

# OUR ACQUISITION PROFILE

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March 2023

# MEGATRENDS AND FUTURE FIELDS

## SET THE PATH

[INDUS]



### SUSTAINABILITY

Energy Efficiency · Energy Technology ·  
Recycling and Waste Management



### DIGITALIZATION

Infrastructure · Automation · Sensors  
and Measurement Technology · Logistics



### MOBILITY & URBANIZATION

Infrastructure (Networks and Buildings)



### DEMOGRAPHICS & HEALTH

Medical Consumables and Aids ·  
Agricultural Engineering

# COMPANY ACQUISITIONS ON TWO LEVELS

## GROWTH OR ADD-ON ACQUISITIONS

[INDUS]

### GROWTH ACQUISITION

Acquisition directly by  
INDUS Holding AG  
(1. Level)

expands the INDUS portfolio with new  
competencies and products

### ADD-ON ACQUISITIONS

Acquisition by  
companies of INDUS  
(2. Level)

strengthens the portfolio company through  
product or market side additions

# INVESTMENT CRITERIA FOR GROWTH ACQUISITIONS

## WHO SUITS US

- Sales: 20 – 100 million EUR
- Double digit EBIT margin
- Equity rate > 30 %
- Cash flow orientation
- Low level/ no liabilities to banks
- Broadly diversified customer base
- Niche position
- Own industrial added value
- Growth perspectives, also internationally



# INVESTMENT CRITERIA FOR ADD-ON ACQUISITIONS

## WHO STRENGTHENS OUR PORTFOLIO COMPANIES

- Greater leeway in investment criteria
- Entscheidend ist der strategische Fit mit bestehenden Portfoliounternehmen durch
  - Complementary products
  - Presence in other regions
  - Creation of growth clusters within a segment by combining the competences of the add-on acquisition and other portfolio companies
- Decisive in the decision-making process are the economic potentials resulting from a combination of the acquired company with an existing shareholding.

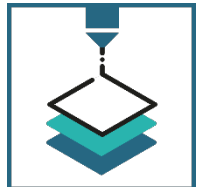
### ENGINEERING



### INFRASTRUCTURE



### MATERIALS



# INDUS – VALUE-ORIENTED BUSINESS

## OUR VALUES – BINDING FOR ALL

[INDUS]

### ENTREPRENEURSHIP, COURAGE AND CREATIVITY

We are continually searching for opportunities to improve.

We make the most of the opportunities that present themselves.

### LONG-TERM AND SUSTAINABLE CORPORATE DEVELOPMENT

We maintain our economically stable foundation with a view to the long term.

We take responsibility for our surroundings and the environment.

### STABILITY, DEPENDABILITY AND FAIRNESS

Our word is our promise. Everyone in the Group and everyone who has dealings with us can depend on that.

### SMES WITH SHORT COMMUNICATION CHANNELS

We believe in short channels of information and pragmatic processes.

We make decisions rapidly.



**WE PRESERVE  
A LIFETIME OF  
WORK**

# INDUS – SUSTAINABLE FOR STAKEHOLDERS

## OUR PROMISE TO OUR STAKEHOLDERS

[INDUS]

