

Redeye Serial Acquirers

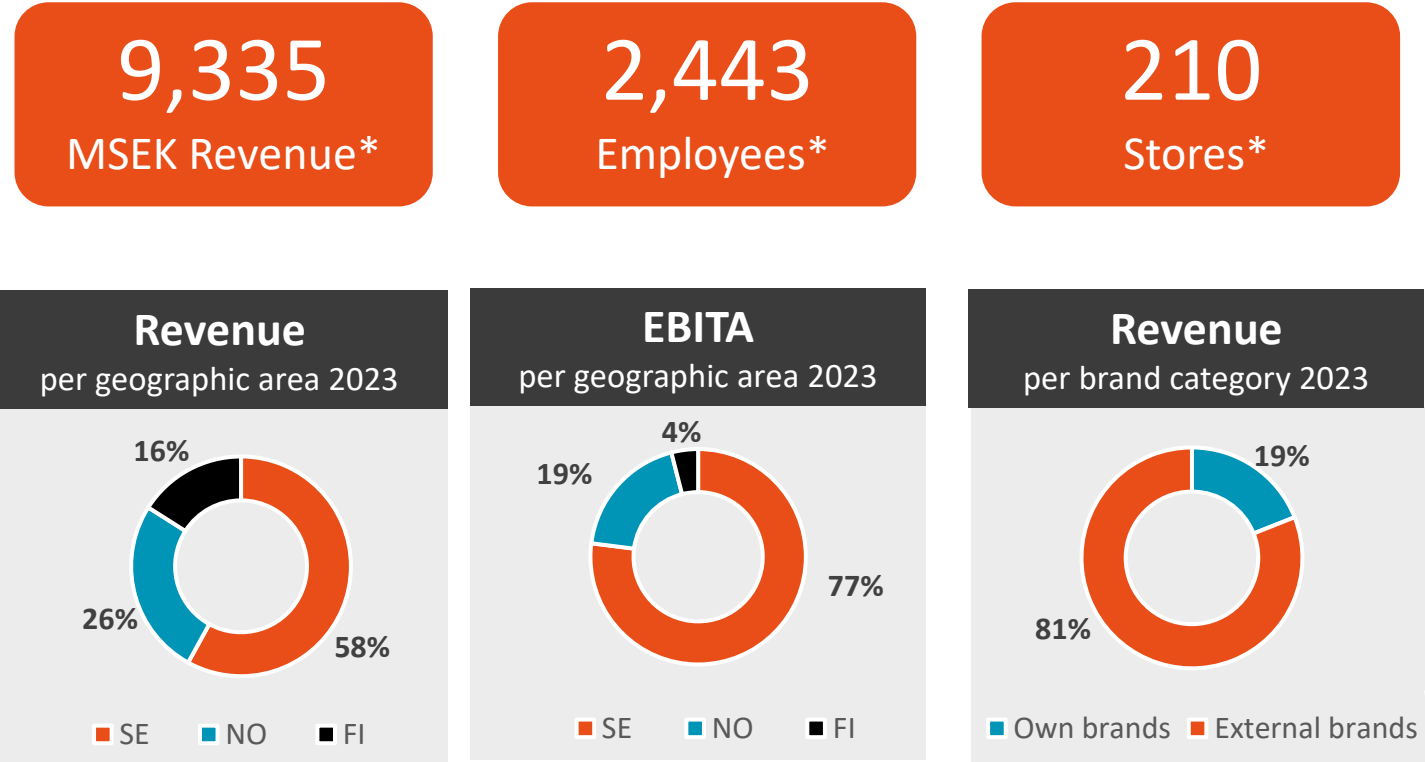
Wednesday, March 6, 2024



ALLiGO

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Alligo – a leading player in workwear, personal protection, tools and supplies in the Nordic region



Alligo's product brands provides better control and margins

WORKWEAR & PPE



Iconic workwear since 1905



Workwear for Nordic weather conditions



Workwear and footwear with a focus on function



Protective gloves for all categories



Base and corporate branded clothing for every occasion

TOOLS & SUPPLIES



Tools and storage with smart solutions



Complete lighting range for the professional user



Farming and forestry specialist



Supplies for all occasions

Alligo's acquisition strategy

– an integral part of our growth strategy

Focus on add-ons and synergies

- Swedol/Tools-like operations to be fully integrated (100%)
- Add footprint, customers and offerings
- Realize synergies – assortment, purchasing, cross-sales, co-location & overhead

Market

- Existing geographical markets, product areas and customer segments
- Explore opportunities in other areas, i.e. welding and rental

Efficient M&A process

- Long-term process from gross list to integration
- Focus on proactive lead development and bilateral dialogue
- Local management with knowledge of local market

Financing

- Cash flow from operations
- Debt financing
- Own shares



Solid performance in 2023 in relation to Financial Targets

– a strong financial position allows us to continue our acquisition strategy

TARGET

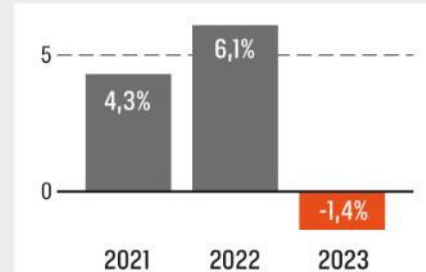
OUTCOME

GROWTH

>5%

Organic growth

Average organic growth shall be more than 5 per cent per year over a business cycle. Further growth shall also be made through acquisitions.



TARGET

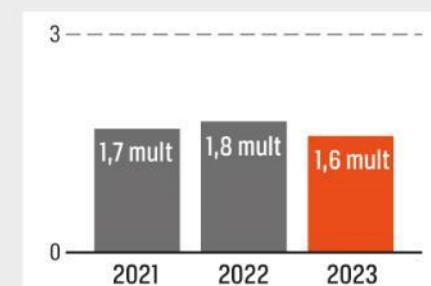
OUTCOME

INDEBTEDNESS

<3X

Ratio of net operational liabilities to adjusted EBITDA

Ratio of net operational liabilities to adjusted EBITDA shall be less than a multiple of 3.

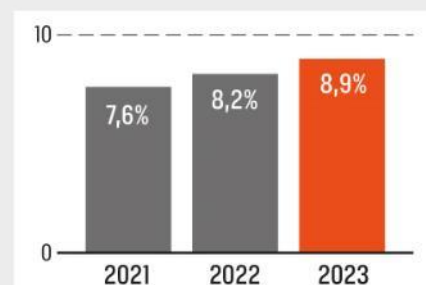


PROFITABILITY

>10%

Adjusted EBITA margin

The adjusted EBITA margin shall be more than 10 per cent per year.

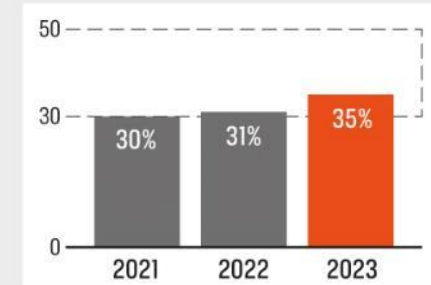


DIVIDEND

30-50%

Dividend from net profit

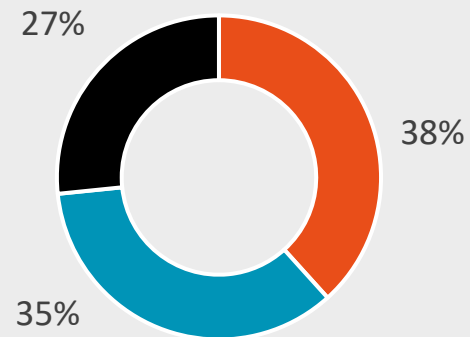
The dividend as a percentage of net profit shall be 30-50 per cent, taking into account other factors such as financial position, cash flow and growth opportunities.



Value creation 2022-2023

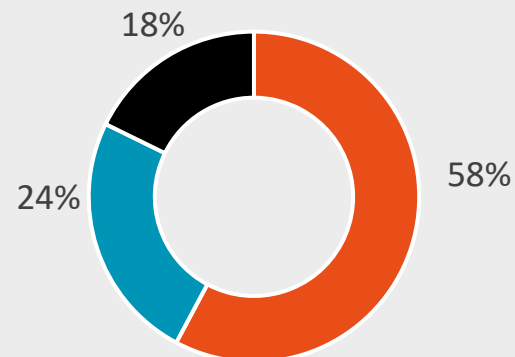
~ 750 MSEK revenue from acquisitions 2022-2023

per product segment



■ Product Media ■ Workwear/Tools/PPE ■ Welding

per geographic area



■ Sweden ■ Norway ■ Finland

15

Acquisitions

+3.5 %

Acquired growth 2023

~ 750 MSEK

Annual revenue

The Alligo model for successful integration

Onboarding

- People and culture
- Governance and reporting
- Group purchasing agreements

Integration step-by-step

- Assortment (incl own brands) and suppliers
- Pricing and rebates
- Branding
- Locations
- Organisation and legal entities

Fully-integrated

- Operating as a Swedol/Tools unit within our integrated organization



Outlook and Acquisition Ambitions 2024

- Alligo is well-positioned in a weaker market
- Focus on driving sales, developing our offer and streamline our processes
 - Brand consolidation and roll-out of own brands
 - Refining our sales work
- Financial and organizational capacity to acquire and integrate new companies
 - Existing and new product/customer areas in existing markets
 - Execute on a long pipeline
 - Ambition to keep the same pace as 2022 and 2023

Ready to hit the accelerator when the market returns



Q&A



Five reasons to invest in Alligo

1

Attractive
market growth
and resilient
customer
segments



2

Scalable
platform is
a foundation
for continued
growth



3

Own brands
and services
increase
competitiveness
and profitability



4

Sustainability
as an
integrated
part of the
business



5

A leader
in the
consolidation
of the
Nordic markets



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Read more at alligo.com