



2021

Capital Markets Update

18 March 2021

Why Volati?

A. Proven track record of creating long-term value growth

B. Established model for value creation

C. Solid foundation for continued value growth

Giving companies the right conditions to grow

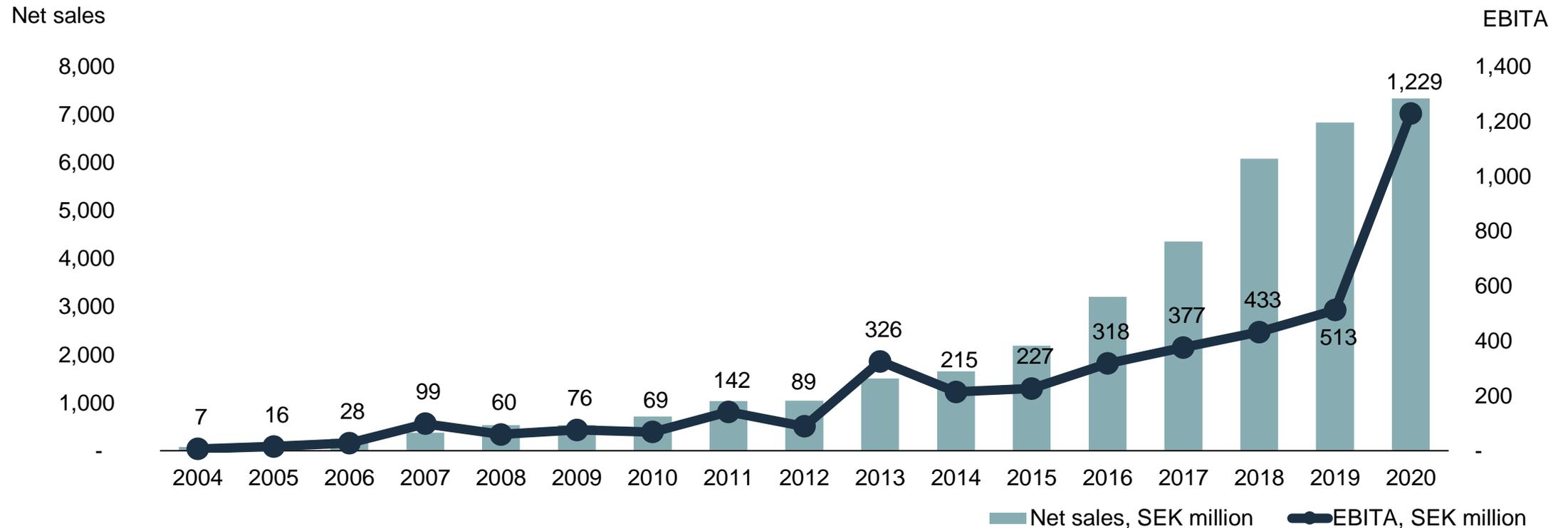


Business concept

”Volati creates value by acquiring companies with proven business models, leading market positions and strong cash flows at reasonable valuations, and develops them with an emphasis on long-term value creation.”

Volati creates long-term value growth*

Since the IPO in 2016, our average annual EBITA growth has been 40 percent. 38 percent average annual EBITA growth since 2004.



* Figures including net sales and EBITA from discontinued operations.

A diversified Swedish Industrial Group

Net sales
SEK **6,7** Bn
(2019: 5,9)

EBITA
SEK **488** m
(2019: 388)

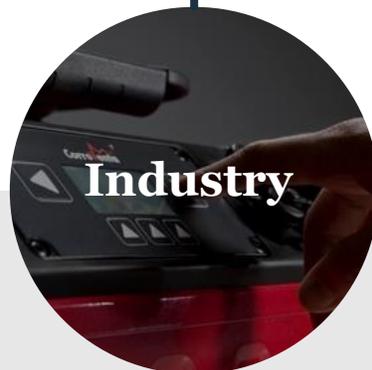
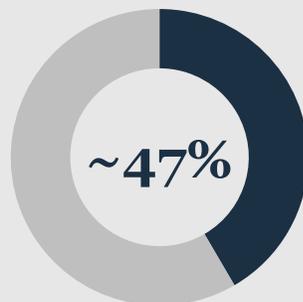
ROE
51%
(2019: -4%)

volat1.



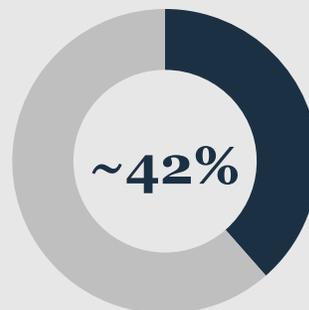
Salix Group

Percentage of Group
EBITA, 2020



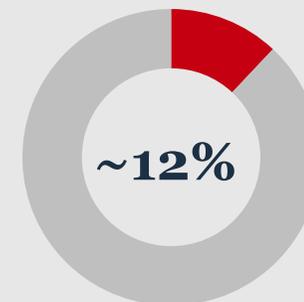
Industry

Percentage of Group
EBITA, 2020



Bokusgruppen

Percentage of Group
EBITA, 2020



The Industry business area consists of four market leaders within different niches

Net sales
SEK **2,258** m
(2019: 2,008)

EBITA
SEK **236** m
(2019: 179)

ROCE (excl. Goodwill)
29%
(2019: 21%)



Corroventa



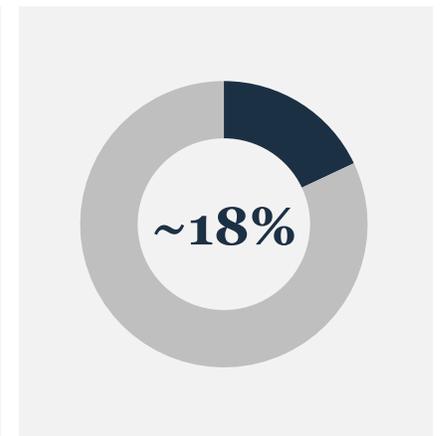
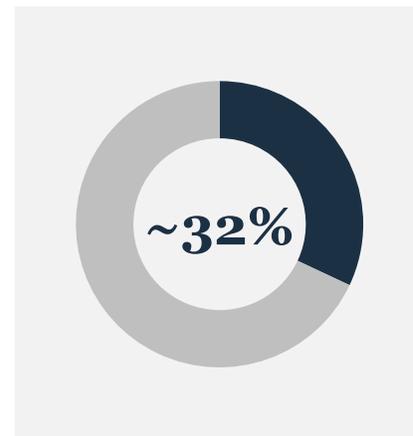
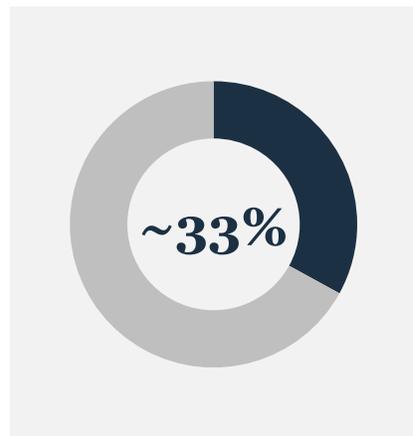
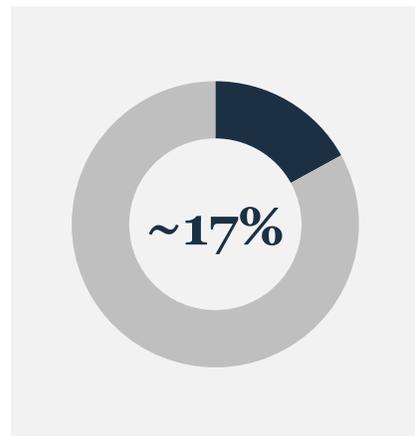
Ettiketto



S:t Eriks



Tornum



Percentage of Industry EBITA, 2020

Why Volati?

A. Proven track record of creating long-term value growth

B. Established model for value creation

C. Solid foundation for continued value growth

Giving companies the right conditions to grow

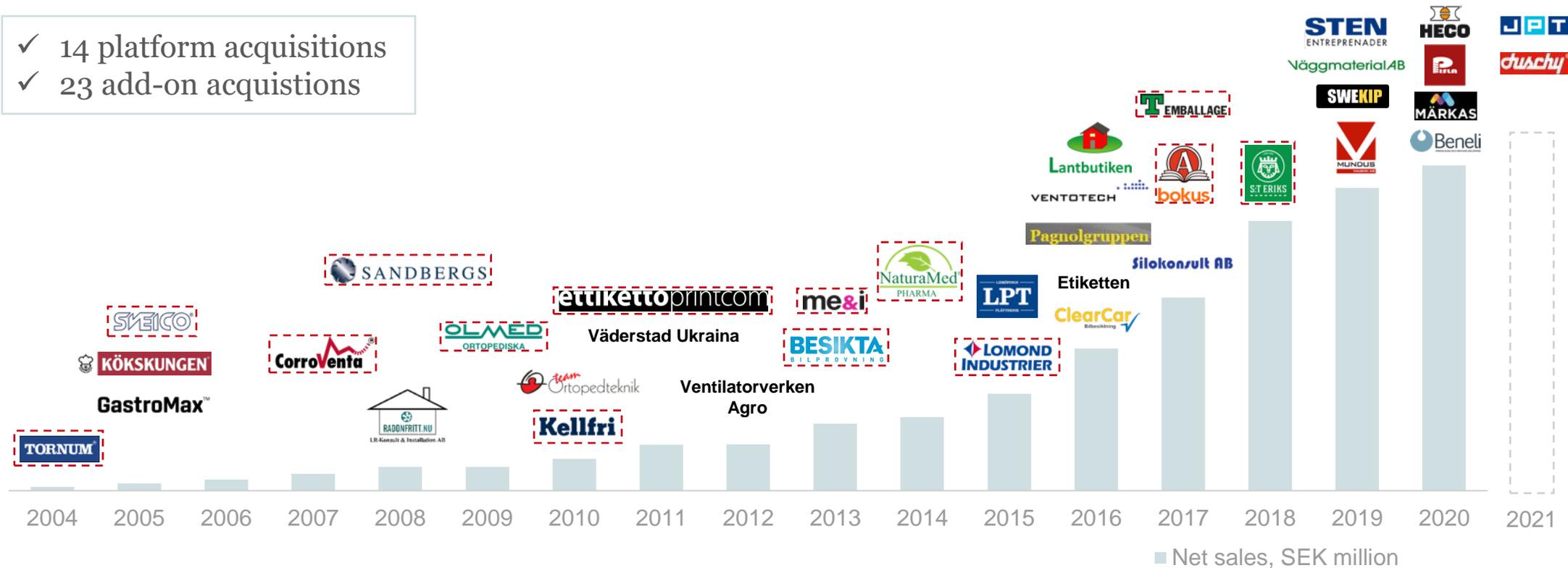


Established model for long term value creation



Maintained acquisition pace over different business cycles

- ✓ 14 platform acquisitions
- ✓ 23 add-on acquisitions



Continuously executing add-on acquisitions...

Add-on acquisitions

- ✓ Decentralised acquisition organisation
- ✓ Structures and processes in place to manage the entire acquisition process
- ✓ Sourcing an integrated part of strategic work in the business units
- ✓ Regarded as natural industrial buyer

Last 24 months



...complemented with carefully selected platforms

Platform acquisitions

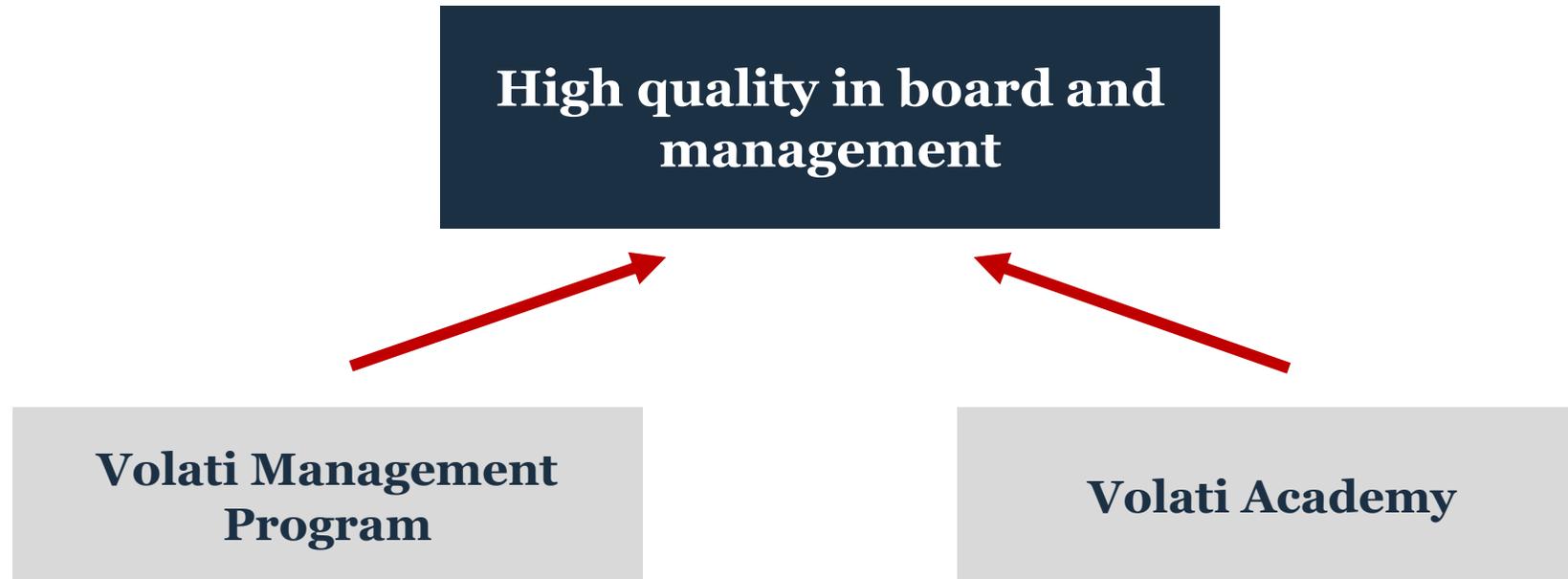
- ✓ Centralised acquisition organisation
- ✓ Reviewing 150+ possible transactions per year
- ✓ Long term and structured work to build an M&A pipeline
- ✓ Volati to be positioned as the preferred buyer (network, reputation, experience, transaction likelihood)
- ✓ Opportunistic approach when situations occur

Examples



Value creation through organic development

Decentralised model for organic development, the CEO:s being our heroes



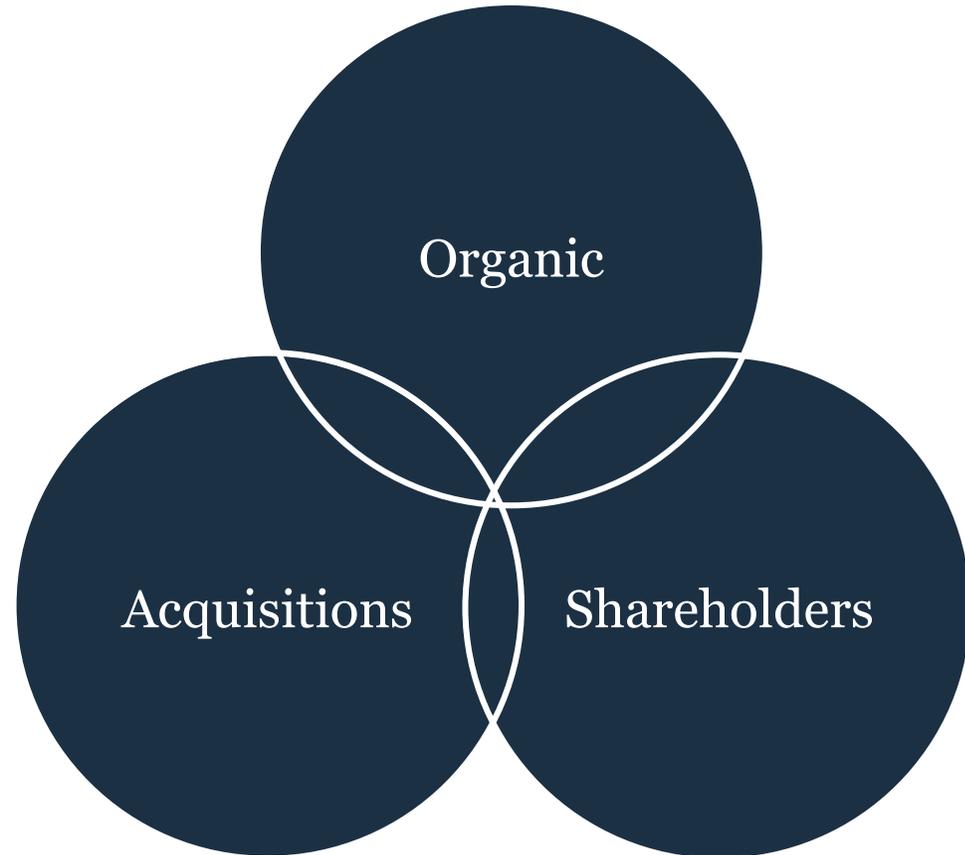
ORGANIC DEVELOPMENT

Value creation through reinvesting strong operating cash flow

Operating cash flow

SEK **623** m

(2019: 403)



REINVESTMENT

Case Ettiketto – Creating value through platform acquisition and organic development

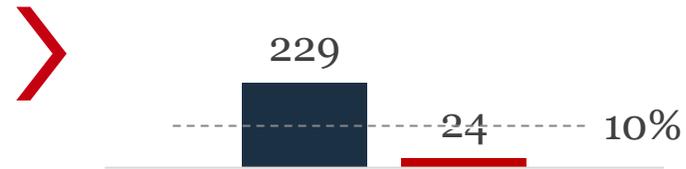
Acquisition



GSS-Group
Glückman, Silver & Skog AB

2011

Net sales and EBITA (m)*



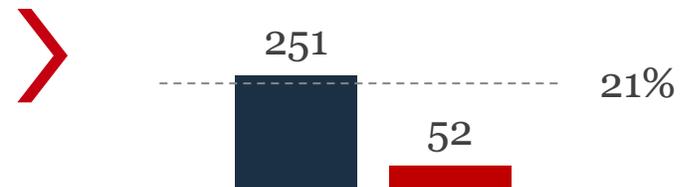
Platform



ettiketto

2019

Net sales and EBITA (m)



- Acquisition of owner led company
- Initial focus on organic development
- Platform for growth

*Proforma 2011. The company has been included as if it was consolidated from the 1st of January, 2011.

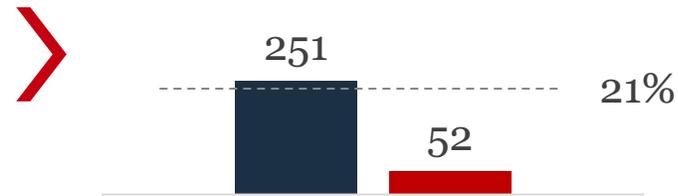
Case Ettiketto – Complementing with add-on acquisitions that generate synergies

Platform



2019

Net sales and EBITA (m)



Net sales (m): 141



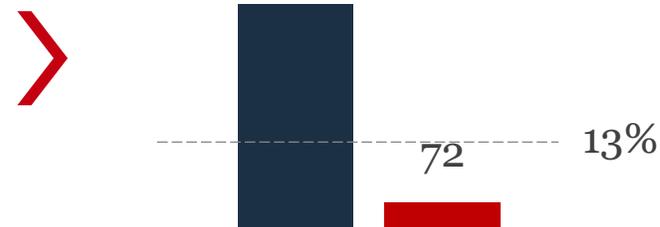
Net sales (m): 150

Today



2020

Net sales and EBITA (m)*



- Platform for acquisitions
- Market leading margins = synergies
- #1 in Sweden

*Proforma 2020. The companies acquired during the year have been included as if they were consolidated from the 1st of January, 2020.

The best owner of medium-sized companies

- **A clear vision and a proven track record delivering on that vision**
- **When successful some medium-sized companies will eventually become large**
- **Decentralised model on business area level like Salix Group**
- **Potential separate listing like Bokusgruppen**



Why Volati?

A. Proven track record of creating long-term value growth

B. Established model for value creation

C. Solid foundation for continued value growth

Giving companies the right conditions to grow



Two fast growing business areas

Salix Group

Net sales

SEK **2,665** m

(2019: 2,138)

EBITA

SEK **265** m

(2019: 178)

CAGR

% **23**

(2015-2020)

ROCE (excl. Goodwill)

38%

(2019: 28%)

of acquisitions last 2 years

5



Volati Industry

Net sales

SEK **2,258** m

(2019: 2,008)

EBITA

SEK **236** m

(2019: 179)

CAGR

% **22**

(2015-2020)

ROCE (excl. Goodwill)

29%

(2019: 21%)

of acquisitions last 2 years

5



Financial capacity and structure supporting additional M&A activity

Volati 2020 key figures*

Net sales

SEK **4,921** m

(2019: 4,145)

EBITA CAGR

31 %

(2015-2020)

EBITA

SEK **421** m

(2019: 312)

Net Debt / EBITDA**

~0,7x

- **More decentralised governance structure for Salix Group**
- **Strong local leadership in business area Industry**
- **Increased focus on M&A at Volati centrally**
- **Financial capacity supporting increased acquisition pace**

* Excluding Bokusgruppen

** Adjusted for extra dividends in February 2021 and assumed separate listing of Bokusgruppen

Well-positioned for long term value growth also going forward

2 business areas – Salix Group and Volati Industry

+ 30% yearly EBITA growth since 2015

10 add-on acquisitions the last two years



Increased focus on and significant room for platform acquisitions

Acquisition capacity SEK

2.0+ Bn

Why Volati?

A. Proven track record of creating long-term value growth

B. Established model for value creation by acquisitions and developing business units

C. Solid foundation for continued value growth

- **Two fast growing business areas in Salix Group and Industry**
- **Additional growth by new platform acquisitions**

Giving companies the right conditions to grow



volatı.