMENT BANK PROJECT

- Development of **ultra-precise, single-use micro-lenses** for minimally invasive surgery
- Single use avoids bacteria forming in the channels and infection between patients
- No cleaning or disinfection required, so no risk of damaging the endoscope
- Plastic lenses produced using lower-cost injection molding
- Production process uses sophisticated molds that enable complex lens geometries

NEW FREEFORM LENSES ENABLE VERY HIGH IMAGE QUALITY AND MAXIMUM DEPTH OF FIELD.



FOCUS ON CUTTING-EDGE TOPICS AND TECHNOLOGIES

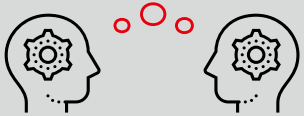
DEVELOP KNOWLEDGE MANAGEMENT IN THE PORTFOLIO COMPANIES

[INDUS]

Theme-based, inter-company working groups

Exchange knowledge and experience within the Group

Pass on expert knowledge



Focus on gaining knowledge of cutting-edge topics

Exploring problems in cutting-edge areas

Identify and exploit business opportunities

DIGITALIZATION

SUSTAINABLE CONSTRUCTION

HYDROGEN

OUR GOALS FOR THE COMING YEAR

CONTINUE DEVELOPING THE INVESTMENT PORTFOLIO

[INDUS]

3

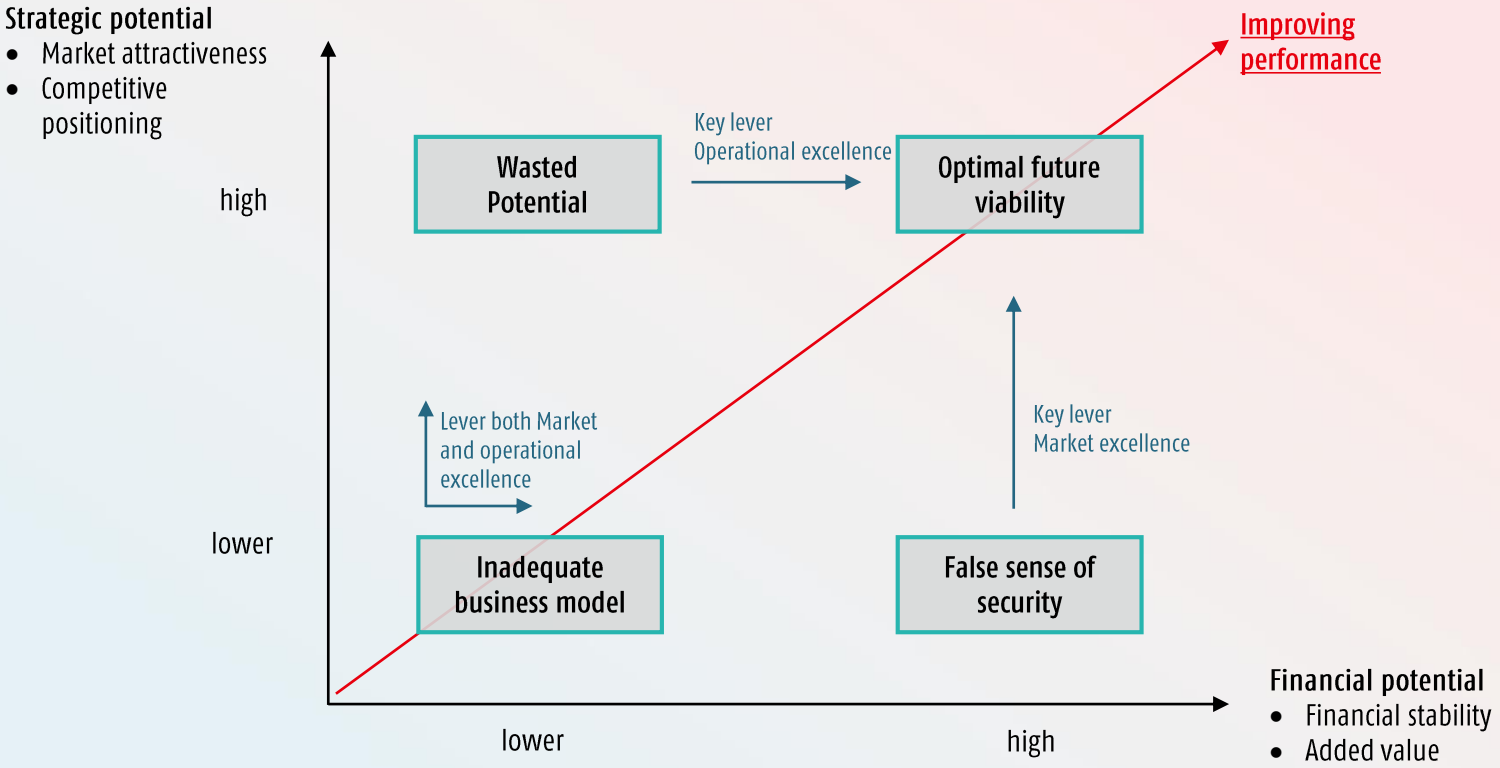
IMPROVING PERFORMANCE

- Driving market excellence
- Driving operational excellence

IMPROVING PERFORMANCE

LOGIC OF EXCELLENCE INITIATIVES

[INDUS]



IMPROVING PERFORMANCE

HOW INDUS DRIVES OPERATIONAL EXCELLENCE AT ITS PORTFOLIO COMPANIES

[INDUS]

OPERATIONAL EXCELLENCE

KNOWLEDGE

- Specialized workshops and best practice days
- Certified lean management training for the portfolio companies
- Platform for sharing knowledge

+

STATUS CHECK

- Group-wide status checks of production processes specific to the portfolio companies
- Deriving concrete recommendations for action
- Institutionalized management of activities

+

NETWORK

- Sharing experience and knowledge Group-wide
- Recruiting experts
- Cooperation with universities and advisory companies

+

IMPLEMENTATION

- Support for transformation and optimization projects
- Sparring partner, project management and operational cooperation

PROCESS OPTIMIZATION | QUALITY IMPROVEMENT | COST REDUCTIONS | AGILITY

IMPROVING PERFORMANCE

FOCUS OF THE OPERATIONAL EXCELLENCE INITIATIVE IN 2021

[INDUS]

KNOWLEDGE

- Continue Lean mgmt. training program
  ⇒ now 120 Lean specialists in the Group
- Successful implementation of shopfloor management training program

+

STATUS CHECK

- 21 status checks as first-time or repeat audits
  ⇒ good progress is being made with working through to-do lists for production and internal company logistics
- Partial use in M&A due diligence processes

+

NETWORK

- Regular inter-company feedback groups
  ⇒ with two online and two face-to-face events

+

IMPLEMENTATION

- Support for 10 larger transformation projects in portfolio companies;
  Focus areas:
  + Develop vision for production
  + Plan factory layout
  + Introduce Lean mgmt.
  + Introduce ERP system

IMPROVING PERFORMANCE

HOW INDUS DRIVES MARKET EXCELLENCE AT ITS PORTFOLIO COMPANIES

[INDUS]

MARKET EXCELLENCE

KNOWLEDGE

- Strengthen methodological competence
- Workshops and seminars on marketing, sales and pricing

+

STATUS CHECK

- Modular status checks on strategy, marketing, sales and pricing
- Deriving concrete recommendations for action
- Institutionalized management of activities

+

NETWORK

- Sharing experience and knowledge Group-wide
- Recruiting experts
- Collaboration with specialized service providers and advisory companies

+

IMPLEMENTATION

- Transformation and optimization projects
- Sparring partner, project management and operational cooperation

PRODUCT DEVELOPMENT | MARKETING | PRICING | SALES ORGANIZATION

IMPROVING PERFORMANCE

FOCUS OF THE MARKET EXCELLENCE INITIATIVE IN 2021

[INDUS]

KNOWLEDGE

- Develop range of seminars on sales topics
  ⇒ Strengthen exports
  ⇒ Sales coordination
  ⇒ Pricing
- Need identified in digital sales and marketing
  ⇒ Create suitable supporting materials

+

STATUS CHECK

- Format has been standardized and established as a basis for implementation and M&A projects
- 6 status checks as new audits
  ⇒ key strategic potential identified, especially in product portfolio management and pro-active marketing

+

NETWORK

- Partner network for market research expanded
- Develop competence in carrying out global expert interviews on market- and customer-related issues

+

IMPLEMENTATION

- Support for 5 larger transformation projects in portfolio companies;
  Focus areas:
  + Market positioning
  +Product portfolio management
  + Sales channels/processes
  + Pricing
  + Sales coordination

OUR GOALS FOR THE COMING YEAR

CONTINUE DEVELOPING THE INVESTMENT PORTFOLIO

[INDUS]

4

STRIVING FOR SUSTAINABILITY

- Become climate neutral with focused funding from the sustainability development bank
- Monitor progress with clear system of performance indicators
- Introduce sustainability component to compensation paid to the Board of Management

SUSTAINABLE PRACTICES

HOW INDUS DRIVES SUSTAINABLE PRACTICES AT ITS PORTFOLIO COMPANIES

[INDUS]

STRIVING FOR SUSTAINABILITY

KNOWLEDGE

- Analyze potential of portfolio companies
- Continue building a system of KPI
- Keep refining reporting

+

DEVELOPMENT BANK

- Fund environmental efficiency measures that make a significant contribution to reducing emissions or conserving resources
- Partial funding

+

NETWORK

- Sharing experience and knowledge Group-wide
- Recruiting experts
- Cooperation with universities and research institutes

+

STRATEGIC PROJECTS

- Define sustainability strategies and targets at holding company level
- Integrate sustainable management control into the corporate culture of the portfolio companies

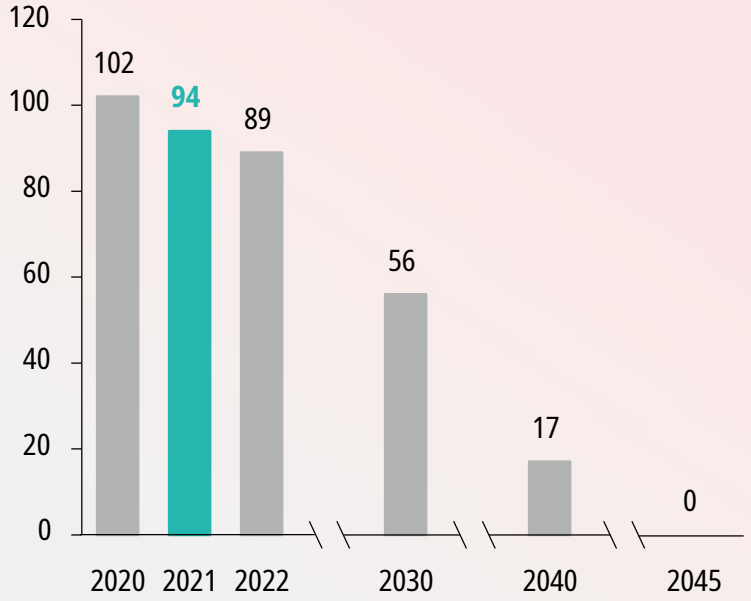
PROFESSIONALIZATION | RESSOURCE CONSERVATION | SOCIAL RESPONSIBILITY | COMPETITIVE ADVANTAGE

SUSTAINABLE PRACTICES: IMPORTANT KPIS

REDUCTION OF GHG EMISSIONS IS EMBEDDED IN BOARD OF MANAGEMENT COMPENSATION

- Emission reduction target as a key sustainability component of Board of Management compensation
- INDUS on track for climate neutrality in 2045
- Reduction target for 2021 significantly overachieved
- Detailed list of measures at portfolio company level
- Sustainability development bank is key tool for meeting targets
- Sustainability is an integral part of the M&A process (selection and DD)

SCOPE 1 + 2 GREENHOUSE GAS EMISSIONS
(t CO2eq/m EUR net GVA)



FUNDING SUSTAINABLE PRACTICES IN THE GROUP

SUSTAINABILITY DEVELOPMENT BANK

[INDUS]

OBJECTIVE

- Fund environmental efficiency measures that make a significant contribution to **reducing emissions** and **conserving resources**
- Based on successful introduction of the innovation development bank

PROJECTS

- Start in January 2022
- Switch to energy-efficient facilities, improve heat efficiency or use renewable energy
- Five projects already under way for 2022 (capex of EUR 5.6 million)

UP TO EUR 5 MILLION ANNUALLY ARE RESERVED FOR THE SUSTAINABILITY DEVELOPMENT BANK

SUSTAINABLE PRACTICES: THINKING HOLISTICALLY

SIX ACTION AREAS MANAGED BY KPI

[INDUS]

- PROTECTING THE ENVIRONMENT
- FAIR WORK
- SOCIAL JUSTICE
- HUMAN RIGHTS
- HONEST BUSINESS
- SHAREHOLDER SUPPORT

System of KPI

- CODE OF CONDUCT
- ENERGY INTENSITY
- LOCAL COMPLAINTS
- GHG EMISSIONS (Scope 1 + 2 + 3)
- TRAINING COURSES
- PROPORTION OF PERMANENT CONTRACTS
- WORK ACCIDENTS
- FINES AND PENALTIES

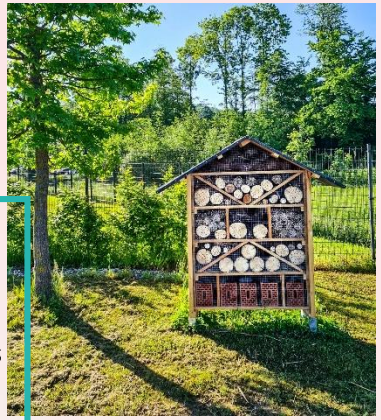
SOCIAL ENGAGEMENT

ENGAGEMENT IN A WIDE VARIETY OF FIELDS

[INDUS]

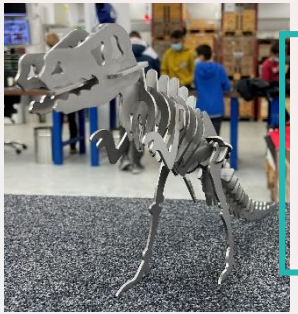
ROLKO
DONATION FOR REFUGEES
ROLKO donated 40 wheelchair warmers to refugees from Ukraine

Read the magazine here



ASS
APPRENTICE PROJECT: INSECT HOTEL
To get to know each other, the eight new ASS apprentices designed and built an insect hotel together

JST
COMPANY FOREST
Every customer buying a Startos X11 operator panel automatically becomes a sponsor of a tree in Madagascar



HAKAMA
VOCATIONAL GUIDANCE
The Futures Day gives interested children a chance to see how people work at the metalworking specialist

SUSTAINABLE PRACTICES: EU TAXONOMY

IDENTIFICATION OF SALES QUALIFYING FOR THE EU TAXONOMY

[INDUS]

SUSTAINABLE CONSTRUCTION

OBUK® HAUSTÜREN ZUM LEBEN

Aluminum and plastic doors in the premium segment

REMKO®

Heat pumps

WIRUS® FENSTER

High-quality windows and doors

PORTFOLIO COMPANIES HAVE TOTAL SALES OF EUR 72 MILLION MOSTLY QUALIFYING FOR EU TAXONOMY

ISS ESG RATING

SUSTAINABILITY AN INTEGRAL PART OF OUR DNA – AWARDED FOR THE SIXTH TIME

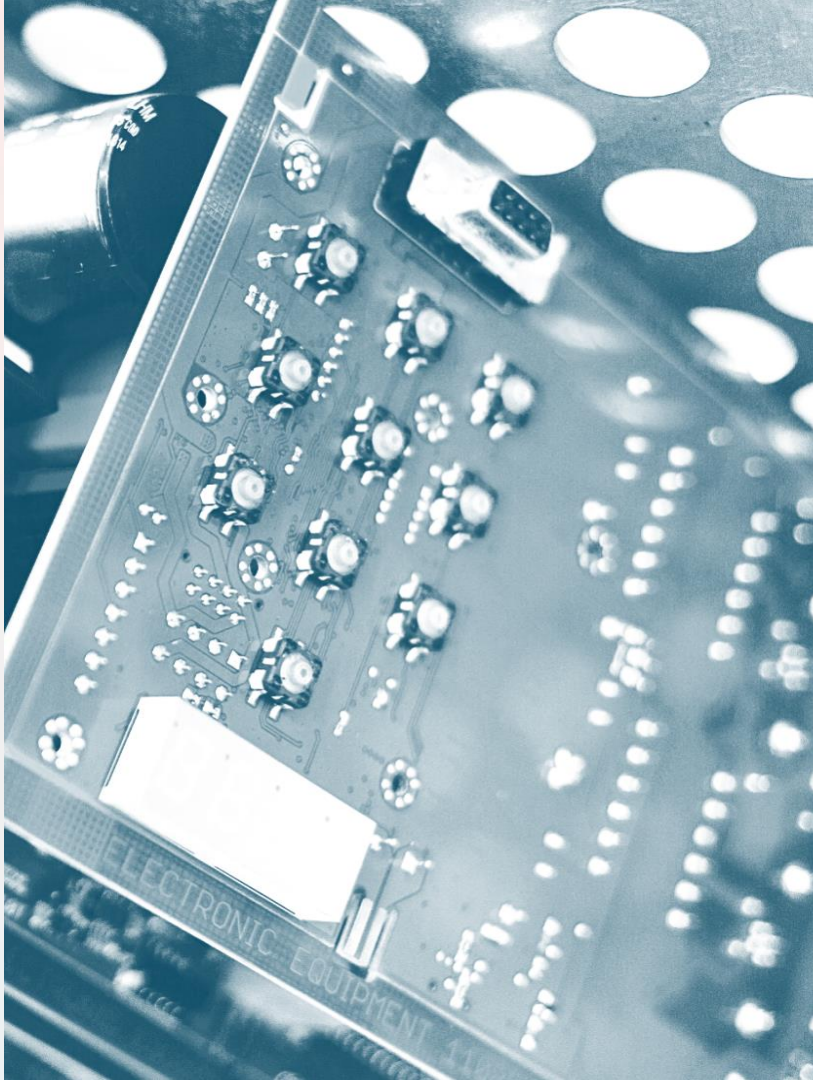
[INDUS]

"PRIME" STATUS IN ISS ESG RATING

- Top position in the ISS ESG rating for the sixth time in a row
- INDUS received a "C+" rating in "Corporate ESG Performance" and hence also "Prime" status
- Top position in the international peer group of "Financials/Multi-Sector Holdings"
- Prerequisite for ESG-based re/financing

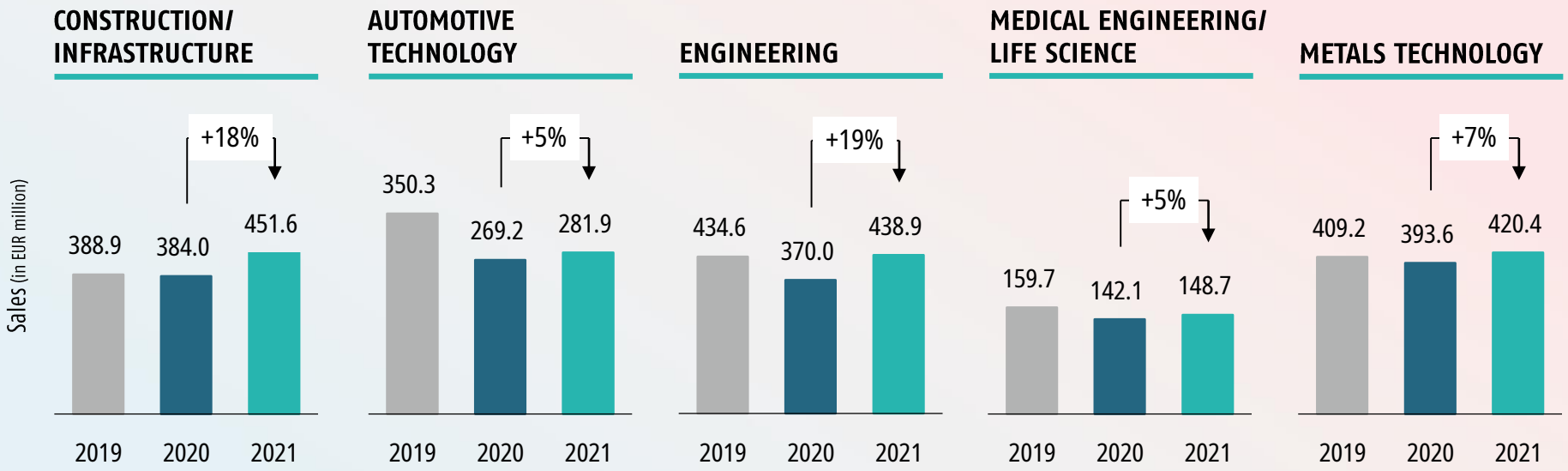
AGENDA

1 OUR DNA
2 PARKOUR – OUR STRATEGY
3 INDUS IN FIGURES – FINANCIAL YEAR 2021
4 SHARE AND DIVIDEND
5 OUTLOOK
6 APPENDIX



REVENUE BY SEGMENT

INCREASE IN SALES IN ALL SEGMENTS

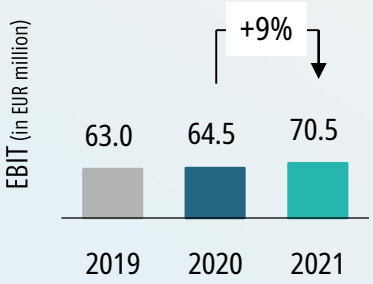


EBIT BY SEGMENT

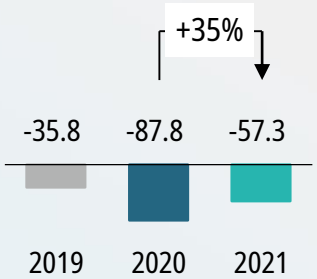
SIGNIFICANT EBIT IMPROVEMENT IN ALL SEGMENTS

[INDUS]

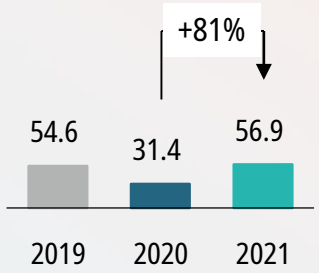
CONSTRUCTION/ INFRASTRUCTURE



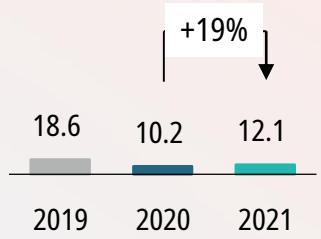
AUTOMOTIVE TECHNOLOGY



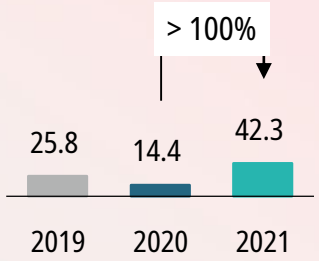
ENGINEERING



MEDICAL ENGINEERING/ LIFE SCIENCE



METALS TECHNOLOGY



CONSTRUCTION/INFRASTRUCTURE

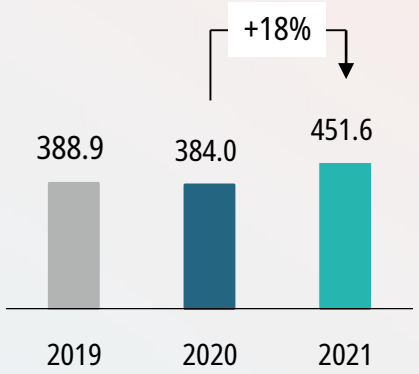
EBIT MARGIN AGAIN ABOVE TARGET RANGE

[INDUS]

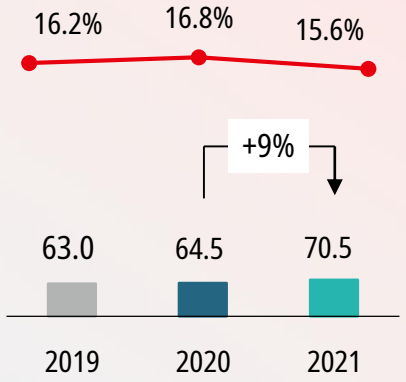
- Order volumes remain high
- Organic growth of 5.7% and inorganic sales growth of 11.9% from WIRUS acquisition
- Material price increases can to a large extent be passed on in sales prices through price adjustments
- EBIT margin slightly down on the year due to steep rise in materials prices
- Investments include acquisition of WIRUS; investments in fixed assets slightly lower than in previous year

(in EUR million)	2021	2020	Δ in %
Revenue with external third parties	451.6	384.0	17.6
EBITDA	89.6	79.9	12.1
Depreciation/amortization	-19.1	-15.4	-24.0
EBIT	70.5	64.5	9.3
EBIT margin (in %)	15.6	16.8	1.2 pp
Investments	48.6	18.1	> 100

Sales



EBIT and EBIT margin



AUTOMOTIVE TECHNOLOGY

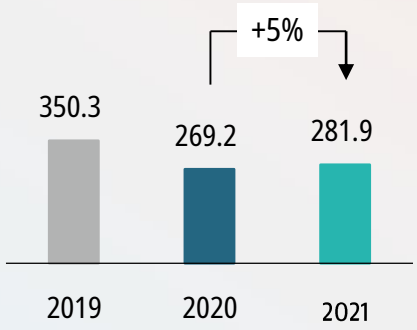
DISPOSAL OF WIESAUPLAST GROUP COMPLETED

[INDUS]

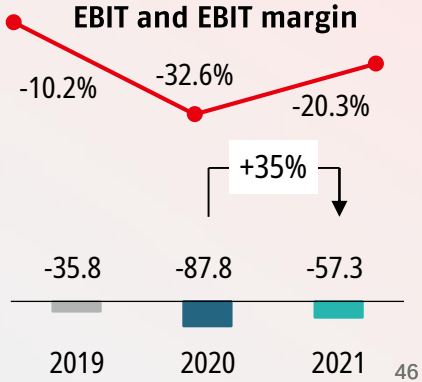
- Purely organic sales growth of 4.7%
- Improvement in operating income (EBIT) before impairment of 9.1%
- Restructuring process ongoing at the series suppliers SMA and Selzer; price rises have to be passed on
- Investment almost exclusively for machinery and plant for series ramp-ups and projects
- Automotive sector still affected by great uncertainty due to chip shortage, rising materials prices and now also disruption to supply chains due to the Russia/Ukraine war

(in EUR million)	2021	2020	Δ in %
Revenue with external third parties	281.9	269.2	4.7
EBITDA	-21.6	-26.7	19.1
Depreciation/amortization	-27.5	-27.3	-0.7
EBIT before impairment	-49.1	-54.0	9.1
EBIT margin before impairment in %	-17.4	-20.1	2.7 pp
Impairment	-8.2	-33.8	75.7
EBIT	-57.3	-87.8	34.7
EBIT margin (in %)	-20.3	-32.6	12.3 pp
Investments	27.7	18.0	53.9

Sales



EBIT and EBIT margin



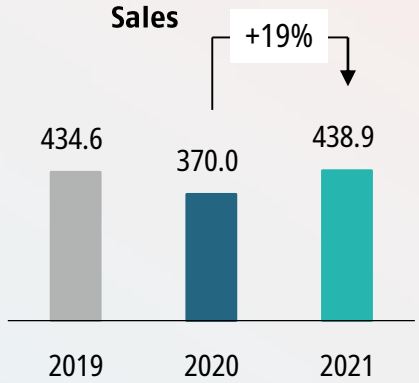
ENGINEERING

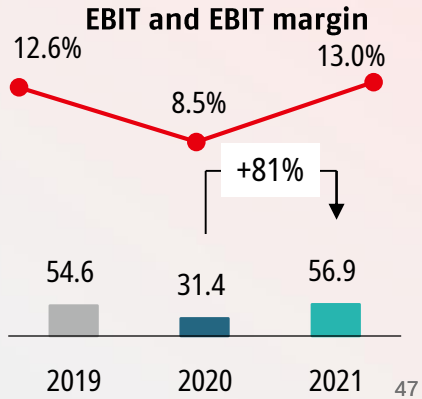
GOOD EARNINGS PERFORMANCE DELIVERS EBIT MARGIN OF 13.0%

[INDUS]

- Significant year-over-year improvement in new orders and order backlog
- Organic sales increase of 13.6% from existing portfolio companies and inorganic growth of 5.0% from acquisition of JST and FLACO
- Disproportionate increase in operating income despite higher material prices
- Investments in fixed assets and in JST, FLACO and TECALEMIT shares

(in EUR million)	2021	2020	Δ in %
Revenue with external third parties	438.9	370.0	18.6
EBITDA	79.6	53.9	47.7
Depreciation/amortization	-22.7	-20.2	-12.4
EBIT before impairment	56.9	33.7	68.8
EBIT margin before impairment in %	13.0	9.1	+3.9 pp
Impairment	0.0	-2.3	100.0
EBIT	56.9	31.4	81.2
EBIT margin (in %)	13.0	8.5	+4.5 pp
Investments	40.9	4.1	36.8





MEDICAL ENGINEERING/LIFE SCIENCE

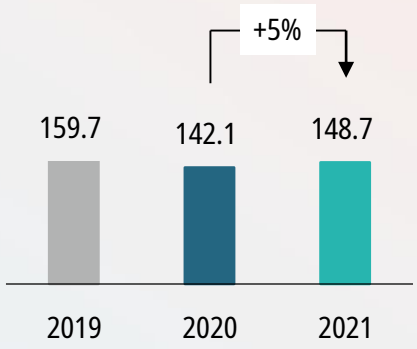
SALES RECOVERY AND IMPROVEMENT IN EBIT MARGIN

[INDUS]

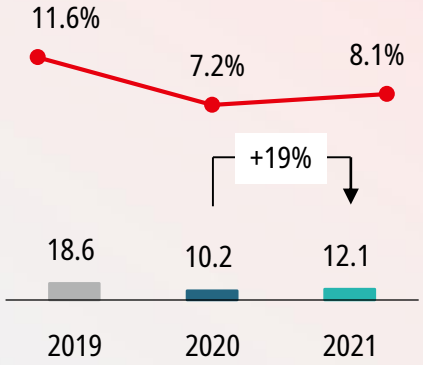
- Slow recovery visible after coronavirus crisis
- Increase in sales, particularly in accessories for walkers and wheelchairs, and bandages and support stockings
- Lower earnings in non-wovens due to initial costs of relocating a production site were offset by an improvement in operating income due to catch-up effects after the impact of the coronavirus in the previous year
- Increase in investments due to the acquisition of a production location, cost savings only expected from 2023

(in EUR million)	2021	2020	Δ in %
Revenue with external third parties	148.7	142.1	4.6
EBITDA	23.0	20.4	12.7
Depreciation/amortization	-10.9	-10.2	-6.9
EBIT	12.1	10.2	18.6
EBIT margin (in %)	8.1	7.2	0.9 pp
Investments	11.6	6.2	87.1

Sales



EBIT and EBIT margin

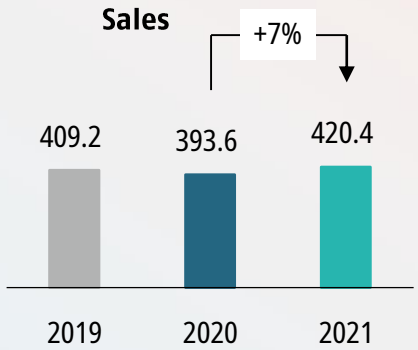


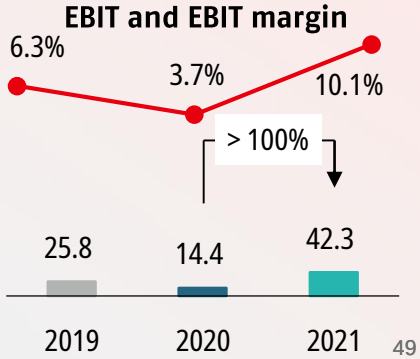
METALS TECHNOLOGY

OPERATING INCOME SIGNIFICANTLY IMPROVED – SUCCESS OF "INTERIM SPRINT" NOTICEABLE

- Significant year-over-year organic sales increase of 6.8%
- Significant earnings improvement due to absence of non-recurring expenses and impairment losses from the INTERIM SPRINT program; closure of BACHER completed in third quarter
- Higher raw materials prices partly absorbed by focused stockpiling
- Further pressure from rising materials prices expected in 2022

(in EUR million)	2021	2020	Δ in %
Revenue with external third parties	420.4	393.6	6.8
EBITDA	57.9	36.9	56.9
Depreciation/amortization	-15.6	-18.0	13.3
EBIT before impairment	42.3	18.9	> 100
EBIT margin before impairment in %	10.1	4.8	5.3 pp
Impairment	0.0	-4.5	100.0
EBIT	42.3	14.4	> 100
EBIT margin (in %)	10.1	3.7	6.4 pp
Investments	14.0	6.9	> 100

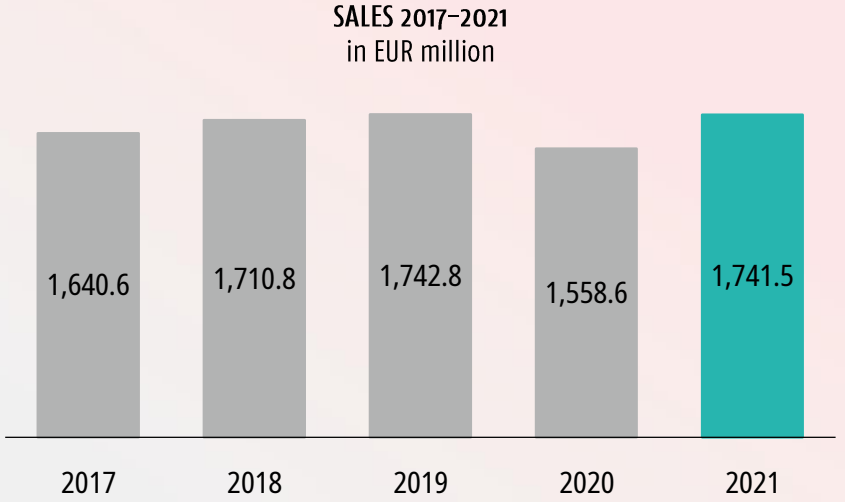




FINANCIAL PERFORMANCE OF THE GROUP

SALES +11.7%

- Sales increase across all five segments
- Organic sales growth of 7.6%
- Inorganic sales growth of 4.1%
- Positive sales performance in the second half of the fourth quarter 2021, especially in the Engineering segment
- Engineering reported fastest sales growth of 18.6%
- Relatively stable geographic sales distribution compared with previous year

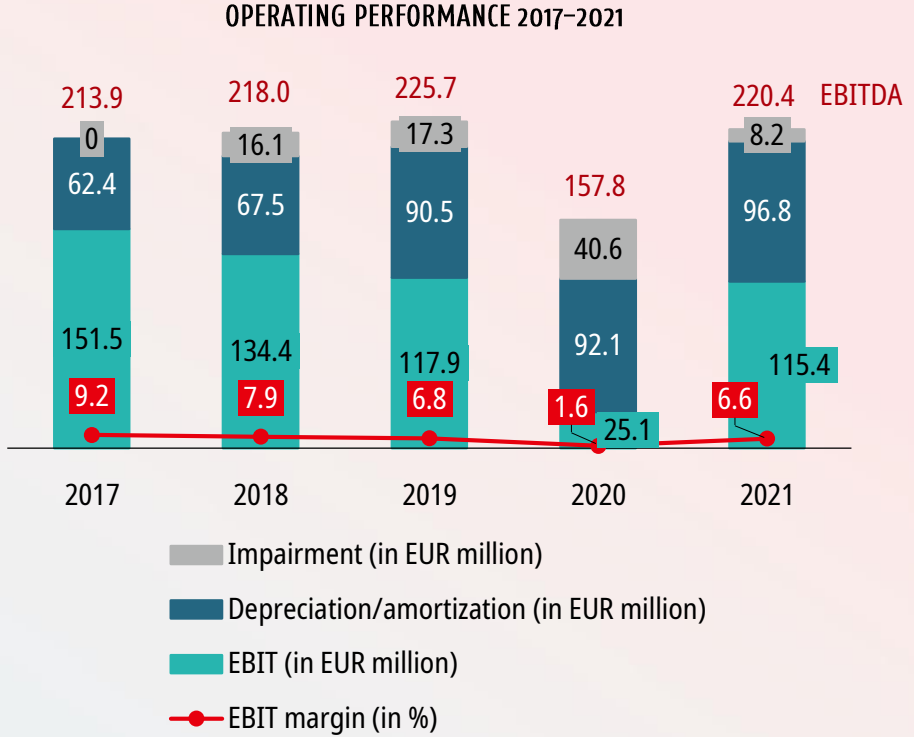


FINANCIAL PERFORMANCE 2021

EBITDA AND EBIT AT PRE-COVID LEVELS

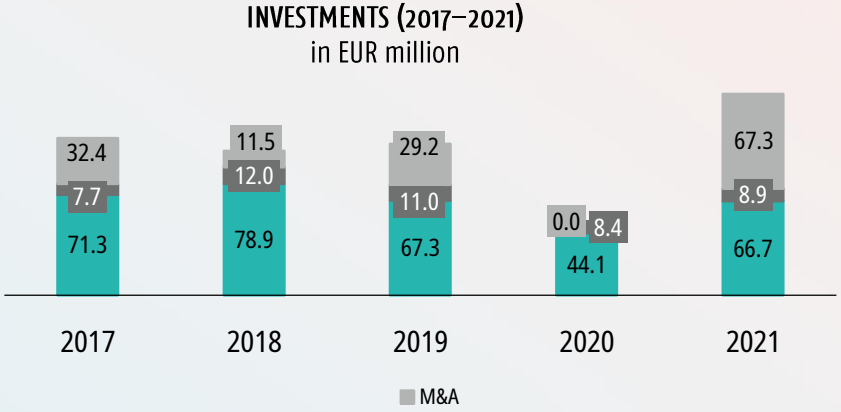
[INDUS]

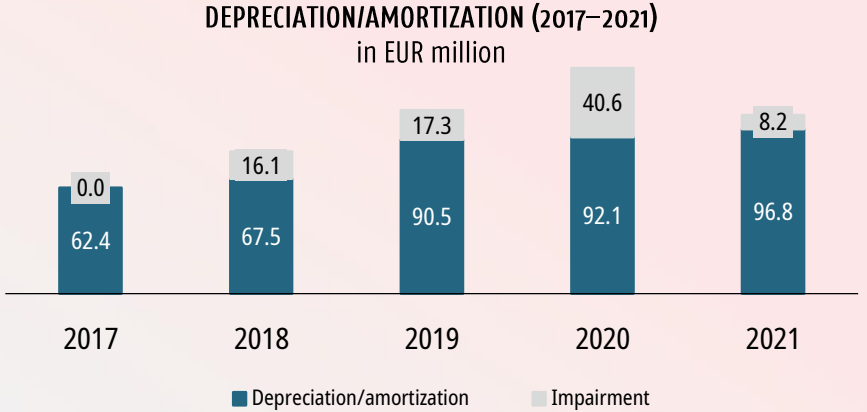
- **EBITDA** and **EBIT** at pre-crisis levels due to good operating performance
- **Cost of materials** rose faster than sales, up by 18.6% to EUR 817.6 million (previous year: EUR 690.1 million)
- Higher **cost-of-materials ratio** of 46.9% (previous year: 44.3%)
- **Cost of personnel** rose by less than sales, up by 5.6% to EUR 529.1 million (previous year: EUR 501.0 million)
- **Other operating income** up by 28.5% to EUR 28.4 million (previous year: EUR 22.1 million) due to currency conversion
- **Other operating expenses** up by 10.3% to EUR 232.5 million (previous year: EUR 210.7 million), rise was fastest in freight costs



[INDUS]

DEPRECIATION/AMORTIZATION AND INVESTMENTS IN PROPERTY, PLANT AND EQUIPMENT AND INTANGIBLE ASSETS





INCREASE IN INVESTMENTS (2020–2021): > 100%

- Increase in investments in property, plant and equipment and intangible assets due to the restrictive investment policy in the previous year related to coronavirus crisis
- Investments in property, plant and equipment overall significantly below "normal" corridor, but already at pre-pandemic 2019 level
- Significantly increased M&A activities possible in 2021 reporting year due to capital increase

DECREASE IN DEPRECIATION/AMORTIZATION (TOTAL) (2020–2021): -21%

- Depreciation/amortization slightly up on previous year at EUR 96.8 million (PY: EUR 92.1 million)
- Due to scheduled impairment test as of Sept. 30, 2021, and the reclassification of WIESAUPLAST to "assets held for sale", impairment losses of EUR 8.2 million all relate to the Automotive Technology segment (EUR 2.5 million of which due to sale of the WIESAUPLAST Group)

FINANCIAL PERFORMANCE 2021

EQUITY RATIO AGAIN SIGNIFICANTLY ABOVE 40%

[INDUS]

EQUITY +16.4%

- Solid equity base, also due to capital increase
- Equity ratio of 42.4% compared with 39.1% the previous year
- Equity ratio back in target range > 40%

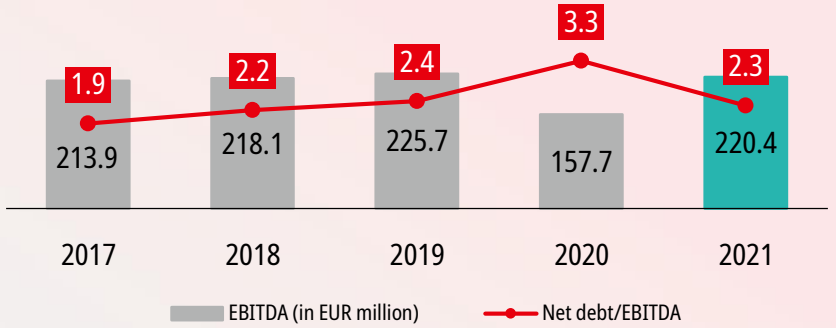
NET DEBT -2.8%

- Net debt reduced despite higher working capital and payments for acquisitions

REPAYMENT TERM -1 year

- Significant reduction of repayment term to 2.3 years
- Repayment term back within target range (2.0-2.5 years)

NET DEBT TO EBITDA 2017-2020



KEY BALANCE SHEET FIGURES (in EUR million)	December 31, 2021	December 31, 2020	Δ in %
Total assets	1,857.4	1,728.8	7.4
Equity	787.5	676.4	16.4
Equity ratio (in %)	42.4	39.1	+3.3pp
Net debt	504.2	518.9	-2.8
Net debt/EBITDA	2.3	3.3	
Gearing (in %)	64	77	-13 pp
Working capital	457.5	410.5	11.4
Cash and cash equivalents	136.3	194.7	-30.0

FINANCIAL PERFORMANCE 2021

GOOD LIQUIDITY AT TIME OF CRISIS

[INDUS]

WORKING CAPITAL +11.4%

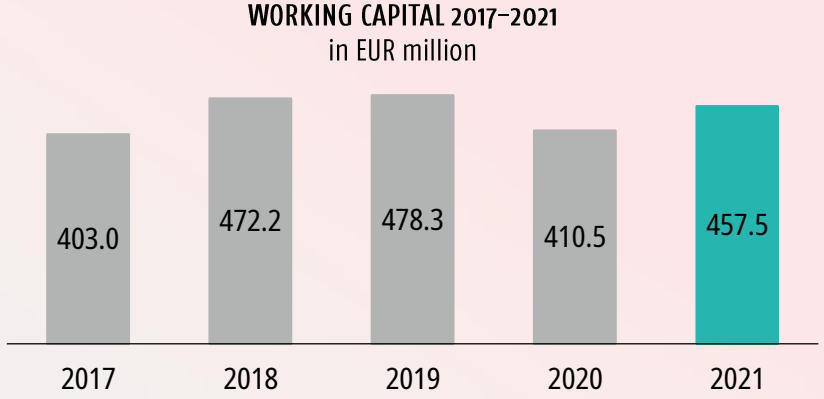
Main effect is higher inventories due to increased business activities, deliberate stockpiling and new acquisitions

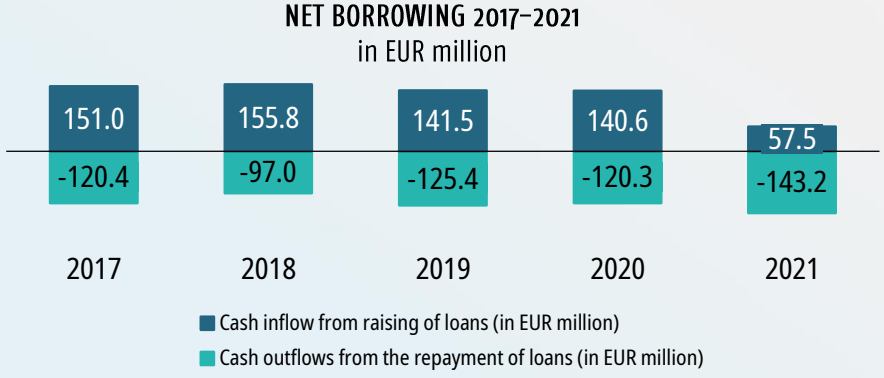
OPERATING CASH FLOW -21.8%

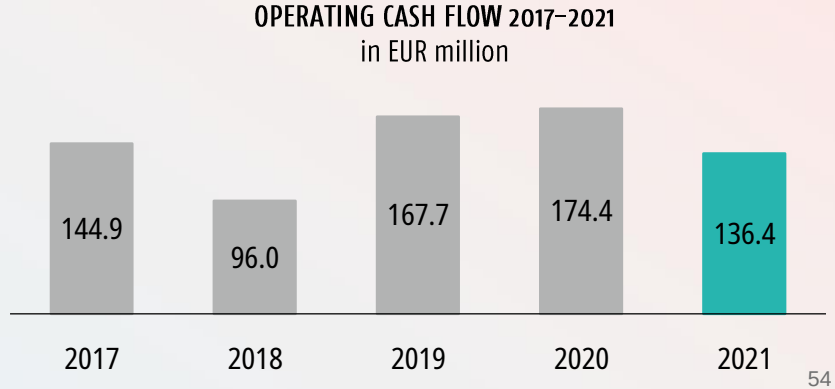
Operating cash flow reduced by increase in working capital

NET BORROWING

Balanced net borrowing, also at times of crisis







LIQUIDITY SECURED

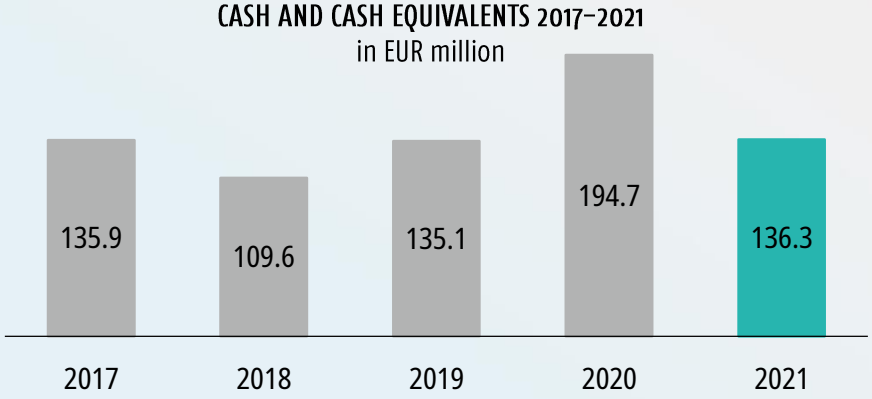
DIVERSIFIED FUNDING MIX AND BALANCED MATURITIES PROFILE

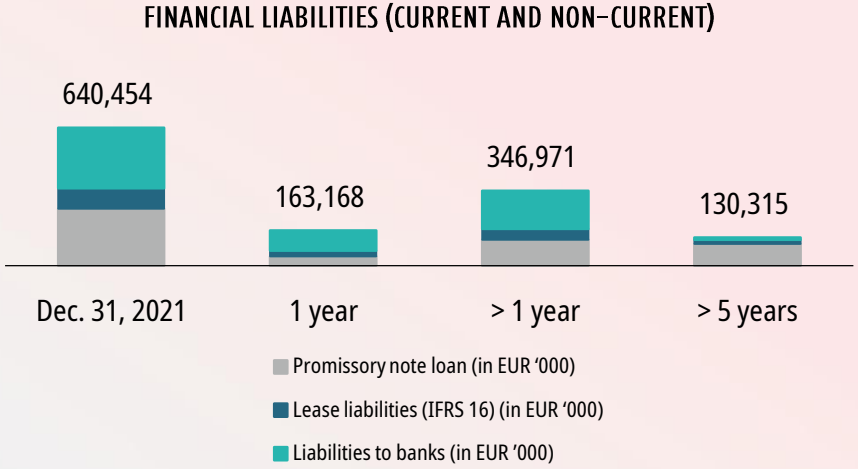
[INDUS]

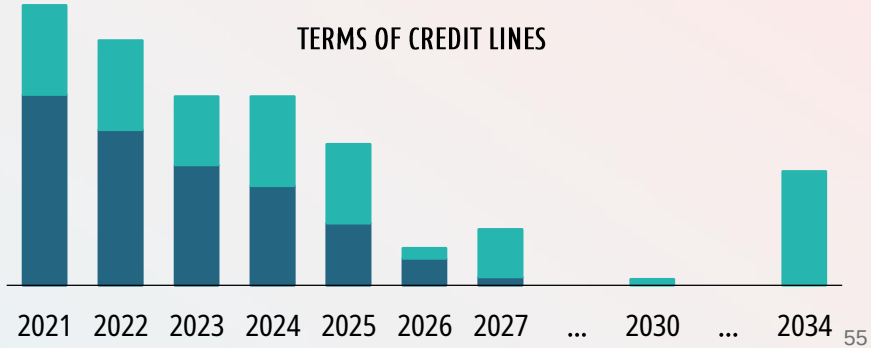
FINANCIAL LIABILITIES –11.4%
Decline in non-current financial liabilities

FINANCING BASE
Broadly diversified with balanced maturities structure

CASH AND CASH EQUIVALENTS –30.0%
Year-over-year decline due to liquidity buffer in coronavirus crisis







FINANCIAL PERFORMANCE 2021

STATEMENT OF CASH FLOWS 2021

[INDUS]

CASH FLOW FROM OPERATING ACTIVITIES

- Strong recovery in EBITDA with simultaneous increase in working capital
- Working capital higher due to increased business activities and inventories increased to hedge against current price increases and raw materials shortages

INCREASED M&A ACTIVITY RESULTS IN HIGHER CASH FLOW FROM INVESTING ACTIVITIES

- Investments in property, plant, and equipment, and intangible assets at pre-crisis level
- Higher cash outflows for acquisitions due to takeover of JST, FLACO, TECALEMIT and WIRUS
- Cash inflows higher due to disposal of WIESAUPLAST

HIGHER CASH OUTFLOW FOR FINANCING ACTIVITIES

- Capital increase generated proceeds of EUR 84.7 million
- Much lower net borrowing (net repayment of EUR 85.7 million compared with net borrowing of EUR 20.3 million in previous year)
- Dividends paid to shareholders up by EUR 1.9 million from the previous year to EUR 21.5 million.
- No purchase price commitments settled in the reporting year (previous year: EUR 22.3 million)

(in EUR million)	2021	2020	2019
Earnings after taxes	47.6	-26.9	60.1
Depreciation/amortization	105.0	131.5	107.8
Other non-cash changes	68.2	51.9	40.9
Cash-effective change in working capital	-54.9	63.9	4.3
Change in other balance sheet items	14.7	0.4	6.2
Tax payments	-44.2	-46.4	-51.6
Operating cash flow	**136.4**	**174.4**	**167.7**
Interest	-19.8	-19.2	-20.4
Cash flow from operating activities	**116.6**	**155.2**	**147.3**
Cash outflow for investments and acquisitions	-145.1	-54.5	-108.3
Cash inflow from the disposal of assets	14.7	2.1	32.1
Cash flow from investing activities	**-130.4**	**-52.4**	**-76.2**
Contribution to capital (capital increase)	84.7	0.0	0.0
Cash inflow from minority shareholders	0.0	0.2	0.0
Dividend payment	-21.5	-19.6	-36.7
Dividends paid to minority shareholders	-0.3	-1.0	-1.4
Cash outflow from the repayment of contingent purchase price commitments	0.0	-22.3	-2.4
Payments related to transactions involving interests attributable to non-controlling shareholders	-0.7	0.0	0.0
Cash inflow from raising of loans	57.5	140.6	141.5
Cash outflow from the repayment of loans	-143.2	-120.3	-125.4
Cash outflow from the repayment of lease liabilities	-21.0	-19.6	-21.7
Cash flow from financing activities	**-44.5**	**-42.0**	**-46.1**
Net changes in cash and cash equivalents	-58.3	60.8	25.0
Changes in cash and cash equivalents caused by currency exchange rates	-0.1	-1.2	0.5
Cash and cash equivalents at the beginning of the period	194.7	135.1	109.6
Cash and cash equivalents at the end of the period	**136.3**	**194.7**	**135.1**

FINANCIAL PERFORMANCE 2021

STRONG FOUNDATION FOR FURTHER GROWTH

[INDUS]

1,741.5 EUR million
SALES
11.7%

115.4 EUR million
EBIT
+ > 100%

6.6%
EBIT MARGIN
PP +5.0

42.4%
EQUITY RATIO
PP +3.3

2.3 years
REPAYMENT TERM
-1.0

504.2 EUR million
NET DEBT
-2.8%

AGENDA

1 OUR DNA
2 PARKOUR – OUR STRATEGY
3 INDUS IN FIGURES – FINANCIAL YEAR 2021
4 SHARE AND DIVIDEND
5 OUTLOOK
6 APPENDIX

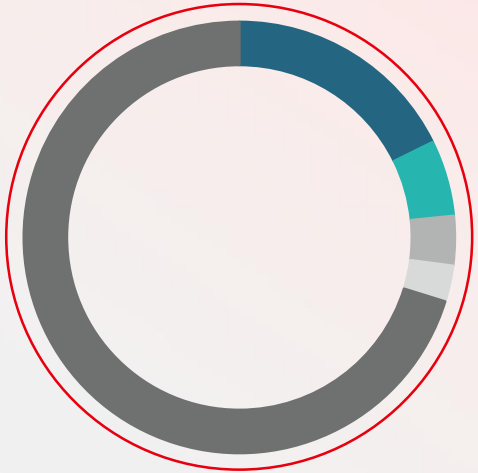
SHAREHOLDER STRUCTURE

ANCHOR SHAREHOLDERS SUPPORT THE LONG-TERM CORPORATE STRATEGY

[INDUS]

WKN/ISIN	620010/DE 000 620 010 8
Foundation/IPO	1986/1995
Financial year	Jan. 1 – Dec. 31
Share capital	EUR 69.9 million
Number of shares	26,895,559 no-par bearer shares
Last capital increase	March 26, 2021
Free float	Around 70%
Stock exchanges	XETRA, Düsseldorf, Frankfurt (regulated market) Tradegate Exchange, Berlin, Hamburg, Hanover, Munich, Stuttgart
Index	SDAX
Designated sponsors	Hauck & Aufhäuser Lampe Privatbank AG, ICF BANK, ODDO BHF

SHAREHOLDER STRUCTURE OF INDUS HOLDING AG



* The German Stock Exchange defines free float as all shares not held by major shareholders (share of share capital of at least 5%). According to this definition, free float amounts to 76.6%.

Following entry of the capital increase in the commercial register on March 26, 2021, the total number of voting rights now amounts to 26,895,559 shares.

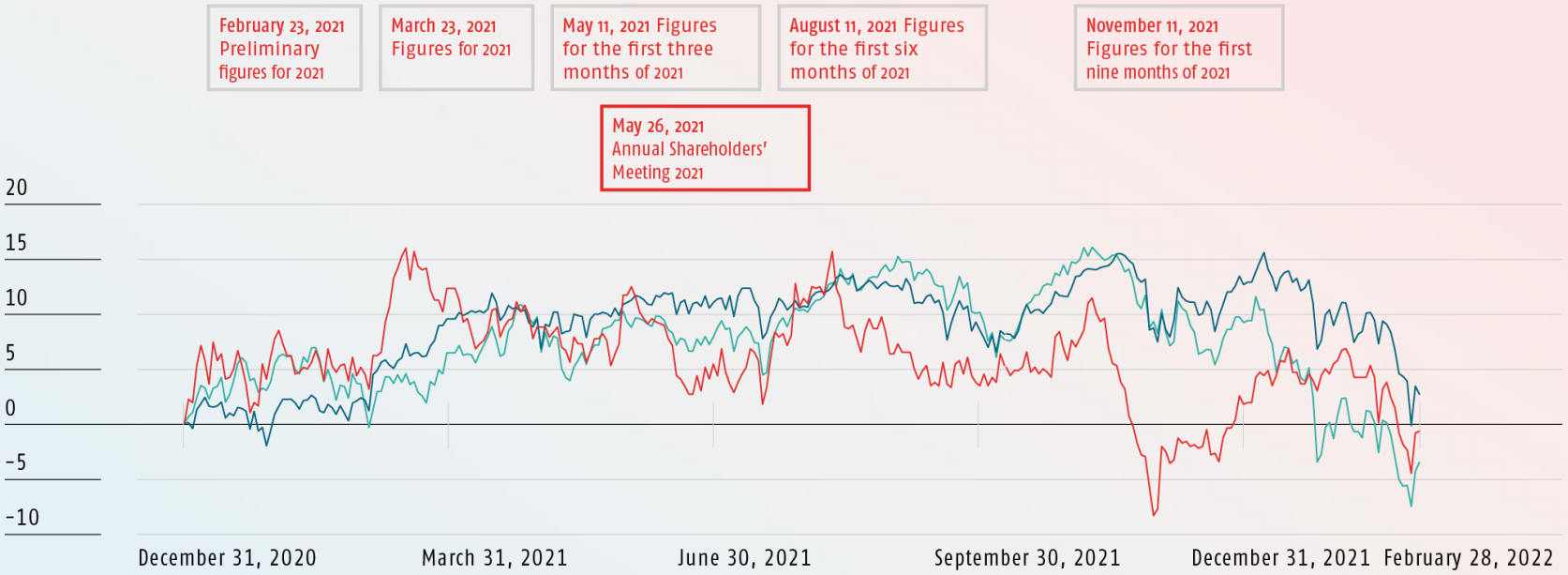
SHARE PERFORMANCE

JANUARY 2020–FEBRUARY 2022

[INDUS]

SHARE PRICE PERFORMANCE OF THE INDUS SHARE 2021 EXCL. DIVIDEND

(in %)



Source: Bloomberg

INDUS Holding AG — DAX price index — SDAX price index

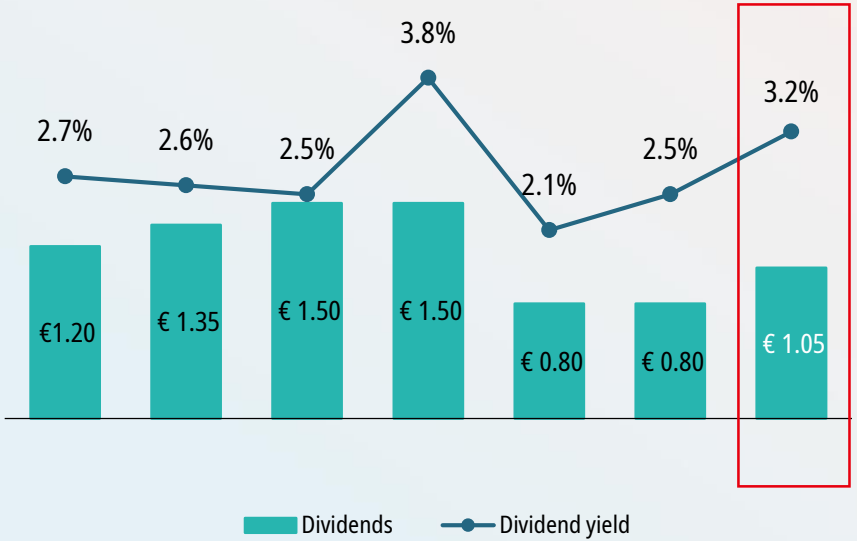
DIVIDEND POLICY AND HISTORY

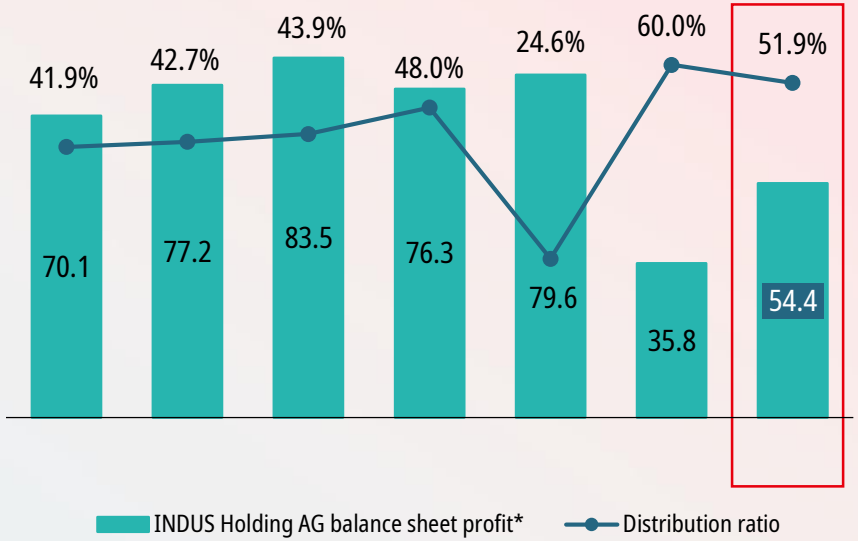
DIVIDEND PROPOSAL OF EUR 1.05 PER SHARE IS IN LINE WITH LONG-TERM DIVIDEND POLICY

Regular participation of shareholders in business success

At least 50% of profits retained to strengthen the company

Up to 50% of profits distributed

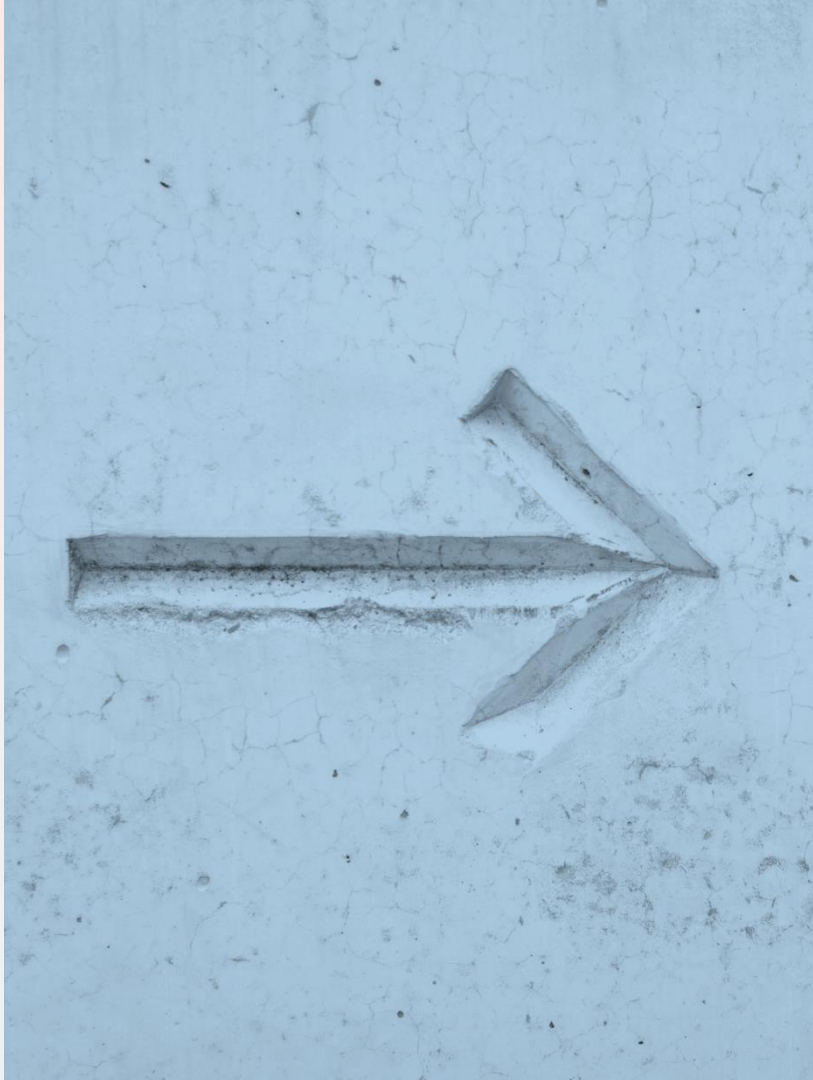




* Balance sheet profit in EUR million

AGENDA

1 OUR DNA
2 PARKOUR – OUR STRATEGY
3 INDUS IN FIGURES – FINANCIAL YEAR 2021
4 SHARE AND DIVIDEND
5 OUTLOOK
6 APPENDIX



RUSSIA/UKRAINE WAR

DIRECT IMPACT ON INDUS GROUP IS LIMITED FOR NOW

[INDUS]

- No portfolio company employees in Ukraine or Russia
- No active Group companies in Ukraine or Russia
- Average annual sales 2018–2021
  - Ukraine EUR 2.9 million
  - Russia EUR 18.4 million

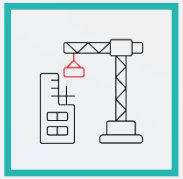
  represents 1.2% of 2021 sales for the INDUS Group
- Indirect impact not yet quantifiable
  - Loss of indirect sales in UA and RUS (e.g. supplies to manufacturers of agricultural machinery)
  - Further energy price rises
  - Shortage of materials (e.g. aluminum or nickel, used for steel alloys) and rising cost of materials
  - Economic downturn

Following forecast without indirect effects of Russia/Ukraine war

CURRENT SECTOR ENVIRONMENT

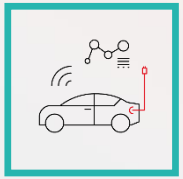
CURRENT ECONOMIC SITUATION DOMINATED BY UNCERTAINTY

[INDUS]



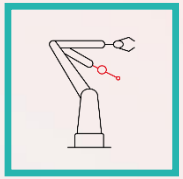
CONSTRUCTION/ INFRASTRUCTURE

- Material shortages leading to delays
- Commercial construction leads the sector, whereas residential construction is expected to be subdued



AUTOMOTIVE TECHNOLOGY

- Sector outlook remains poor due to ongoing chip shortage
- Now additional pressure from Russia/Ukraine war
- Production only expected to increase from mid-2022 at the earliest

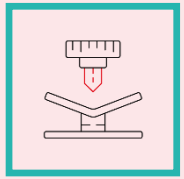


ENGINEERING

- Sector outlook gloomier since start of the year (VDMA, 3/16/2022)
- Order books well filled
- Supply bottlenecks due to lack of materials

MEDICAL ENGINEERING/ LIFE SCIENCE

- Effects of the coronavirus pandemic will be felt long term
- Sector still affected by cancellation or postponement of elective surgery
- MDR increases cost pressure and stifles innovation



METALS TECHNOLOGY

- Slight upturn in performance in Q4 2021
- Shortages of raw materials continue and further price rises
- Mixed picture for sub-segments in 2022

OUTLOOK FOR 2022

INDIRECT EFFECTS OF RUSSIA/UKRAINE WAR ARE NOT FORESEEABLE AND HAVE NOT BEEN INCLUDED

HIGHER SALES AND EBIT PLANNED

SEGMENTS	GROUP		CONSTRUCTION/ INFRASTRUCTURE		AUTOMOTIVE TECHNOLOGY		ENGINEERING		MEDICAL ENGINEERING/LIFE SCIENCE		METALS TECHNOLOGY	
	2021	PLAN	2021	PLAN	2021	PLAN	2021	PLAN	2021	PLAN	2021	PLAN
Group sales (in EUR billion), segment sales (in EUR million)	1.74	**1.80-1.95**	451.6	**Slight rise**	281.9	**Slight rise**	438.9	**Steep rise**	148.7	**Rise**	420.4	**Slight fall**
EBIT (in EUR million)	115.4	**115-130**	70.5	**Slight fall**	-57.3	**Steep rise**	56.9	**Slight rise**	12.1	**Slight rise**	42.3	**Strong fall**
EBIT margin (in %)	6.6	**6.0-7.0**	15.6	**13-15**	-20.3	**Negative**	13.0	**10-12**	8.1	**7-9**	10.1	**7-9**
Acquisitions	2	**2**										
Investments in Property, plant, and equipment, and intangible assets (in EUR million)	67.3	**90-100**										
Greenhouse gas emissions (GHG emissions Scope 1 + 2)	93.91	**Lower**										
Equity ratio (in %)	42.4	**> 40**										
Net debt/ EBITDA (years)	2.3	**2-2.5**										
Working capital (in EUR million)	475.5	**Lower**										

OUR SEVEN-POINT TARGET FOR 2025

ADAPTED TO REVISED PARKOUR STRATEGY

[INDUS]

1 55 to 60 portfolio companies with sales significantly over EUR 2 billion.

2 EBIT target margin of 10% once again reliably achieved.

3 Growth industries clearly represented in the portfolio.

4 Innovation established as growth driver in the portfolio companies.

5 Digitalization: Our companies have mastered the shift to the "Tech Generation."

6 Market excellence and operational excellence have been implemented in the portfolio companies' core processes.

7 Sustainability has been established as an integral part of management control at the portfolio companies.

OUTLOOK 2022

BUSINESS PERFORMANCE FOR 2022 OVERSHADOWED BY RUSSIA/UKRAINE WAR

[INDUS]

- Macro-economic impact of Russia/Ukraine war not yet foreseeable
- Stable outlook for all segments, apart from Automotive Technology, before impact of Russia/Ukraine war
- Transformation in Automotive Technology segment continues
- Further inorganic growth in future growth sectors on the basis of solid balance sheet figures
- Confirmation of medium-term goals for 2025 from the PARKOUR strategy program
- Stability in turbulent times thanks to broadly diversified portfolio and agile portfolio companies

SUSTAINABLE GROWTH & SOLID FINANCES

THANK YOU
FOR LISTENING!

From left to right:

Dr. Jörn Großmann (Board of Management)

Rudolf Weichert (Board of Management)

Dr.-Ing. Johannes Schmidt (Chairman of the Board)

Axel Meyer (Board of Management)

AGENDA

1 OUR DNA
2 PARKOUR – OUR STRATEGY
3 INDUS IN FIGURES – FINANCIAL YEAR 2021
4 SHARE AND DIVIDEND
5 OUTLOOK
6 APPENDIX

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FINANCIAL CALENDAR

FINANCIAL EVENTS IN 2022

DATE	EVENT	LOCATION
March 23, 2022	Publication of the annual report for the 2021 fiscal year	Publication
March 24, 2022	Analyst and investor conference on FY 2021	Online
May 11, 2022	Publication of the interim report for Q1 2022	Publication
May 31, 2022	Annual Shareholders' Meeting 2022	Online
August 10, 2022	Publication of the interim report for Q2/H1 2022	Publication
November 10, 2022	Publication of the interim report for Q3/9M 2022	Publication

INDUS PORTFOLIO COMPANIES

CONSTRUCTION/INFRASTRUCTURE

[INDUS]

COMPANY	DESCRIPTION	LOCATION
ancotech	Anchoring and reinforcement technology	Dielsdorf (CH), Cologne (DE), Lauchhammer (DE), Rossens (CH)
BETOMAX	Anchoring and reinforcement technology	Neuss (DE), Halle (DE)
FS BF	Sealants made from silicone and acrylic	Reichshof/Hahn (DE), Korntal-Münchingen (DE)
hauff technik	Sealing systems for cables and pipes	Hermaringen (DE), Rosenberg (DE), Oensingen (CH), Ajman (AE), Singapore (SG)
heitz	Edge and wrapping veneers	Melle (DE), Heath (US), Pusztaszabolcs (HU)
YOU FIRST MIGUA	Expansion joint moldings for major projects	Wülfrath (DE), Dubai (AE)
OBUK	High-quality front door panels	Oelde (DE), Chociwel (PL), Malacky (SK), Sittensen (DE)
REMKO	Air-conditioning devices, heating systems, inverter heat pumps, dehumidifiers	Lage (DE), Luvia (FIN)
SCHUSTER Klima Lüftung	Planning and construction of ventilation and air conditioning devices	Friedberg (DE)
WB	Specialist civil engineering for the planning and laying of pipeline networks (data, gas, water, district heating)	Bad Königshofen im Grabfeld (DE)
weinig	Powder coating of facade, ceiling and wall elements	Oberviechtach (DE)
WIRUS FENSTER	Full-service provider for high-quality windows and doors	Rietberg-Mastholte (DE)

INDUS PORTFOLIO COMPANIES

AUTOMOTIVE TECHNOLOGY

COMPANY	DESCRIPTION	LOCATION
AURORA Advanced HVAC Solutions	Heating and air conditioning systems for vehicles	Mudau (DE), Grand Rapids (US), Ergene/Tekirdag (TR), Nuenen (NL), Weert (NL)
BILSTEIN SIEKERMANN	Innovative cold extrusion parts, turning parts and locking screws	Hillesheim (DE), Taicang (CN)
IPETRONIK	Measurement systems and services for automotive development	Baden-Baden (DE), Bangalore (IN), Bergkirchen (DE), Düsseldorf (DE), Eichstätt (DE), Schaffhausen (CH), Southfield (US)
SCHÄFER Modellbaukompetenz	Model and mold construction for the automotive and aviation industries	Osnabrück (DE), Mühlhausen (DE), Munich (DE), Shanghai (CN)
SELZER	Components and assemblies for transmissions, brakes and engines	Driedorf (DE), Sarajevo (BA), Kunshan (CN)
SITEK	Tire studs and carbide tools	Aichhalden (DE)
sms metalltechnik	Products for automotive air-conditioning and servo technology	Backnang (DE), East London (ZA), Halle (DE), Oradea (RO), Shenyang (CN)

INDUS PORTFOLIO COMPANIES

[INDUS]

ENGINEERING

COMPANY	DESCRIPTION	LOCATION
ASSK	Robotic hands and automation systems for manufacturers	Overath (DE), Plymouth (US), Wörth an der Donau (DE)
BUDDE FÖRDERTECHNIK	Specialist in logistics and material flows	Bielefeld (DE), Delmenhorst (DE), Murrhardt (DE), Schmalkalden (DE)
eltherm	Energy technology company	Burbach (DE), Barcelona (ES), Burlington (CA), Calgary (CA), Casablanca (MA), Johannesburg (ZA), Milan (IT), New Delhi (IN), Newbury (GB), Nur-Sultan (KAZ), Santiago de Chile (CL), Shanghai (CN), Singapore (SG)
GSR	Innovative valve technology for demanding industrial applications	Vlotho (DE)
HORNGROUP	Refueling technology and workshop solutions	Flensburg (DE), Humble (US), Mumbai (IN), Shanghai (CN), Sheffield (GB)
IFE WEHNER	Components for automation technology	Furtwangen im Schwarzwald (DE)
JUNGMANN	All-in-one solutions for control desk, control room and control center set-up	Buxtehude (DE)
MBN	Special mechanical engineering for vehicle assembly	Ebersbach-Neugersdorf (DE), Changchun (CN), Montgomery (US)
MBRAUN	Inert gas glove box systems for industry and research	Garching (DE), Dresden (DE), Mansfield (GB), Mérignac (FR), Seoul (KR), Shanghai (CN), Stratham (US)
m+p international	Measurement and test systems for vibration control and analysis	Hanover (DE), Farnham (GB), Montesson (FR), Beijing (CN), Suzhou (CN), Verona, New Jersey (US), Xi´an (CN)
MESUTRONIC	Metal search technology for industrial production processes	Kirchberg im Wald (DE), Colmar (FR)
peiseler	Indexing devices and rotary tilt tables for made-to-order/highly productive machining lines	Remscheid (DE), Morbach (DE), Grand Rapids (US), Taichung City (TW)
tsn	International construction of towers	Berlin (DE)

INDUS PORTFOLIO COMPANIES

MEDICAL ENGINEERING/LIFE SCIENCE

[INDUS]

COMPANY	DESCRIPTION	LOCATION
imeco	Assembly of non-woven fabrics for medical, cosmetic, cleaning and care applications	Goldbach (DE), Elterlein (DE), Lubań (PL)
mikrop	Miniaturized precision optics	Wittenbach (CH), Kać (SRB), Sauerlach (DE)
ofa bamberg	Compression stockings, bandages and customized orthotic devices	Bamberg (DE), Glauchau (DE), Maastricht (NL), Salzburg (AT), Waldenbuch (DE)
Raguse 7 MEDIZINISCHE PRODUKTE	Individual solutions for surgical drapes, gowns and textiles	Ascheberg-Herbern (DE), Cisnădie (RO), Douar Takad/Sidi-Bibi (MA)
Rolko	Manufacture and retail of wheels, castors, tires, accessories for rehabilitation technology	Borgholzhausen (DE), Bloomfield (US), Houten (NL), Silkeborg (DK), Xiamen (CN)

INDUS PORTFOLIO COMPANIES

METALS TECHNOLOGY

COMPANY	DESCRIPTION	LOCATION
BETEK	Carbide tools for road construction and mining, tunneling and specialist civil engineering, agriculture, etc.	Aichhalden (DE), Charlotte (US), Taicang (CN)
DESSAUER	Metal and lead parts, components, switch cabinets, machine casings	Dessau-Roßlau (DE)
HAKAMA	Housings for medical technology systems and professional coffee machines	Bättwil (CH)
köco	Cold working parts and stud welding technology	Ennepetal (DE), Žacléř (CZ)
mewesta	Hydraulic blocks and systems	Münsingen (DE)
planetroll	Drive technology, stirring technology, plant engineering	Munderkingen (DE)
RÜBSAMEN	Metal processing and forming technology	Bad Marienberg (DE), Eichenstruth (DE)
SIMON	Components and assemblies made from metal and plastic	Aichhalden (DE)
VULKAN INOX	Stainless steel blasting agent for surface treatment	Hattingen (DE), Brantford (CA)

INDUS HOLDING AG

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