

PRESENTATION OF INCOME FOR H1 2023

BERGISCH GLADBACH, AUGUST 10th 2023

AGENDA

[INDUS]

- 1 MAJOR EVENTS H1 2023
- 2 INDUS' DNA
- 3 PARKOUR UPDATE
- 4 INDUS IN FIGURES – H1 2023
- 5 OUTLOOK
- 6 SHAREHOLDER STRUCTURE
- 7 APPENDIX

MATERIAL DEVELOPMENTS – H1 2023

GOOD PERFORMANCE DESPITE MUTED ECONOMIC ENVIRONMENT

- Uncertain economic environment with deteriorating tendency illustrated by nearly all leading indicators
- Despite unfavorable economic conditions revenue growth of 2% in H1 with 1% organic revenue growth
- Good revenue performance in ENGINEERING and MATERIALS
- Operating income stable, despite slowdown of second quarter, EBIT-margin only slightly below previous year level
- SCHÄFER and SELZER disposed earlier than planned in July 2023
- Implementation of new Management Structure completed by October
- Segment guidance slightly adjusted due to new market environment
- Free Cash Flow forecast confirmed



AGENDA

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THE INDUS CORE

THE HOME OF TECHNOLOGY-ORIENTED INDUSTRIAL SMES

[INDUS]

- We are the first choice for family-run businesses when it comes to preserving their life's work in the industrial SME sector
- We promise the companies in our portfolio and those who join us that we will help them to grow as technology and niche specialists
- We will expand their sphere of action and strengthen their networks
- We will support internationalization activities wherever it makes sense to do so
- Buy, hold & develop remains the core of how INDUS creates value

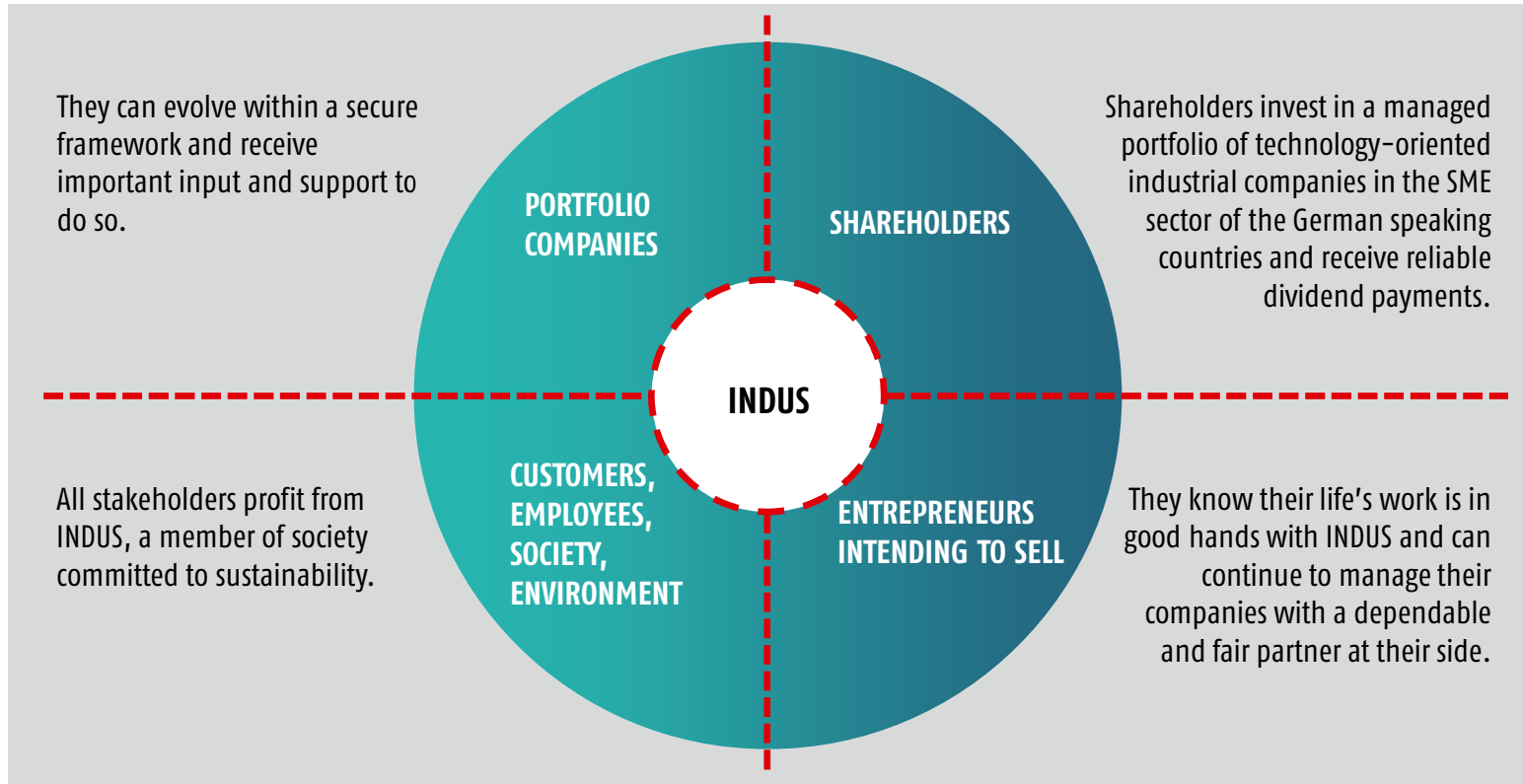


**WE ARE
SHAPING THE
FUTURE
WITH SMES**

INDUS – SUSTAINABLE FOR STAKEHOLDERS

OUR PROMISE TO OUR STAKEHOLDERS

[INDUS]



#3 SUSTA[IN]

SUSTAINABILITY – COMMITMENT IN A WIDE RANGE OF AREAS

[INDUS]



ASS

YOUNG RESEARCHERS

Since 2016, every October 3 at ASS in Overath is a family open day. "Türen auf mit der Maus" is an event where children can take a look at the automation specialist's production.



to the magazine

AURORA

WASTEWATER REDUCED

The switch from leak tests in water basins to a dry test using helium has led to 6,000 liters of wastewater being saved each month.



HAUFF-TECHNIK

CIRCULAR ECONOMY

Injection molding results in unavoidable plastic remains that in the past were disposed of. In an ongoing project, HAUFF-Technik is collecting this material and turning it into granulate.



ELTHERM

EWALD

Eltherm is committed to the adapted reforestation with deciduous trees of spruce forests affected by the bark beetle in Burbach.

ISS ESG RATING

ENSURES FAVORABLE FINANCING CONDITIONS

[INDUS]

Corporate ESG
Performance

Prime

RATED BY
ISS ESG 

- Top position in the ISS ESG rating for the eighth 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-linked (re)financing

“PRIME” STATUS IN ISS ESG RATING

AGENDA

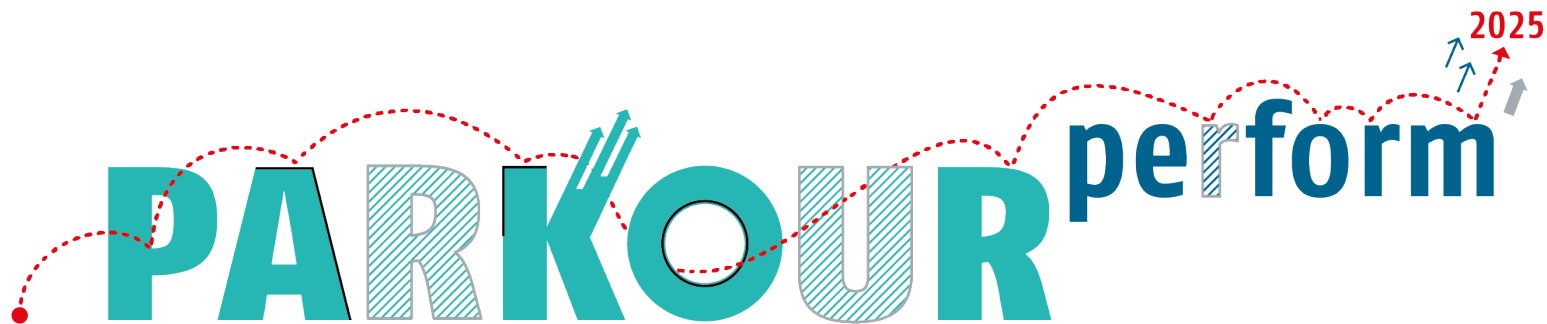
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PARKOUR BECOMES PARKOUR PERFORM

FOCUS ON 2025 TARGET ACHIEVEMENT

[INDUS]



1 STRENGTHENING THE
PORTFOLIO
STRUCTURE

2 DRIVING
INNOVATION

3 IMPROVING
PERFORMANCE

4 STRIVING FOR
SUSTAINABILITY

OVERVIEW

[INDUS]

LOOKING TO 2025: WE'RE REFINING OUR STRATEGY

WE WILL...

- ... Act as a value-oriented portfolio company with a clear technological focus
- ... Focus on three promising core segments as a Group
- ... Free up valuable resources and management capacities for development
- ... Focus closely on future fields relevant to our industrial areas in our acquisitions and in the development of our portfolio companies
- ... Become more closely involved with our portfolio companies through our management and support their growth with our focus on revenue and value
- ... Expand our key management variables
- ... Remain the specialist for SME succession planning



**CLEARING
OUT AND
STARTING
FRESH AT
INDUS.**

PARKOUR PERFORM – OVERVIEW

THREE OVERARCHING TARGETS

MORE FOCUS ON FUTURE FIELDS

Megatrends

- Aligning segments with relevant future fields
- Boosting sustainability focus

A CLEARLY STRUCTURED PORTFOLIO

Focus

- Realignment of the Automotive Technology segment
- Integration of Medical Engineering/Life Science into the new MATERIALS segment

INTENSIVE SUPPORT FOR THE PORTFOLIO COMPANIES

Segment management

- Segments managed by members of the Board of Management
- Closer management and support in aligning with the Group's revenue and value expectations
- Value-focused management

DISCONTINUED OPERATIONS

SCHÄFER AND SELZER DISPOSED EARLIER THAN PLANNED IN JULY 2023

[INDUS]

AUTOMOTIVE TECHNOLOGY

THIS SEGMENT HAS BEEN DISSOLVED

- We will be parting ways with companies that have been making losses for many years
- Segment companies focused on the future fields of air-conditioning technology, metals, and measuring technology will be assigned to one of three new segments

INFRASTRUCTURE



MATERIALS



ENGINEERING



DISCONTINUED OPERATIONS

- Disposed in July 2023



INDUS WITH A FOCUSED PORTFOLIO OF THREE SEGMENTS

[INDUS]

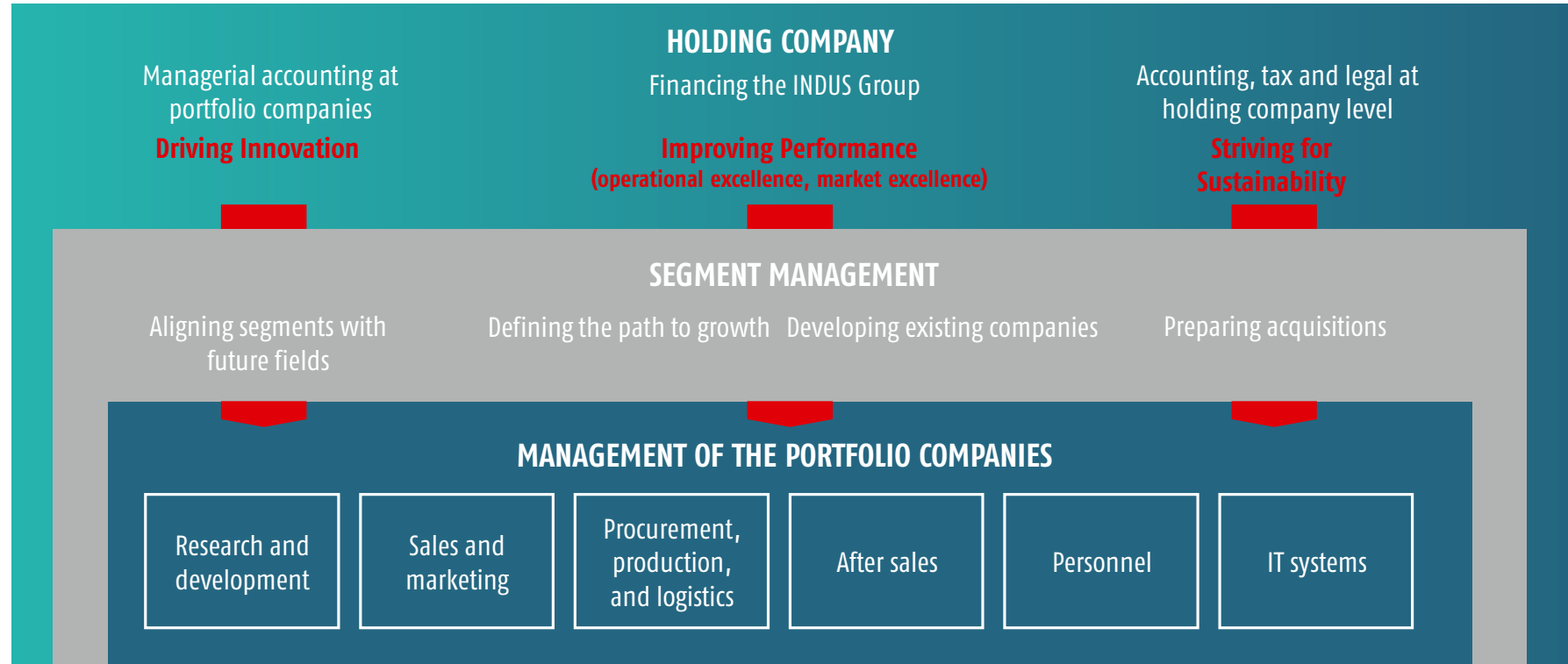
SCHÄFER AND SELZER DISPOSED EARLIER THAN PLANNED IN JULY 2023

- SCHÄFER and SELZER disposed to strategic buyers in July 2023
 - SCHÄFER sold to Callista Portfolio Holding GmbH, Munich; closing on July 31, 2023
 - SELZER sold to Mutares SE & Co. KGaA, Munich; sale subject to approval by the federal competition authority, closing after approval
- Vast majority of charges from both sales recognized in H1 2023; P&L statement H1 2023 burdened with a total of EUR 25.8 million for discontinued operations, thereof EUR 21 million from SELZER and EUR 4.8 million from SCHÄFER
- SCHÄFER to be deconsolidated in Q3 2023 after closing on July 31, 2023; SELZER to be deconsolidated presumably in Q3 2023 if no delay of approval by the federal competition authority
- Considerable potential for profitable growth in industrial technology aligned with relevant future fields after completed disposal of discontinued operations

THE NEW "INDUS OPERATING SYSTEM"

CONSISTENT PORTFOLIO DEVELOPMENT

[INDUS]



NEW SEGMENT MANAGEMENT AT A GLANCE

FIFTH BOARD MEMBER TO START ON OCTOBER 1, 2023

[INDUS]



Axel Meyer



Dr. Jörn Großmann



Gudrun Degenhart



Dr. Johannes Schmidt



Rudolf Weichert

SEGMENT MANAGEMENT

COO ENGINEERING

Improving performance

COO INFRASTRUCTURE

Driving Innovation,
Striving for Sustainability

COO MATERIALS

CENTRAL FUNCTIONS

CEO

Strengthening the Portfolio
Structure

CFO

INTRODUCTION OF ADDITIONAL KEY FIGURE

FREE CASH FLOW

OPERATING CASH FLOW

– Cash outflow from investments in property, plant and equipment and intangible assets

– Cash outflow for investments in financial investments and shares measured according to the equity method

= FREE CASH FLOW

- Introduction of free cash flow as an additional key figure improves transparency regarding the funds freely available to the Group
- Free cash flow creates the flexibility to:
 - > Acquire high-margin companies that align with the future fields of our new segments
 - > Make dividend payments
 - > Pay interest and reduce net debt

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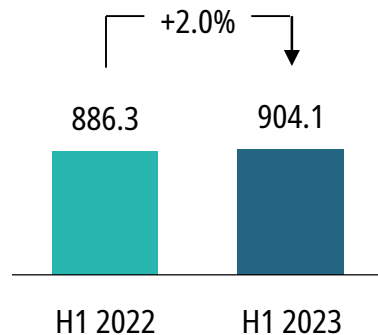
INDUS IN FIGURES

KEY FIGURES H1 2023

[INDUS]

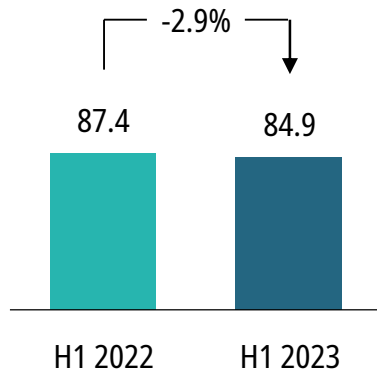
SALES*

(in EUR million)



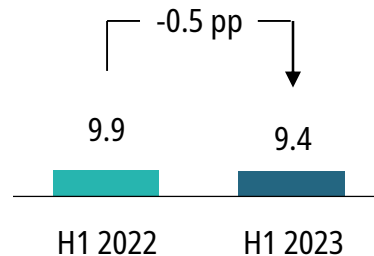
EBIT*

(in EUR million)



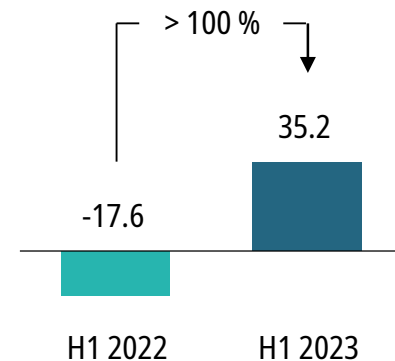
EBIT MARGIN*

(in %)



FREE CASH FLOW*

(in EUR million)



* from continuing operations

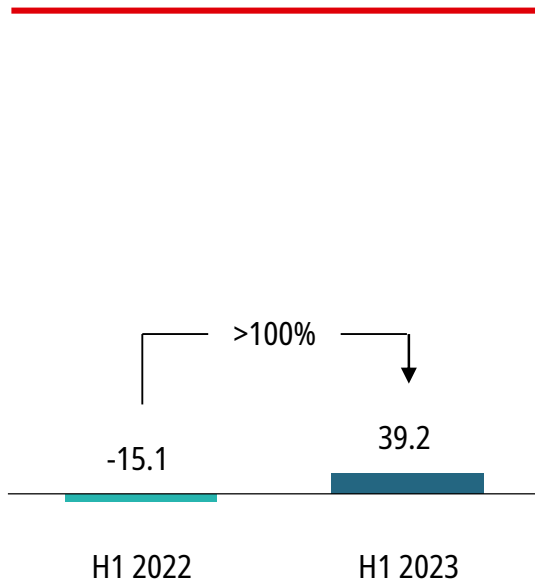
INDUS IN FIGURES

KEY FIGURES H1 2023

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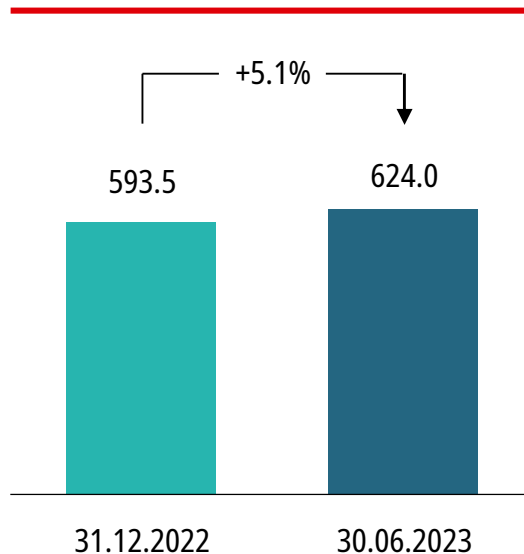
OPERATING CASH FLOW*

(in EUR million)



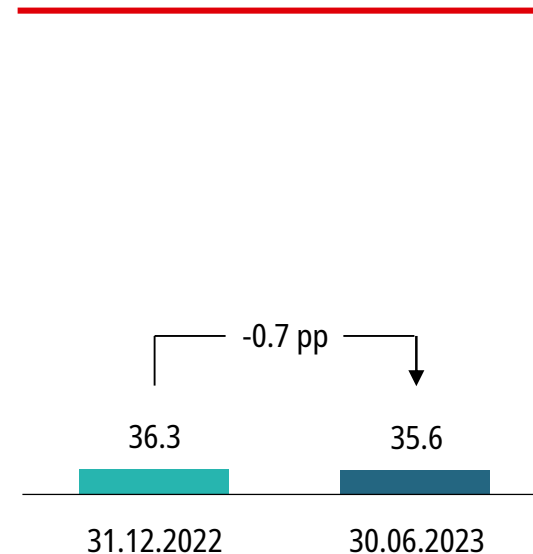
NET DEBT

(in EUR million)



EQUITY RATIO

(in %)



* from continuing operations

OVERVIEW – H1 2023

GOOD PERFORMANCE IN CHALLENGING ENVIRONMENT

- Increase in sales, despite muted economic environment.
- Organic growth in sales of 1,0 % and inorganic growth of 1,0 %
- INFRASTRUCTURE suffering by deteriorating market dynamics, especially in the residential sector
- ENGINEERING long-term trend remains intact despite temporary reluctance of customers
- MATERIALS on track
- Decrease of total operating income particularly due to INFRASTRUCTURE segment performance in the second quarter
- Increase of free cash flow due to muted working capital dynamics
- Full year segment guidance slightly adjusted

KEY FIGURES: EARNINGS (in EUR million)

	H1 2023	H1 2022	Δ in %
Sales	904.1	886.3	2.0
EBITDA	128.1	128.6	-0.4
EBIT	84.9	87.4	-2.9
EBIT margin (in %)	9.4	9.9	-0.5 pp
EBT	71.0	77.7	-8.6
Earnings after taxes	21.7	20.7	4.8
thereof continuing operations	47.5	56.9	-16,5
thereof discontinued operations	-25.8	-36.2	28.7

KEY FIGURES: CASH FLOW

Operating cash flow	39.2	-15.1	>100
Cash flow from operating activities	28.4	-25.9	>100
Cash flow from investing activities	-12.9	-61.3	79.0
Free cash flow	35.2	-17.6	>100
Cash flow from financing activities	-9.2	103.0	<-100
Cash and cash equivalents at the end of the period	118.9	115.3	3.1

KEY FIGURES: STATEMENT OF FINANCIAL POSITION

	June 30, 2023	Dec. 31, 2022	Δ in %
Total assets	1,917.1	1,889.9	-0.2
Equity	681.9	685.2	-0.5
Equity ratio (in %)	35.6	36.3	-0.7 pp
Net debt	624.0	593.5	5.1

FREE CASH FLOW DEVELOPMENT

FAVORABLE WORKING CAPITAL DYNAMICS LEAD TO INCREASE IN FREE CASH FLOW

in EUR million	H1 2023	H1 2022
Operating cash flow from continuing operations	39.2	-15.1
- Cash flow from investing activities from continuing operations	-12.9	-61.3
+ Cash outflow for investments for shares in fully consolidated companies	8.9	58.8
Free cash flow	35.2	-17.6

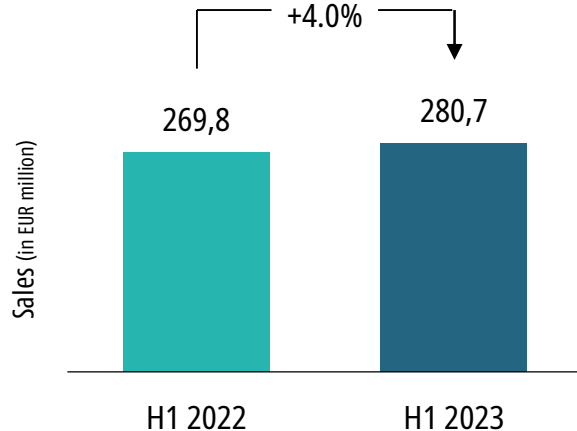
- Introduction of free cash flow as an additional management variable improves transparency regarding the funds freely available to the Group
- Free cash flow creates the flexibility to:
 - > Acquire high-margin companies that align with the future fields of our new segments
 - > Make dividend payments
 - > Pay interest and reduce net debt

REVENUE BY SEGMENT

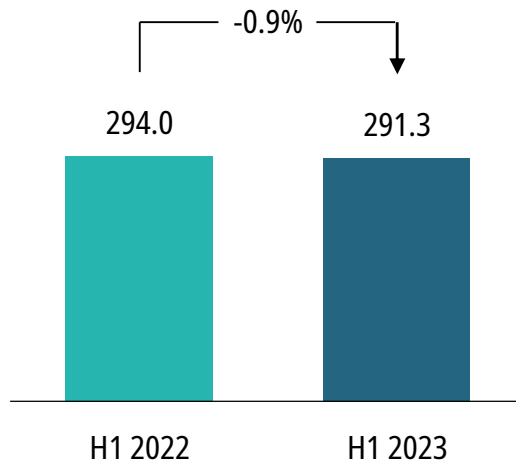
INCREASE IN SALES FOR TWO OUT OF THREE SEGMENTS

[INDUS]

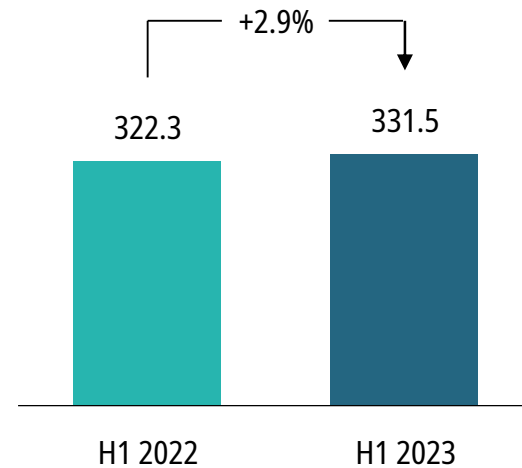
ENGINEERING



INFRASTRUCTURE



MATERIALS

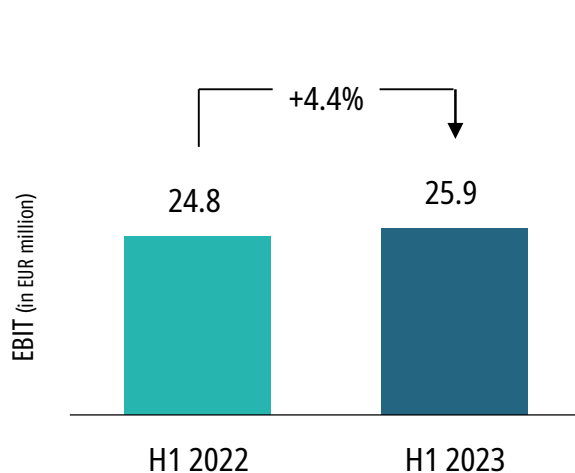


EBIT PER SEGMENT

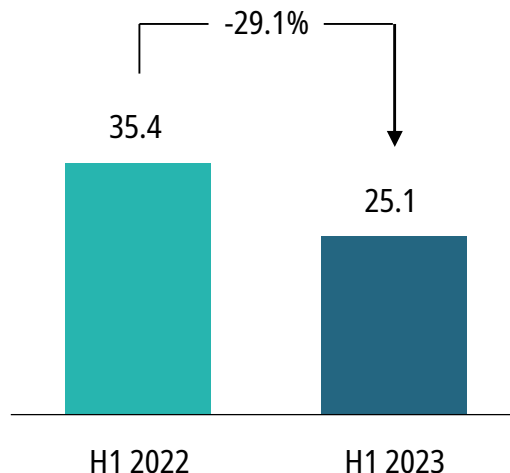
STRONG DEVELOPMENT IN MATERIALS SEGMENT

[INDUS]

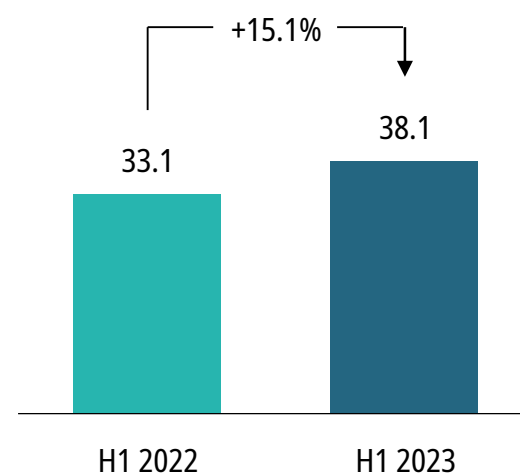
ENGINEERING



INFRASTRUCTURE



MATERIALS



ENGINEERING

OVERVIEW – NEW SEGMENTS SINCE JANUARY 1, 2023

[INDUS]

ENGINEERING



MEGATRENDS

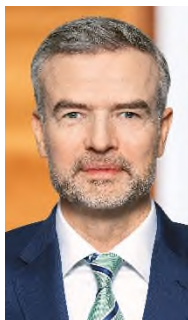
- Digitalization
- Sustainability

FUTURE FIELDS

- Automation and robotics
- Sensor and measuring technology
- Energy technology
- Logistics

THIS SEGMENT POOLS COMPANIES FROM THE FOLLOWING FIELDS:

- Automation/robotics
- Sensor and measuring technology
- Specialized machinery/equipment construction (e.g., energy, food and packaging technology)



"With our unique expertise, we are able to take full advantage of the boost that digitalization is giving to the very heart of the industrial SME sector. And every company that becomes a part of INDUS benefits from this."

Axel Meyer
Member of the Board of Management

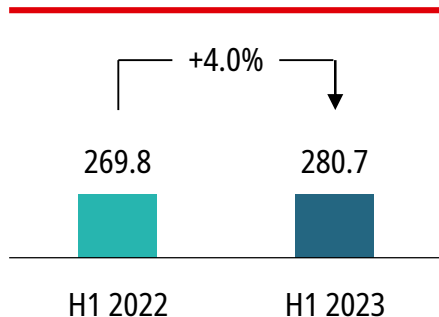


ENGINEERING

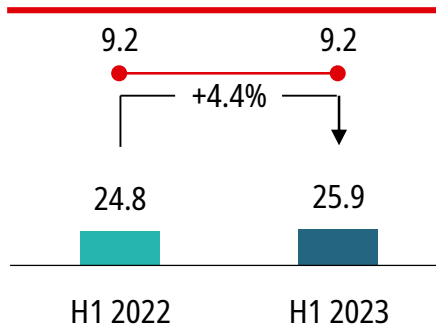
STABLE MARGIN COMPARED YEAR-ON-YEAR

- Organic growth in sales of 1,2 % and inorganic growth in sales of 2,8 % from HEIBER + SCHRÖDER and HELD (acquisitions in 2022)
- Strongest growth in sales of the three segments; sales performance for the rest of the year will be above previous year
- EBIT margin within forecast range of 9% to 11%
- Investments of EUR 4.8 million; exclusively investments in fixed assets and intangible assets

SALES (in EUR million)



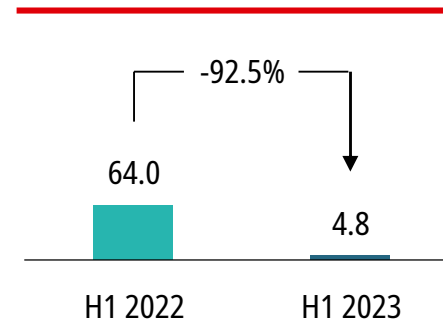
EBIT (in EUR million) and EBIT MARGIN (in %)



INDUSTRY TREND

- According to VDMA, slight decline in incoming orders in March; long-term trend remains intact
- Bottlenecks due to supply chain disruptions on the decline
- Sector still impacted by high levels of uncertainty and labor shortages

INVESTMENTS (in EUR million)



ENGINEERING

OVERVIEW OF KEY FIGURES

[INDUS]

(in EUR million)	H1 2023	H1 2022	Δ in %
Revenue with external third parties	280.7	269.8	4.0
EBITDA	41.8	39.6	5.6
Depreciation/amortization	-15.9	-14.8	-7.4
EBIT	25.9	24.8	4.4
EBIT margin (in %)	9.2	9.2	0.0 pp
Investments	4.8	64.0	-92.5
Employees	2,824	2,732	3.3

2023 FORECAST unchanged

- Slight rise in sales
- Strong rise in income
- EBIT margin: 9–11 %

INFRASTRUCTURE

OVERVIEW – NEW SEGMENTS SINCE JANUARY 1, 2023

INFRASTRUCTURE



MEGATRENDS

- Mobility and urbanization
- Digitalization
- Sustainability

FUTURE FIELDS

- Infrastructure networks
- Building infrastructure
- Energy efficiency

THIS SEGMENT POOLS COMPANIES FROM THE FOLLOWING FIELDS:

- Construction and building technology
- Telecommunications infrastructure
- Air-conditioning technology



“In an increasingly connected world, we need specialists who are open to development and able to create reliable connections. We want these specialists in our portfolio and we want to help them grow.”

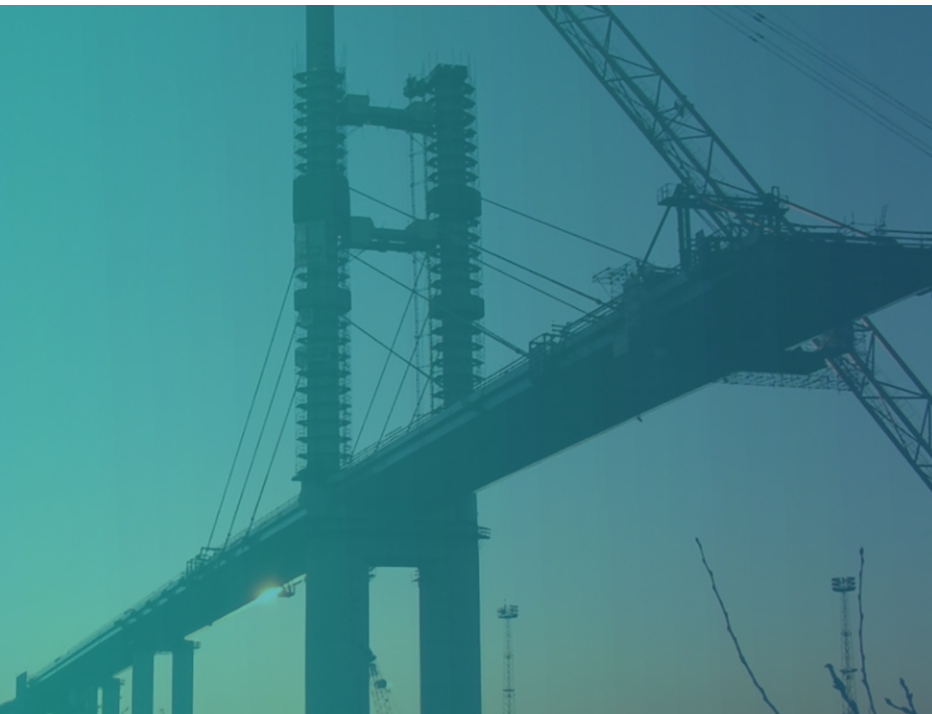
Dr. Jörn Großmann
Member of the Board of Management



QUICK BAUPRODUKTE GMBH

CLOSED: INDUS PORTFOLIO COMPANY BETOMAX ACQUIRES QUICK BAUPRODUKTE

[INDUS]



- QUICK Bauprodukte is a leading specialist for standard and special parts for bridge building, overground and underground construction, and tunnel construction
- Based in Schwerte
- Annual sales of approx. EUR 8 million (2022)
- BETOMAX systems acquires 100% of the shares
- Offers BETOMAX systems new market opportunities, particularly in field of bridge building
- Closed March 31, 2023

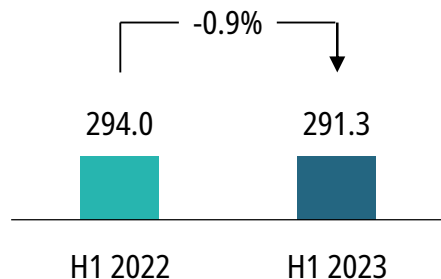
FUTURE FOCUS: "INFRASTRUCTURE BUILDINGS"

INFRASTRUCTURE

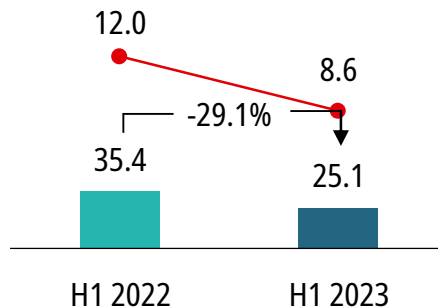
SUBDUED SECTOR ENVIRONMENT AFFECTS PERFORMANCE

- Due to subdued sentiment in the construction sector especially new buildings, sales slightly decreasing
- Rising material prices still impede on segment development
- Disproportional slowdown in residential construction sector noticeable in operating income, 29 % decrease in EBIT to EUR 25.1 million
- Investments above prior-year level also due to the acquisition of QUICK

SALES (in EUR million)



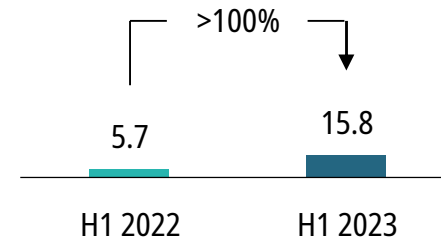
EBIT (in EUR million) and EBIT MARGIN (in %)



INDUSTRY TREND

- Negative trend since the beginning of the year became more pronounced in Q2 due to pressure in the residential sector
- Further negative effects from higher material prices and increased interest rates
- Outlook for the year negative

INVESTMENTS (in EUR million)



INFRASTRUCTURE

OVERVIEW OF KEY FIGURES

[INDUS]

(in EUR million)	H1 2023	H1 2022	Δ in %
Revenue with external third parties	291.3	294.0	-0.9
EBITDA	37.8	47.5	-20.4
Depreciation/amortization	-12.7	-12.1	-5.0
EBIT	25.1	35.4	-29.1
EBIT margin (in %)	8.6	12.0	-3.4 pp
Investments	15.8	5.7	>100
Employees	2,947	2,862	3.0

2023 FORECAST slightly adjusted

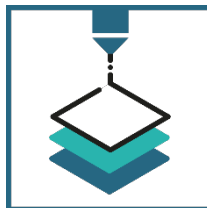
- Slight rise in sales
- Strong rise in EBIT
- EBIT margin: 9-11 % (before 10-12 %)

MATERIALS

OVERVIEW – NEW SEGMENTS SINCE JANUARY 1, 2023

[INDUS]

MATERIALS



MEGATRENDS

- Sustainability
- Mobility and urbanization
- Demographics and health

FUTURE FIELDS

- Metals and metal processing
- Circular economy and waste management
- Agriculture and food industries

THIS SEGMENT POOLS COMPANIES FROM THE FOLLOWING FIELDS:

- Metal forming and processing
- Metal creation (carbides and blasting agents)
- Medical disposables and aids



"In addition to technologies, innovative materials in particular also often open up new opportunities in various sectors. These companies are in the right hands with us."

Dr. Johannes Schmidt
Chairman of the Board



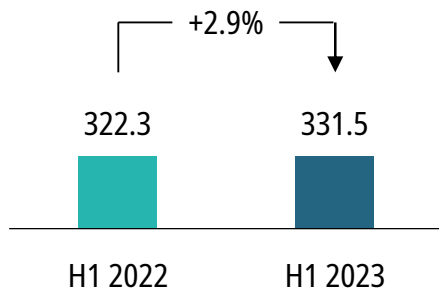
MATERIALS

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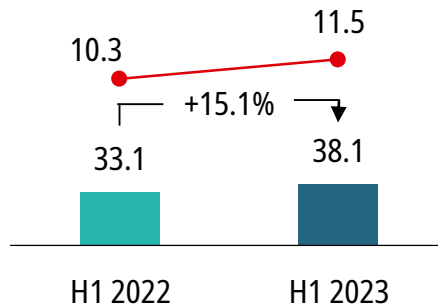
GOOD EBIT PERFORMANCE IN H1 COMPARED TO PREVIOUS YEAR

- Growth in sales of 2.9% purely organic; growth for majority of all segment companies
- Normalization of pricing dynamics leads to increase of EBIT-Margin
- Possible imposition of anti-dumping duties by EU already taken into account in guidance
- Investments of EUR 6.1 million at prior-year level, investments only in property, plant, equipment and intangible assets

SALES (in EUR million)



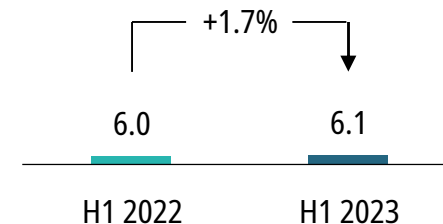
EBIT (in EUR million) and EBIT MARGIN (in %)



INDUSTRY TREND

- Order backlog in the sector remains high despite decreasing demand
- Production and sales recovered thanks to stabilization in supply chains
- Outlook towards the end of the year 2023 and 2024 is dampening

INVESTMENTS (in EUR million)



MATERIALS

OVERVIEW OF KEY FIGURES

[INDUS]

(in EUR million)	H1 2023	H1 2022	Δ in %
Revenue with external third parties	331.5	322.3	2.9
EBITDA	52.3	46.9	11.5
Depreciation/amortization	-14.2	-13.8	-2.9
EBIT	38.1	33.1	15.1
EBIT margin (in %)	11.5	10.3	1.2 pp
Investments	6.1	6.0	1.7
Employees	3,131	3,154	-0.7

2023 FORECAST slightly adjusted

- Slight rise in sales
- Increase in EBIT
- EBIT margin: 7-9% (before 6-8 %)

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ECONOMIC ENVIRONMENT – OUTLOOK FOR 2023

OUTLOOK FOR GERMAN ECONOMY DETERIORATING

- Economic stagnation paired with pessimism in society leads to deterioration of German economic outlook
- Decrease in incoming orders in industrial sector and positive momentum from investment and exports
- Supply bottlenecks partially resolved, production in the energy-intensive economic sector supported by lower energy prices
- ifo business climate decreasing the third time in a row to 87.3 in July compared to 88.6 in June
- Consumption stabilizing due to declining inflation rates
- Effects of the Russia-Ukraine war continues to hamper the German economy and world-wide trade relations, especially between the US and China, as well as Europe and the US



GDP growth forecast in 2023

- Global economy +3.0%
- USA +1.8%
- Euro area +0.9%
- China +5.2%
- Germany -0.3%

* Source: IMF

UPDATED SEGMENT FORECAST

[INDUS]

SEGMENT MATERIALS PERFORMING BETTER THAN EXPECTED

	Actual 2022	Forecast March 2023	Forecast August 2023
Engineering			
Sales	EUR 580.9 million	Slightly increasing sales	Slightly increasing sales
EBIT	EUR 47.4 million	Strongly increasing result	Strongly increasing result
EBIT margin	8.2%	9 to 11%	9 to 11%
Infrastructure			
Sales	EUR 586.0 million	Slightly increasing sales	Slightly increasing sales
EBIT	EUR 51.3 million	Strongly increasing result	Strongly increasing result
EBIT margin	8.8%	10 to 12%	9 to 11%
Materials			
Sales	EUR 636.8 million	Increasing sales	Slightly increasing sales
EBIT	EUR 49.9 million	Consistent result	Increasing result
EBIT margin	7.8%	6 to 8%	7 to 9%
INDUS-Group			
Sales	EUR 1.8 billion	EUR 1.9 - 2.0 billion	EUR 1.9 - 2.0 billion
EBIT	EUR 133.7 million	EUR 145 - 165 million	EUR 145 - 165 million
EBIT margin	7.4%	7.0 to 8.0%	7.0 to 8.0%
Free cash flow	EUR 101.5 million	> EUR 100 million	> EUR 100 million

2023 FORECAST (FOR CONTINUING OPERATIONS) – CONFIRMED

INCREASE IN EBIT EXPECTED FOR 2023

[INDUS]

	GROUP	
	2022	Forecast 2023
Sales (in EUR billion)	1.80	1.90–2.00 (lower end)
EBIT (in EUR million)	133.7	145–165
EBIT margin (in %)	7.4	7.0 to 8.0 (upper end)
Free cash flow (in EUR million)	101.5	>100
Acquisitions	2	2
Investments in property, plant and equipment, and intangible assets (in EUR million)	66.8	85–95
Greenhouse emissions (GHG emissions Scope 1+2)* (in CO ₂ /EUR million GAV)	75.94	lower than in 2022
Equity ratio (in %)	36.3	higher than in 2022 approx. 38%
Net debt/EBITDA	2.3 years	approx. 2.5 years
Working capital (in EUR million)	496.7	unchanged

* Net emissions intensity

AGENDA

[INDUS]

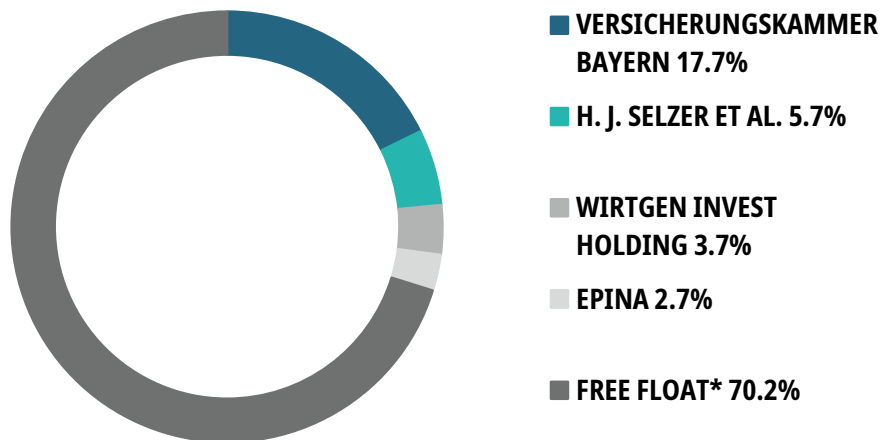
- 1 MAJOR EVENTS H1 2023
- 2 INDUS' DNA
- 3 PARKOUR UPDATE
- 4 INDUS IN FIGURES – H1 2023
- 5 OUTLOOK
- 6 SHAREHOLDER STRUCTURE
- 7 APPENDIX

CURRENT SHAREHOLDER STRUCTURE

ANCHOR SHAREHOLDERS SUPPORT THE LONG-TERM CORPORATE STRATEGY

[INDUS]

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%.

WKN/ISIN	620010/DE 000 620 010 8
Foundation/IPO	1986/1995
Financial year	Jan. 1 to 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 AG, ODDO BHF

AGENDA

[INDUS]

- 1 MAJOR EVENTS H1 2023
- 2 INDUS' DNA
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- 7 **APPENDIX**

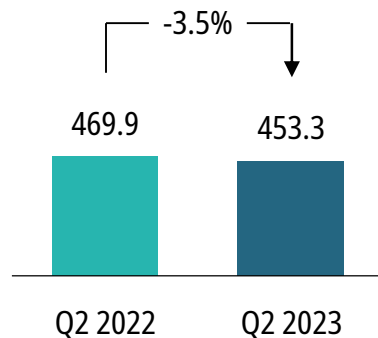
INDUS IN FIGURES

KEY FIGURES Q2 2023

[INDUS]

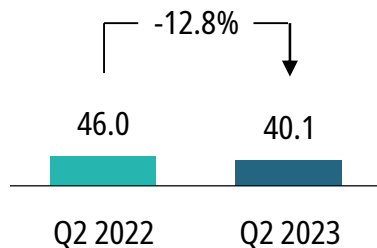
SALES*

(in EUR million)



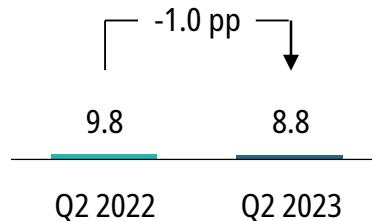
EBIT*

(in EUR million)



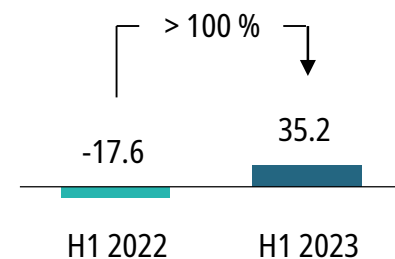
EBIT MARGIN*

(in %)



FREE CASH FLOW*

(in EUR million)



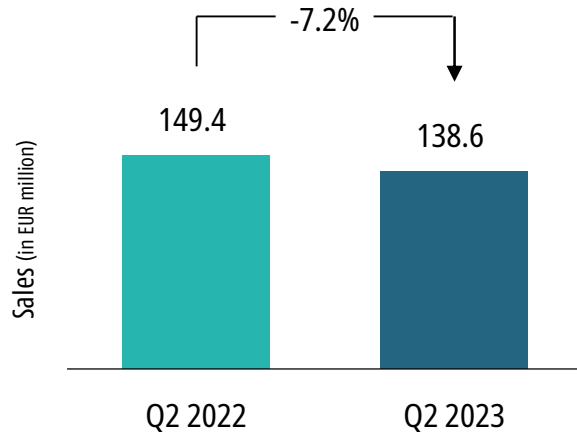
* from continuing operations

REVENUE BY SEGMENT Q2 2023

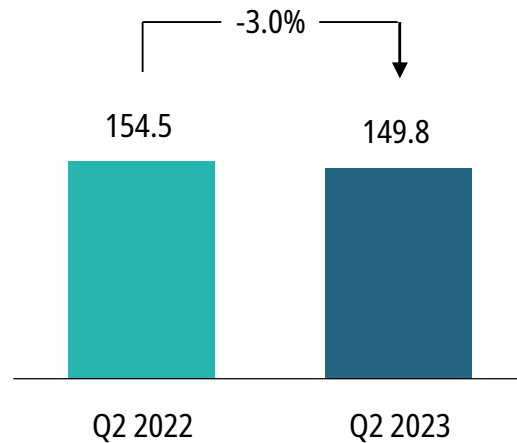
DECREASE IN SALES IN ALL SEGMENTS

[INDUS]

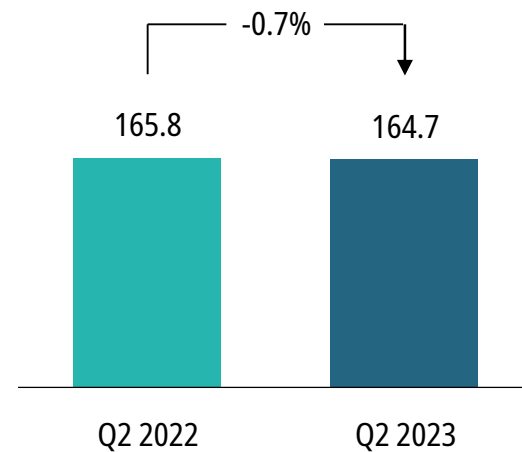
ENGINEERING



INFRASTRUCTURE



MATERIALS



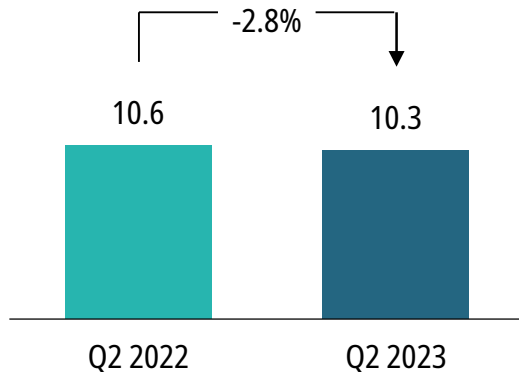
EBIT PER SEGMENT Q2 2023

NOTICEABLE DECLINE IN THE SEGMENT INFRASTRUCTURE

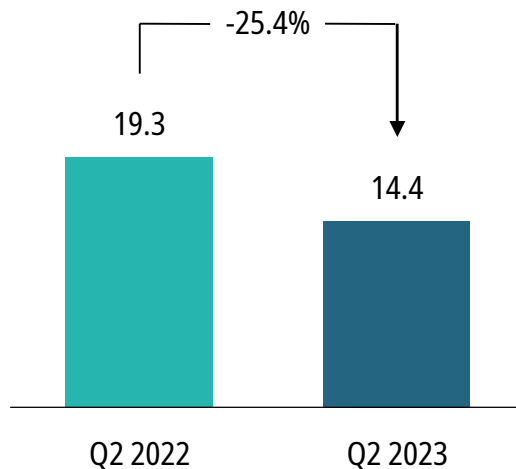
[INDUS]

ENGINEERING

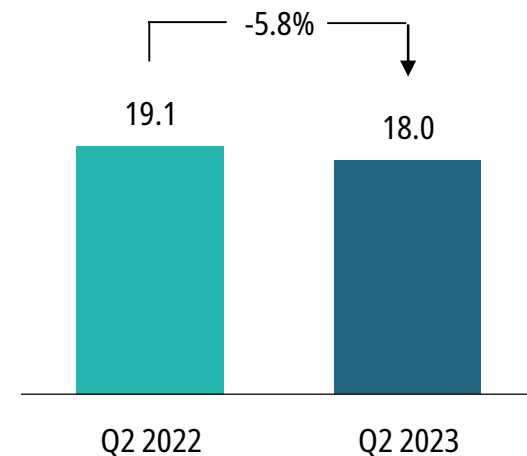
EBIT (in EUR million)



INFRASTRUCTURE


















MATERIALS



INDUS PORTFOLIO COMPANIES















ENGINEERING

COMPANIES	DESCRIPTION	LOCATIONS
 ASS Automation Systems	Robotic hands and automation systems for manufacturers	Overath (DE), Plymouth (US)
 BUDDE Engineering & Technology	Specialist in logistics and materials 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), Mailand (IT), New Delhi (IN), Newbury (GB), Nur-Sultan (KAZ), Santiago de Chile (CL), Shanghai (CN), Singapur (SG)
 GSR	Innovative valve technology for demanding industrial applications	Vlotho (DE)
 HS HEIDER & SCHROEDER	Special machines for packaging solutions made of cardboard and paperboard	Erkrath (DE), Cary, IL (US)
 HELD SYSTEMS	Machines and systems for laser cutting and laser welding technology	Heusenstamm (DE)
 HORN GROUP	Refueling technology and workshop solutions	Flensburg (DE), Gütersloh (DE), Humble (US), Mumbai (IN), Shanghai (CN), Sheffield (GB)
 IFF WERNER	Automation components and systems	Furtwangen in the Black Forest (DE)
 IPETRONIK	Measurement and testing technology for automotive and aerospace development	Baden-Baden (DE), Bangalore (IN), Bergkirchen (DE), Düsseldorf (DE), Eichstätt (DE), Schaffhausen (CH), Southfield (US)
 JUNGMANN SYSTEMTECHNIK	Full solutions for setting up the control room, control center and control station	Buxtehude (DE)
 BRAUN	Inertgas glovebox 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 testing and analysis	Hanover (DE), Farnham (GB), Montesson (FR), Peking (CN), Suzhou (CN), Verona/New Jersey (US), Xi'an (CN)
 MAG	Sophisticated solutions for special machinery and plant technology	Ebersbach-Neugersdorf (DE), Birmingham (US), Changchun (CN)
 meutronic	Metal and foreign body detection in production	Kirchberg im Wald (DE), Colmar (FR)
 peiseler	High-precision NC rotary tables and NC rotary tilt tables for machine tools	Remscheid (DE), Morbach (DE), Grand Rapids (US), Taichung (TW)

INDUS PORTFOLIO COMPANIES

INFRASTRUCTURE















[INDUS]

COMPANIES	DESCRIPTION	LOCATION
	Anchoring and reinforcement technology	Dielsdorf (CH), Cologne (DE), Lauchhammer (DE), Rossens (CH)
 <small>Pioneering Your Comfort</small>	Heating and air conditioning systems for vehicles	Mudau (DE), Grand Rapids (US), Ergene/Tekirdag (TR), Nuenen (NL), Weert (NL)
	Anchoring and reinforcement technology	Neuss (DE), Halle (DE)
	Sealants made from silicone and acrylic	Reichshof/Hahn (DE), Korntal-Münchingen (DE)
	Sealing systems for cables and pipes	Hermaringen (DE), Chesterfield (UK), Dubai (AE), Oensingen (CH), Rosenberg (DE)
	Edge and wrapping veneers	Melle (DE), Heath (US), Pusztaszabolcs (HU)
	Expansion joint moldings for major projects	Wülfrath (DE), Dubai (AE)
	High-quality front door panels	Oelde (DE), Chociwel (PL), Malacky (SK), Sittensen (DE)
	Air-conditioning devices, heating systems, inverter heat pumps, dehumidifiers	Lage (DE), Luvia (FIN)
 <small>Klima Lüftung</small>	Planning and construction of ventilation and air conditioning devices	Friedberg (DE)
 <small>Technische Service Netze</small>	International construction of towers	Berlin (DE)
	Specialist civil engineering for the planning and laying of pipeline networks	Bad Königshofen im Grabfeld (DE)
	Powder coating of facade, ceiling and wall elements	Oberviechtach (DE)
	Full-service provider for high-quality windows and doors	Rietberg-Mastholte (DE)

INDUS PORTFOLIO COMPANIES

MATERIALS

[INDUS]

COMPANIES	DESCRIPTION	LOCATIONS
 BETEK	Carbide tools for road construction and mining, tunnelling and special civil engineering, agriculture, etc.	Aichhalden (DE), Charlotte (US), Taicang (CN)
 BILSTEIN SIERMANN	Innovative cold extruded parts, turned parts and screw plugs	Hillesheim (DE), Taicang (CN)
 DESSAUER SCHULDSCHIEDL	Metal and sheet metal parts, components, control cabinets, machine cladding	Dessau-Roßlau (DE)
 HAKAMA KAWAII JAPAN	Enclosures for medical technology systems and professional coffee machines	Bättwil (CH)
 RÜBSAMEN Werkstoffechnik - Industrie - Werkstoffe	Metal processing and forming technology	Bad Marienberg (DE), Eichenstruth (DE)
 imeco.	Confectioning of nonwoven products for medicine, cosmetics, cleaning and care	Goldbach (DE), Elterlein (DE)
 SIMON	Sintered metal components	Aichhalden (DE)
 mewesta	Hydraulic blocks and systems	Münsingen (DE)
 mikrop	Miniaturised high-precision optics	Wittenbach (CH), Kač (SRB), Sauerlach (DE)
 ofa barberg	Compression stockings, bandages and orthoses made to measure	Bamberg (DE), Glauchau (DE), Maastricht (NL), Salzburg (AT), Waldenbuch (DE)
 planetroll the planet's partner	Drive technology, stirring technology, plant engineering	Munderkingen (DE)
 Ragusa	Individual solutions for surgical draping systems, surgical gowns, textile surgical consumables	Ascheberg-Herbern (DE), Cismadie (RO), Douar Takad/Sidi-Bibi (MA)
 Rolk	Production and trade of wheels, castors, tyres, accessories for rehabilitation	Borgholzhausen (DE), Bloomfield (US), Houten (NL), Silkeborg (DK), Zhangzhou (CN)
 VULKAN INOX SINCE 1958	Stainless steel blasting media for surface treatment	Hattingen (DE), Brantford (CA), Bruneck (IT)

Do you have any questions or want to get in touch with us?

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