

**SVERKER LINDBERG**

PRESIDENT AND CEO









## **OUR VISION**

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

# HAKI SAFETY YEAR-END 2023

Net sales, SEK M

**1,188**

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2022: **1,168**

Operating profit, SEK M

**99**

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2022: **102**

No of employees

**300**

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year-end 2023

Sales in

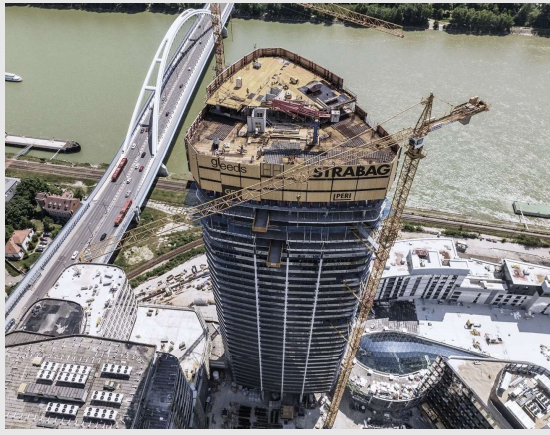
**20**

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countries

# DIVERSE RANGE OF SECTORS

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



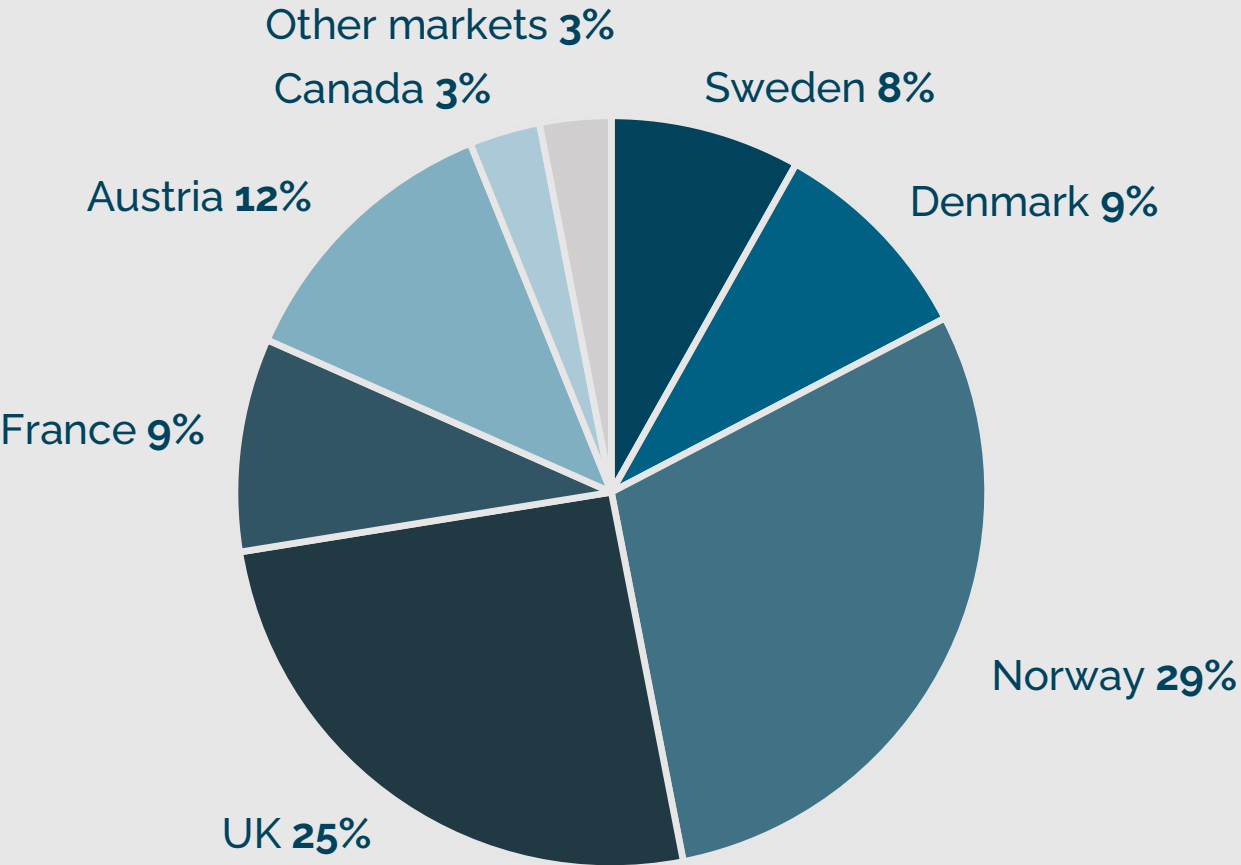
Maintenance of offshore  
platforms



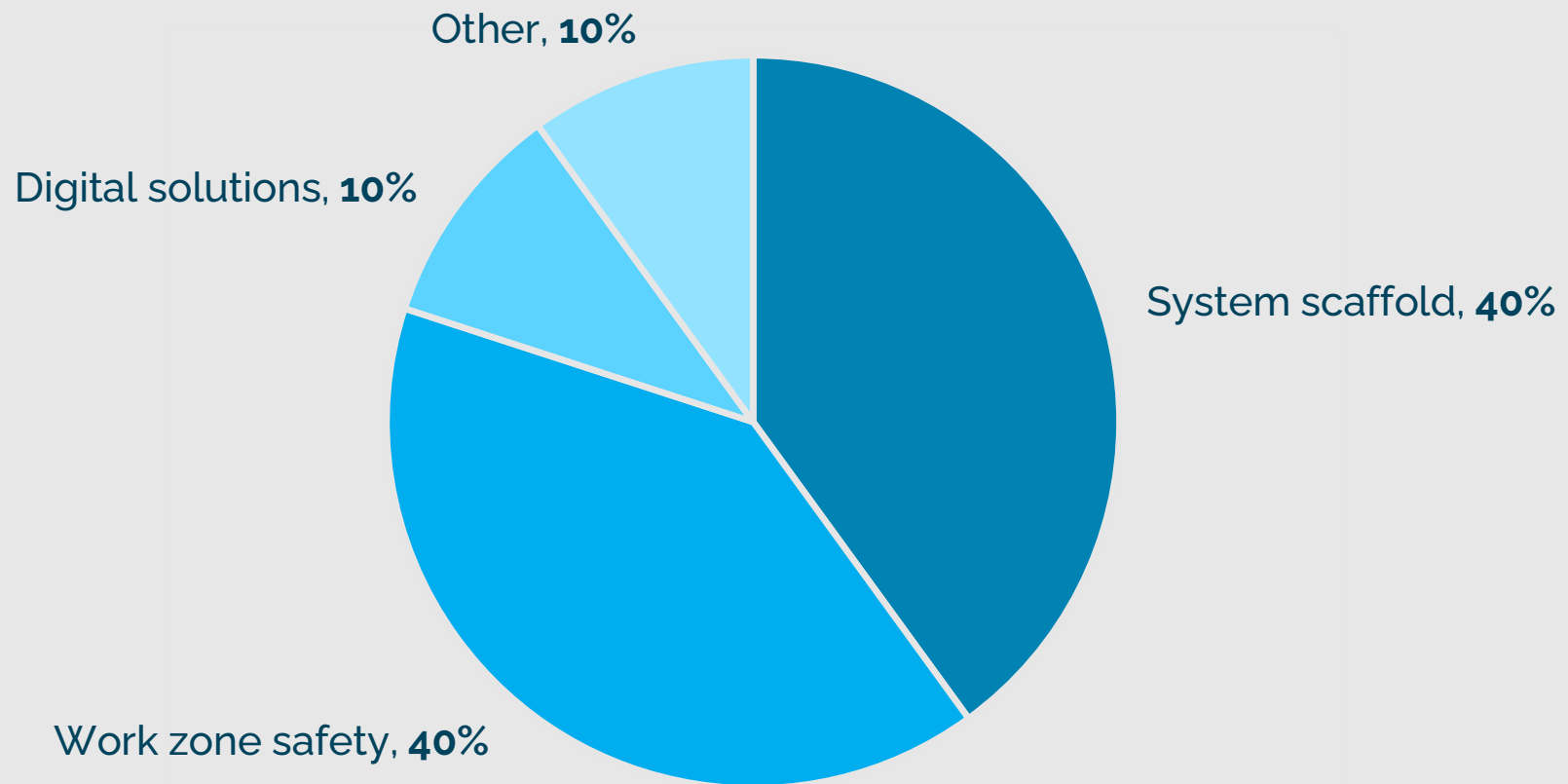
Maintenance of historic  
buildings



# BROAD GEOGRAPHIC PRESENCE



# FROM SYSTEM SCAFFOLD TO SAFETY SOLUTIONS

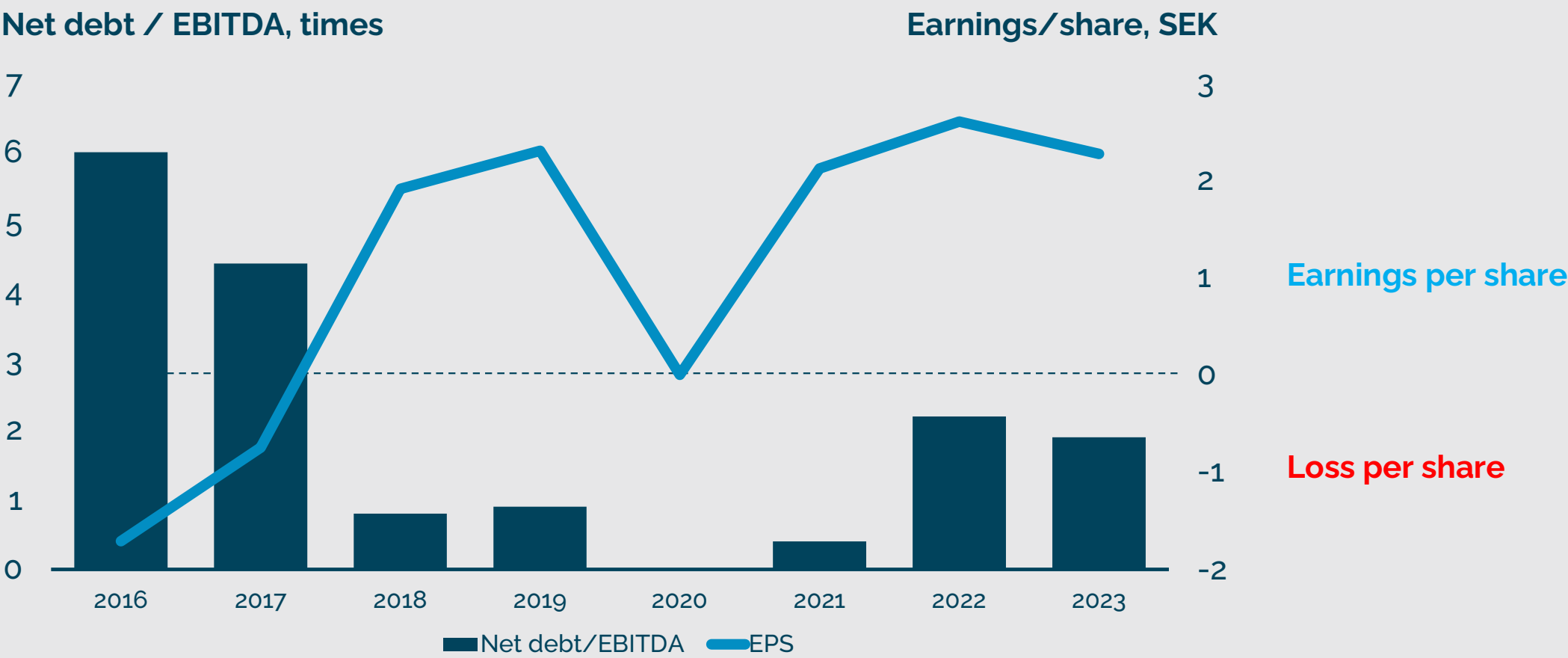




# MIDWAY HOLDING 2016



# HIGH NET DEBT, LOW EARNINGS PER SHARE



# FROM CONGLOMERATE TO INDUSTRIAL GROUP

Cleaning 2016–

Focusing

Developing 2019–

Conglomerate

HAKI

Industrial group

HAKI **30** % of net sales

HAKI **90** % of net sales

# HAKI SAFETY & FAVOURABLE GLOBAL TRENDS

## TREND

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

## NEED

- Infrastructure
- Energy
- Industries
- Commercial & residential buildings

## HAKI SAFETY

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

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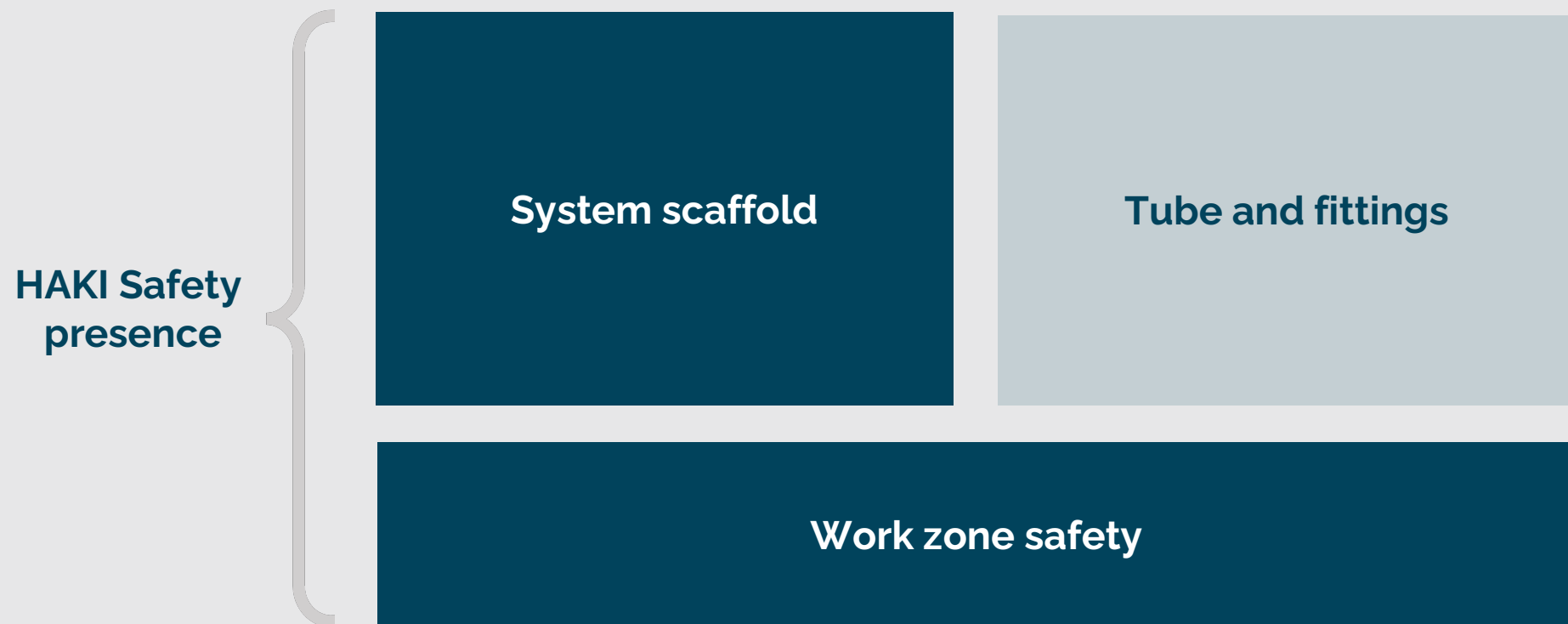
**Services:** 100 years of experience at your service

**Savings:** Higher performance and lower costs without compromise

**Sustainability:** Built for a better future

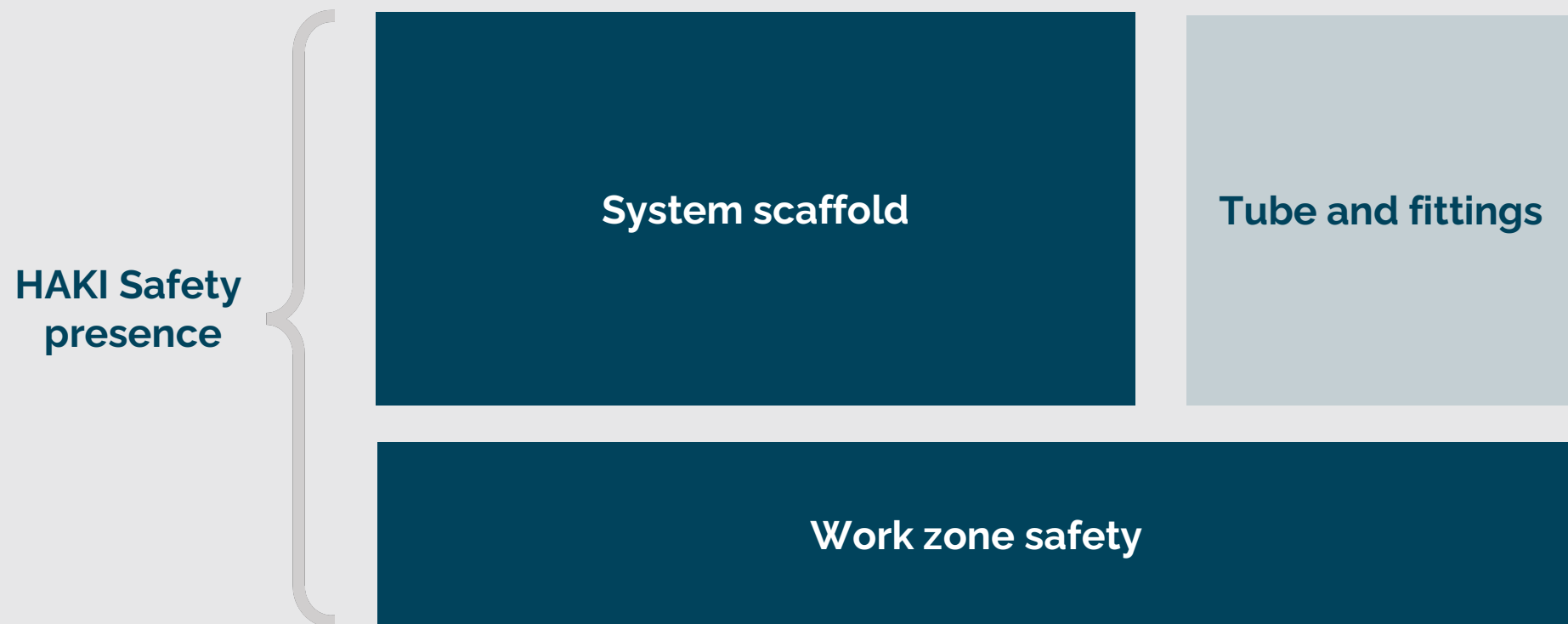
# ADDRESSABLE MARKET

TUBE & FITTINGS - A DECREASING MARKET



# ADDRESSABLE MARKET

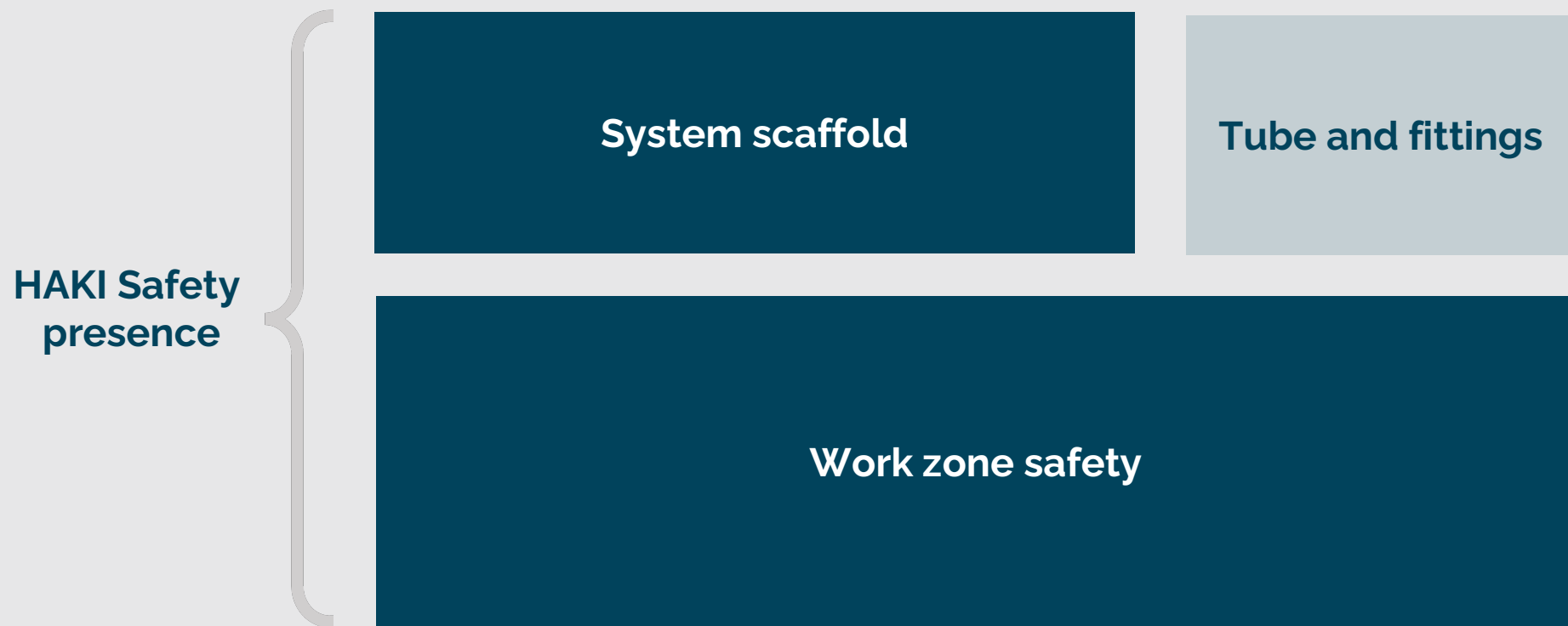
SYSTEM SCAFFOLD - AN INCREASING MARKET



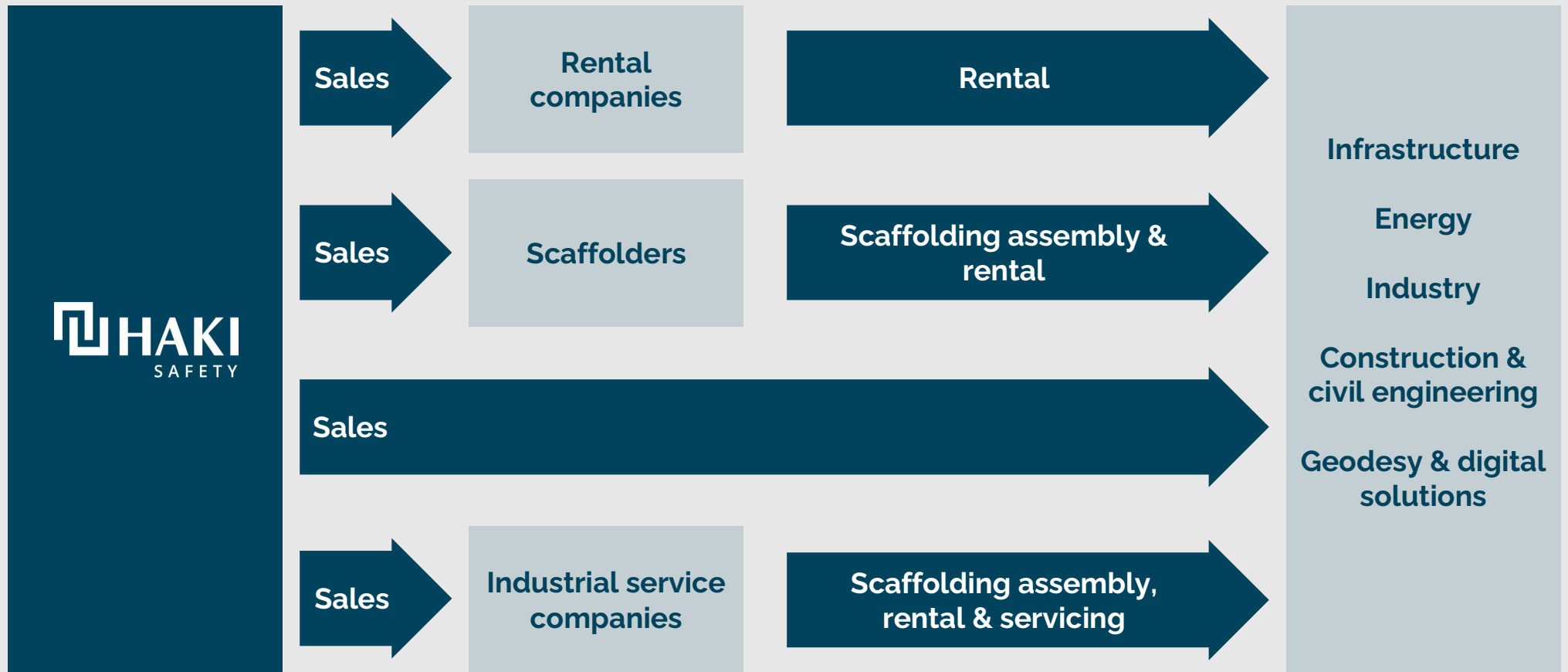


# ADDRESSABLE MARKET

WORK ZONE SAFETY - AN INCREASING MARKET

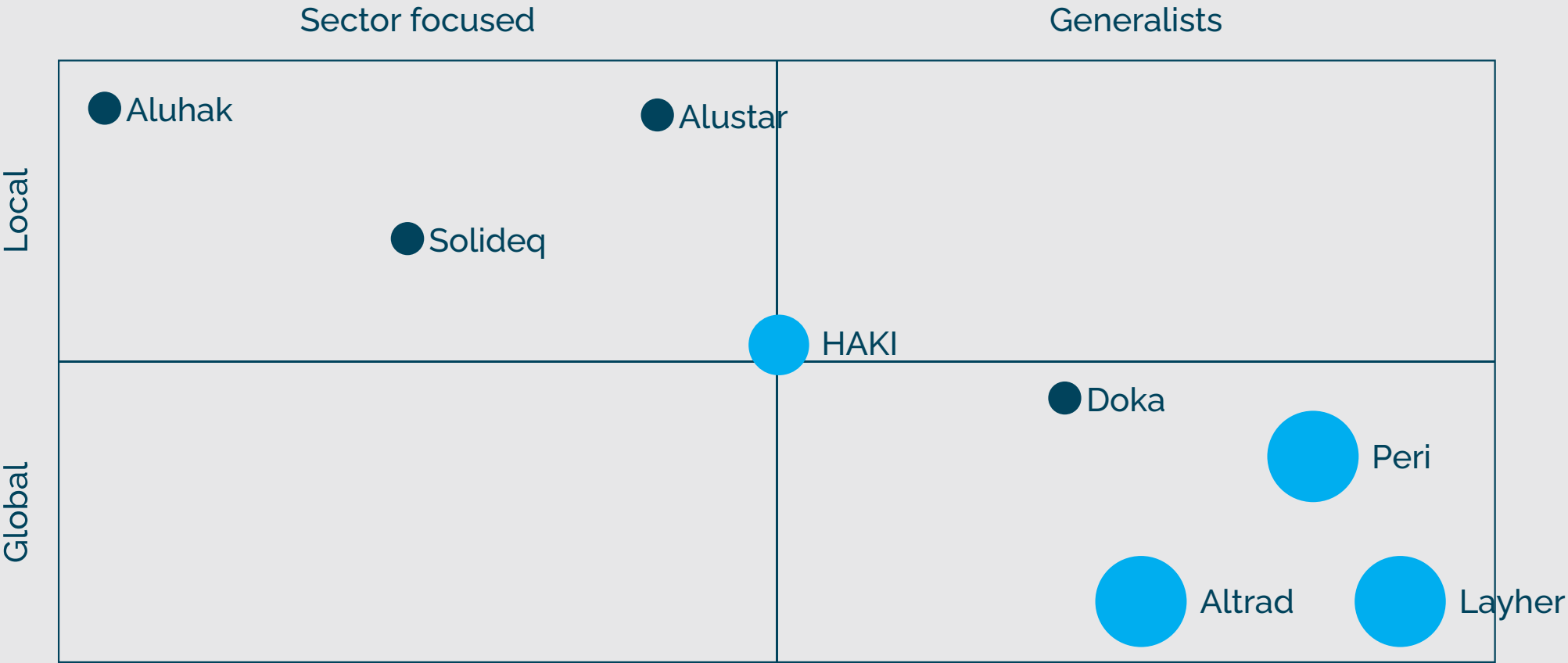


# DIVERSE RANGE OF CUSTOMERS



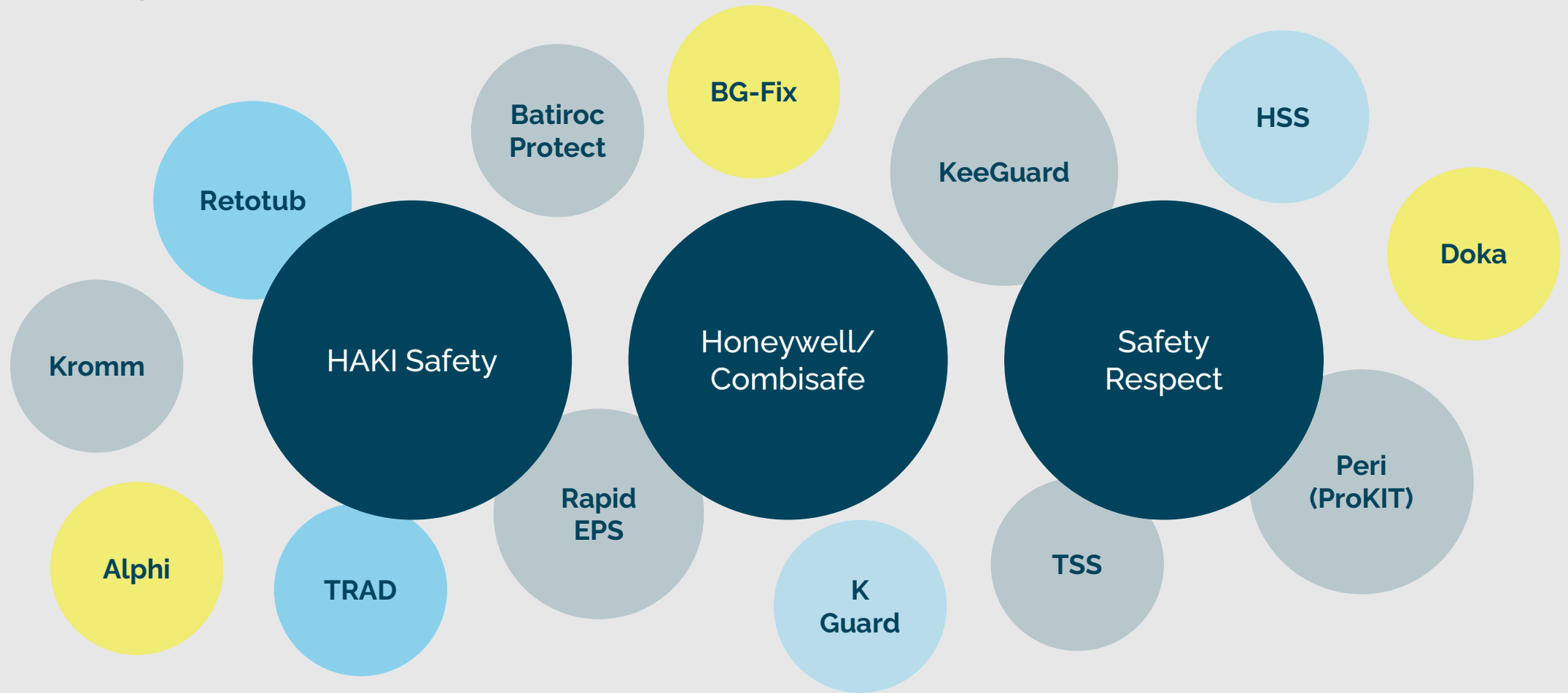
# SYSTEM SCAFFOLD MARKET

## A FEW LARGER PLAYERS



# WORK ZONE SAFETY MARKET

FRAGMENTED MARKET



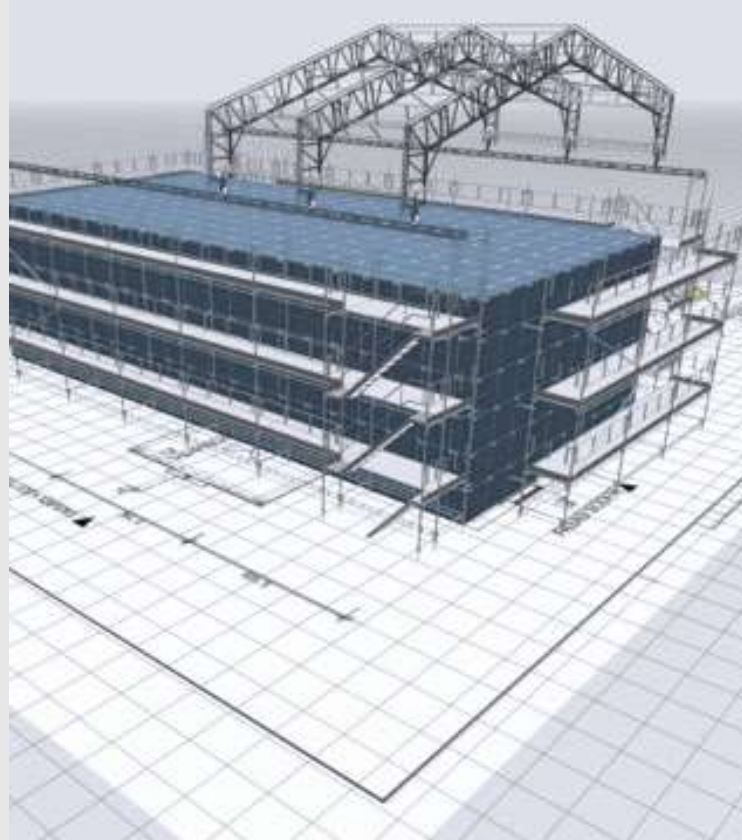
# WHY HAKI SAFETY?

GLOBAL YET LOCAL

1. Helping customers win deals



2. Superior digital tools



3. Technical support with guarantees



# SOLID STRATEGY FOR PROFITABLE GROWTH

## How?

1.  
Growth  
through  
acquisitions

2.  
Organic  
growth

## Where?

3.  
Geographical  
focus

4.  
Segments  
with complex  
needs

## What?

5.  
Adapt the  
organisation  
and offering  
to customers

6.  
Strengthen  
the customer  
offering

7.  
Optimise the  
supply  
chain

# GROWTH

2020-2023



## ACQUIRED GROWTH

Span Access Solutions (UK)

Vertemax Group (UK)

EKRO Bausystem (Austria)

Novakorp Systems (France)

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+ SEK **400** M net sales

## ORGANIC GROWTH

Integrated digital marketing solutions

IT services

E-commerce

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2020-2023



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## ORGANIC GROWTH

Strategic rental for complex projects

Shoring

E-Commerce

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+ SEK **200** M net sales



# CUSTOMER OFFERINGS



## ADAPTING OFFERS TO CUSTOMERS

Differentiating customers

- **Large customers**, complex projects
- Advanced digital tools, technical support
- **Small customers**, simple projects
- E-commerce, self-served

STRENGTHENED OFFERINGS

Product development, support

Customer experience

Service excellence

Efficient delivery

Customer loyalty

# CUSTOMER OFFERINGS



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## STRENGTHENED OFFERINGS

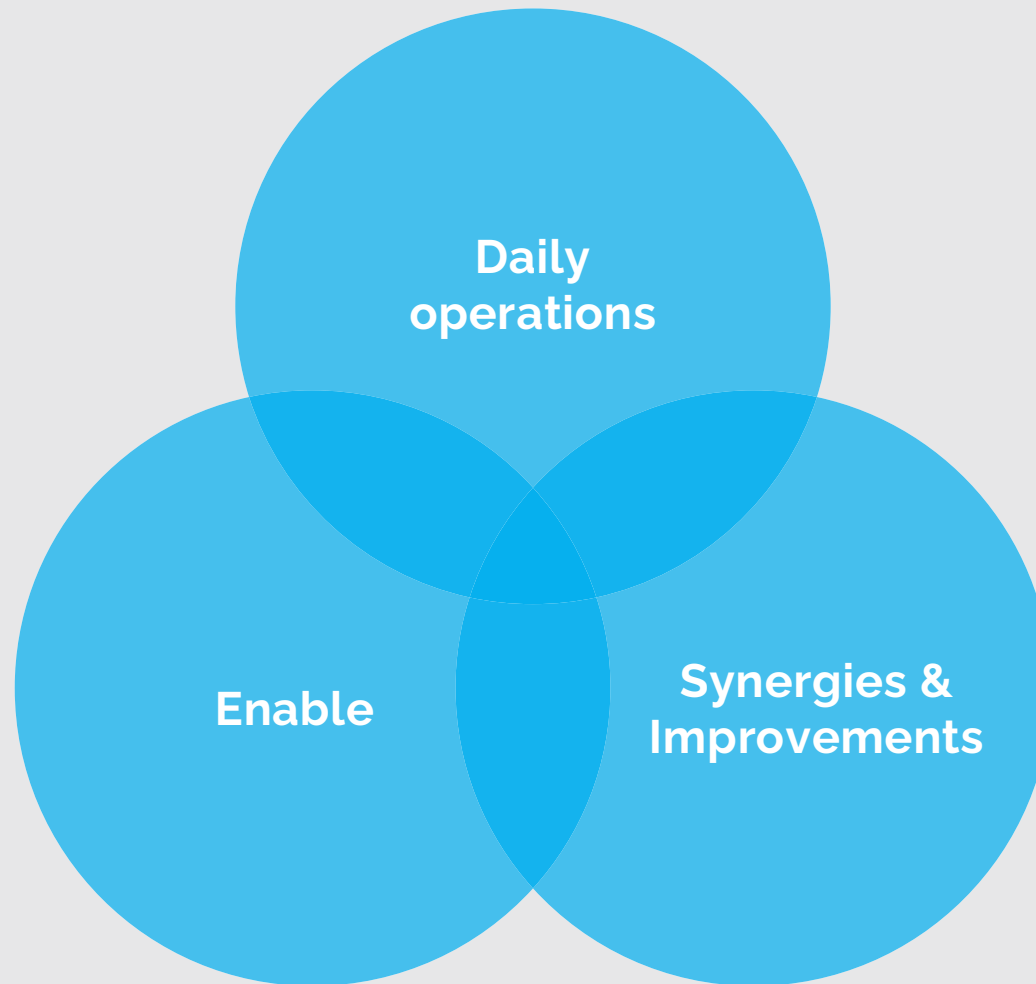
Product development, 1–2% of net sales

**15%** System scaffold

**15%** Work zone safety

**70%** Digital solutions

# SUPPLY CHAIN POTENTIALS



# GEARED UP FOR GROWTH

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

