

 SÖDERBERGFÖRETAGEN

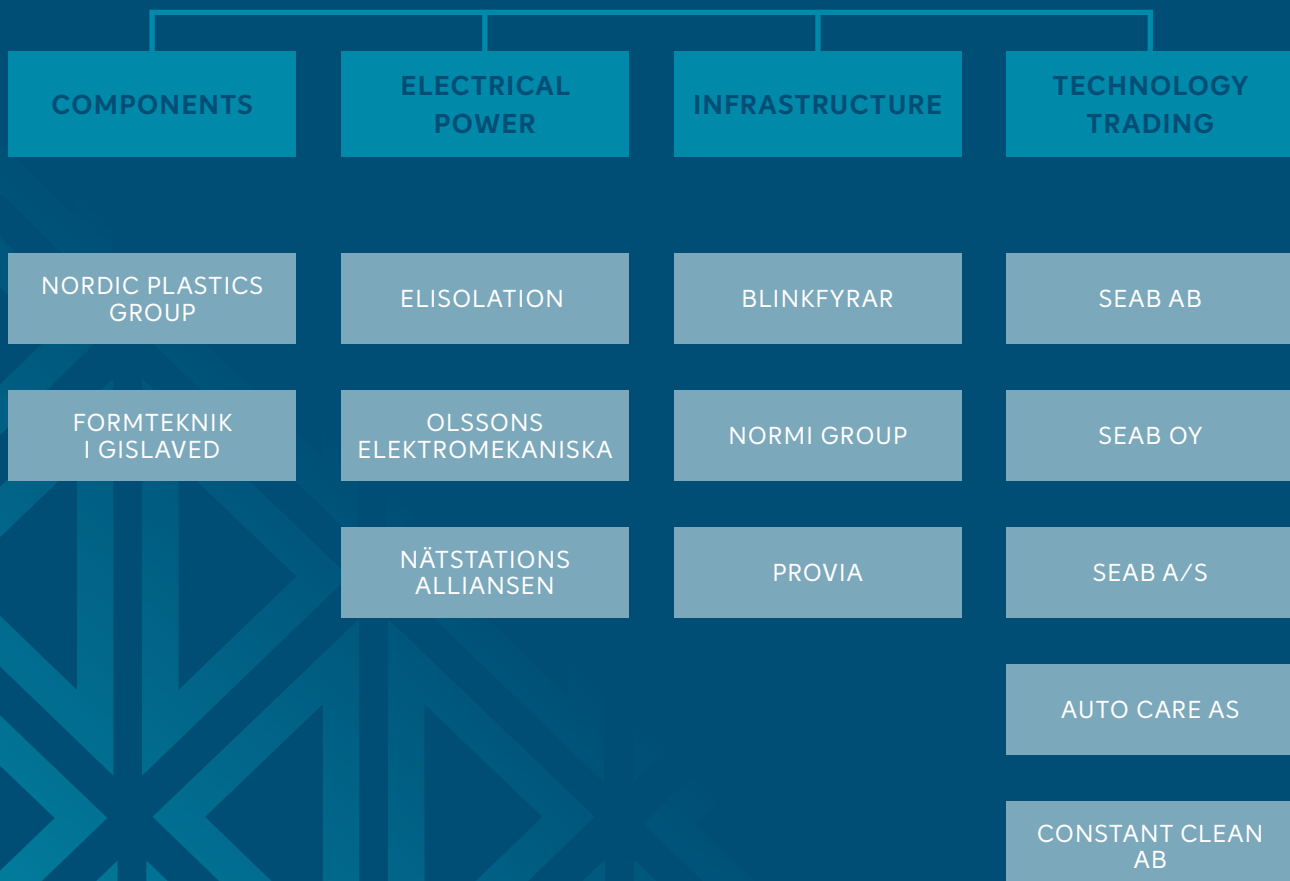
PROGRESSION THROUGH PEOPLE



We are Söderbergföretagen

We are a family-owned group, with companies in the fields of industry and technology trading. We invest in niche market leaders that we develop further through long-term ownership. Most importantly, we invest in drive, entrepreneurship, intelligence, commitment and great Monday feelings. To put it simply, we invest in people. We call this “Progression through people” and this truly makes a difference – it makes a difference for you, for us, for companies and for our surroundings.

Söderbergföretagen was founded in 1995 and today it comprises four business areas: Components, Electrical Power, Infrastructure and Technology Trading. The group consists of 500 passionate employees and has a turnover of approximately SEK 2 billion. Its head office is located in Malmö, Sweden.



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We invest in companies
which are, or will
become, market leaders
within their field
of expertise.



MATTIAS

A PART OF SÖDERBERGFÖRETAGEN



4-point
Lift

ender



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We build long-term
strong positions.

JONAS

A PART OF SÖDERBERGFÖRETAGEN



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The drive and energy
of the individual
is essential.

HENRIK
A PART OF SÖDERBERGFÖRETAGEN

Söderbergföretagen

- Founded: 1995
- Turnover: SEK 2 billion
- Employees: 500
- Business areas:
 - Components*, using design-in competence to manufacture customer-unique OEM components
 - Electrical Power*, components and systems for electrotechnical applications
 - Infrastructure*, products and solutions that make road traffic and the city smarter and safer
 - Technology Trading*, trading in industry-specific niche products that require unique expertise
- CEO and President: Mattias Sonnenfeld
- Chairman: Jan Söderberg
- Owner: The Jan Söderberg family
- Head office: Malmö

A woman with dark hair, wearing a dark jacket, is looking through a large, professional-grade telescope. The telescope is mounted on a tripod and has a prominent blue light reflecting off its barrel. The background is a dark, starry night sky. The overall mood is one of scientific exploration and discovery.

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**Our open-door policy
is integral to the way
we work.**

Historical milestones

- 1995** Söderbergföretagen is established.
Acquisition of Svenska Industriplast.
- 1996** Acquisition of Semi Plast.
- 1998** Acquisition of Elisolation.
Divestment of Semi Plast.
- 2004** Acquisition of STI Plast.
- 2005** Acquisition of Meco Pak (incl. Markjet).
- 2006** Acquisition of Andrén & Söner.
- 2007** Acquisition of Henjo Plåtteknik.
- 2008** Divestment of Meco Pak.
- 2009** Merger of STI Plast and Svenska Industriplast. STI Industriplast is established.
- 2011** Acquisition of Molybon.
- 2012** Nordic Plastics Group is established through a merger of STI Industriplast, Molybon and Andrén & Söner.
Divestment of Markjet to Boxon.
- 2013** Acquisition of Blinkfyrar.
- 2014** Acquisition of ProVia.
- 2016** Founding of Blink Services.
Acquisition of Focus Electronic.
- 2017** Acquisition of SEAB Nordic with the companies SEAB AB, SEAB OY, SEAB A/S, Auto Care AS and Constant Clean AB.
- 2019** Divestment of Henjo Plåtteknik.
Divestment of Blink Services, which goes on to form part of Netmore Group (publ).
- 2020** Acquisition of Formteknik i Gislaved.
Acquisition of Olssons Elektromekaniska.
Acquisition by Blinkfyrar of the fellow subsidiary Focus Electronic.
- 2021** The group is organised into four business areas.
Acquisition of Normi Group.
- 2022** Acquisition of Nätstations Alliansen AB.
Blinkfyrar acquires Svensk Detektorteknik AB.

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**We work together
because things tend to
become more fun and
successful when we do so.**

Reaching growth together

We acquire and refine profitable small and medium sized companies. Our success is the result of our genuine interest in developing companies, along with our conviction that it is people who make the difference. We are actively and long-term committed to our subsidiaries, not least when it comes to refining their business concepts and finding new business opportunities.

We are no faceless owner operating from afar. We participate, listen and provide advice and support. We do this because we know that together – owners, management and employees in combination – we can make companies more successful and better able to benefit from creativity, potential and growth opportunities at all levels – internally and externally, from management teams to individual employees.

Söderbergföretagen is owned by the Jan Söderberg family, who have been industrialists and entrepreneurs for many years. Being a family-owned business means close cooperation and constructive dialogue with the owner.

Here at Söderbergföretagen, the short decision paths, openness, flexibility and entrepreneurship, typically found in small companies, are combined with resources befitting a large company.

To us, it is crucial that employees are empowered and able to make decisions – an approach that we believe provides us with the best opportunity for successful growth, both of companies and as individuals. This is why we constantly strive to make our processes more effective and people centric, allowing an equal give and take of responsibilities, and providing an opportunity for development. When we acquire companies, we like them to be able to retain their business identities and for the entrepreneurs in question to remain in the business. We work together because things tend to become more fun and successful when we do so.

This is how we work

ACTIVE & LONG-TERM OWNERSHIP

Our business concept is to acquire and improve profitable small and medium-sized companies in the fields of industry and technology trading. As active owners, we build strong, long-term positions within industry-specific areas and niches.

A GROUP OF MARKET LEADERS

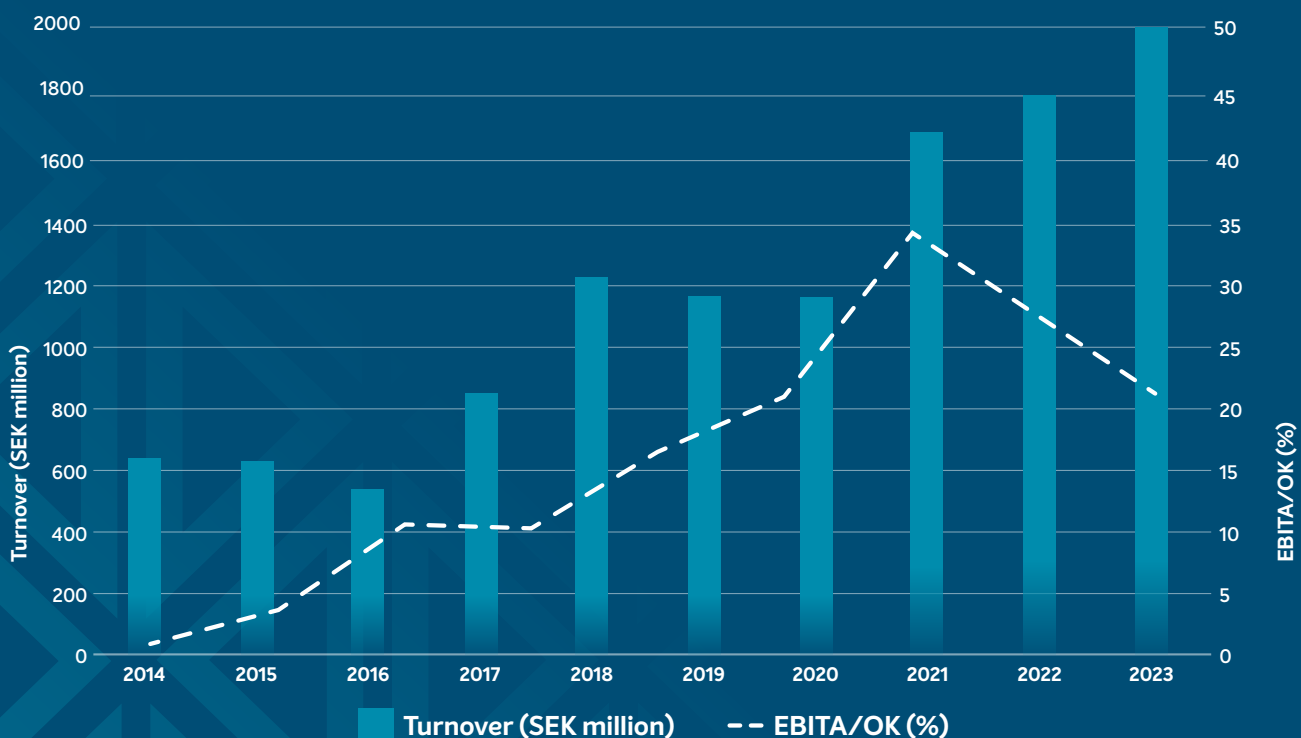
The aim is for our subsidiaries to achieve market-leading positions within their respective field of competence.

CLEAR ECONOMIC GOALS

The Group's long-term financial goal is profitability in excess of 25 % EBITA/operating capital*.

* equity plus net debt

DEVELOPMENT SÖDERBERGFÖRETAGEN



Six cornerstones to success

Our strategy for achieving our goals is based on six cornerstones:

- The cultural values and views on profitability of our company group are central to the operations of the subsidiaries.
- Subsidiaries are steered towards clear and concrete goals based on both individually tailored and agreed-upon growth and profitability ambitions.
- Methodical work in order to improve the profitability of units within the group which may be underperforming.
- Focus on growth, organic development and additional acquisitions, in companies which meet established profitability requirements.
- Continual development of subsidiaries' business concepts in order to capitalise on new business opportunities.
- Find and acquire companies according to internal criteria.

Values that make you look forward to another day at the office

Our business is based on values that are guiding stars in our work and in our contact with both our corporate environment and our colleagues. Together, these values create a culture that is characterised by entrepreneurship, openness, enthusiasm and drive – an environment in which the individual, on their own or working with others, is essential for growth and success.

CUSTOMER BENEFIT

How do we create value for the customer? This question is the starting point for everything we do. We aim to always keep a close and an even pace with the customer in order to better understand their reality. This allows us to develop customer-specific solutions that include better products and improved performance. The success of the customers is our success.

MANAGEMENT BY OBJECTIVES

Our subsidiaries are steered towards clear and concrete goals based on historical performance and agreed growth and profitability ambitions. Each company has individual goals depending on the situation and industry, and it is the companies themselves who decide how to achieve them.

FREEDOM, RESPONSIBILITY & PROGRESS

Our work is based on the principle of freedom with responsibility, with all our co-workers contributing and creating value, while simultaneously developing both themselves and the business. Those who work with us are able to make decisions and feel empowered whilst performing their daily tasks, as well as in dealings with both customers and suppliers. Being free to make decisions creates value not only for the business and our stakeholders, but also creates commitment among individuals.

THAT FAMILY FEELING

At Söderbergföretagen, our communication is up-front, and doors are open. Alongside freedom and responsibility, community is another cornerstone for our success. We always encourage employees to find inspiration, advice and assistance from their colleagues in sister companies as well as in the parent company. We are a family where every member counts. We encourage people to take on responsibilities and we allow them to grow by confronting challenges. This results in dedicated employees, who feel emboldened and comfortable when they turn up for work on Monday.

ENTREPRENEURSHIP

Our culture is characterised by an entrepreneurial spirit both at the level of the parent company and that of subsidiaries, where management has always been entrepreneurial – an approach that will remain unchanged during our ownership. Decision-making power, forward movement and courage are words that we are happy to put into action at all levels of our business. In addition, it is often non-standard thinking – taking place outside of the famous box – that enables new business opportunities to flourish. The entrepreneurial spirit also means that we trust the individual's drive, always encourage proactivity and welcome individual initiatives.

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We are a family where
every member counts.



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Great companies consist of
people who are willing
and capable.

JAN

A PART OF SÖDERBERGFÖRETAGEN

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We might be operating from
Sweden – but we create for
the entire world.



PATRICK

A PART OF SÖDERBERGFÖRETAGEN



Nordic Plastics Group



NORDIC PLASTICS GROUP

- ▶ the largest business in the field of processed plastic components

HIGH-TECH MECHANICAL COMPONENTS MADE FROM PLASTIC

Nordic Plastics Group, NPG, is the largest supplier of CNC-processed high-tech plastic components in the Nordic region. Advanced technical expertise, modern mechanical equipment and a generous dose of problem-solving enthusiasm and foresight allows us to meet the customer demands at a quality that can be relied on.

THE RIGHT PLASTIC AT THE RIGHT TIME

Our modern mechanical equipment consists of approximately 50 highly efficient CNC machines and clean rooms where we mill, cut, turn, flame, bend, polish, thermoform, glue and assemble products manufactured from a complete array of plastic materials, from the least to the utmost high-tech. Our technology centre possesses extensive and in-depth expertise in the fields of polymeric materials and mechanics. Here, we can offer CAD design, NC machining, project management and expertise in thermoplastics.

Today, we produce and deliver to large global manufacturing companies, as well as to small and medium-sized ones, in many different industries. They include the food, medical technology, automotive, process, mining and steel industries. We are a long-term partner in our relationship with our customers. With our experience, commitment and knowledge in plastics, we have the desire and the ability to be involved early on in the process and to support the customer all the way from concept to finished part, and always with the goal of exceeding the requirements, which are usually high. Certifications, durability and traceability, as can be expected of experts in the field.

What is common to most of our customers is that they manufacture advanced and high-performance products. As an expert and partner, we therefore hold a number of certifications, ensuring that any of our or our customers' requirements in terms of production, environment and quality are fully met.

Because any of the customer-unique products are found in critical environments where traceability is crucial, we have a solid process in place where each individual component can be traced all the way through production back to a specific digital drawing board.

Sustainability work is an integral part of the services we offer. An important part of our expertise is understanding how plastic affects people and the environment. We work actively to keep our own environmental impact as small as possible, both in our immediate environment and globally.

FORWARD TOGETHER

As we move into the future with the goal of growth, primarily of our export business, we are maintaining our ambition of being an attractive supplier, partner and employer. We are doing this by engaging, supporting and developing our employees. They are after all our most important resource – one that enables both products, development and competitiveness, and we like to take care of the talent within our business. We believe that joint development is the best way of meeting future challenges. We learn more when we learn together – we, our customers and our customers' customers.

- ▶ Location: Trelleborg
- ▶ CEO: Patrick Kaufmann
- ▶ Customers: Manufacturing companies of all sizes, primarily within the Nordic market.
- ▶ Turnover: SEK 200 million
- ▶ Employees: 90
- ▶ Certifications: A large number, mainly in production, environment and quality. They include ISO 9001:2015, ISO 14001:2015, ISO 2768, ISO 45001, GMP, PPAP, FAI, REACH and RoHS.

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Employees tend to stay with us for a long time. This is excellent proof of how they feel about our company.

CAROLINA

A PART OF SÖDERBERGFÖRETAGEN



Formteknik i Gislaved



- ▶ our development partner in the fields of injection moulding and moulding tools

INNOVATION IN SMÅLAND'S POLYMER VALLEY

In the Swedish injection moulding mecca of Småland, there is a place that is fondly and humorously referred to as Polymer Valley, which is home to Formteknik. We have been a leading and full supplier of injection-moulded parts and moulds since 1972. Nonetheless, we prefer to see ourselves as more than simply a supplier. Rather, we take pride in being a development partner that can contribute to the entire process, from an initial concept all the way to a finished product.

What sets us apart from other Swedish players in the field of injection-moulding is both our expertise in the field of mould manufacturing, and our access to everything we need in-house – from development and design to development of tools and production. We have the expertise, production capabilities and, not least, the enthusiasm that allows us to accompany the customer throughout the entire process. We are there all the way, from concept and drawing board to production and finished product, with a contribution that is characterised by flexibility and by resource- and cost-effectiveness.

SPECIFIC NEEDS AND STRINGENT REQUIREMENT

Today, most of our customers are in the automotive, pharmaceutical and flooring industries, as well as in the field of disability aids. Our focus is on delivering high volumes of high quality in both technically advanced and flexible production, sometimes in class 8D clean rooms and usually with our own moulds developed together with the customer and in response to specific requirements and needs. Our personnel play a consistently key role throughout our operations. Our knowledgeable and committed employees allow us to ensure quality and delivery security, which together make for happy customers.

LONG CUSTOMER RELATIONSHIPS THAT GROW OVER TIME

We have grown with our customers from the very beginning, and frankly, we are spoiled by long and fruitful customer relationships. Söderbergföretagen has also allowed us to establish a level of security that several of our large customers have requested.

The future is bright; we will continue to develop together with our existing customers and will find new customers and business opportunities together with our group colleagues in the Nordic Plastics Group.

Just like our customers, our employees stay with us for a long time, thanks to their commitment both to each other and to the company. When you give and accept responsibility and manage the trust you are given, then you both enjoy your work and at the same time deliver good products.

THE LOWEST ENVIRONMENTAL IMPACT POSSIBLE

It is of great importance to us to minimize the business' environmental impact. This means, among other things, that our processes are designed to ensure the efficient use of energy and raw materials and so that waste and residual products are minimised over the life cycles of our products. We also reuse large and ever-growing fractions of the waste material that results from production. Above all, we consider our high-quality level and delivery precision as active environmental work, as we do not need to consume additional materials and resources if we ensure that everything is done properly from the start.

- ▶ Location: Gislaved
- ▶ CEO: Henrik Bjurestrand
- ▶ Customers: Operators in the automotive, pharmaceutical and flooring industries, as well as in the field of disability aids.
- ▶ Turnover: SEK 90 million
- ▶ Employees: 50
- ▶ Certifications: ISO 9001, ISO 14001 and ISO 13485

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The basic pillars are
quality awareness,
responsibility and
commitment.



Elisolation



- ▶ a leading company within the field of thermosetting plastics and electrotechnical applications

A 1940s COMPANY WITH A FUTURE AHEAD OF IT

A thorough supplier of processed plastic components and plastics in the form of semi-finished products. Our expertise is in the field of components for insulating electrical applications. However, expertise means nothing without a conscientious attitude. Our genuine commitment, together with our willingness to provide expert assistance, enables us to gain trust and help the customer succeed, even when faced with the most stringent quality requirements.

With close to 80 years of experience, we have become one of the leading specialists in the Nordic region in plastic components for the electrical, automotive, process and machine manufacturing industries. Of our customers, 80% operate in the electrical power sector, and we supply mainly products made from thermosetting plastic that insulate electrical applications; from the most comprehensive switchgears to a switch on a living room wall.

ACCUSTOMED TO STRINGENT DEMANDS – BOTH OF OUR PRODUCTS AND OUR BUSINESS

We are used to stringent customer demands. Our products and their characteristics are intended to provide an optimal level of operation in somewhat demanding, and sometimes even extreme, conditions. In order to achieve this, we hold a number of certifications, both branch-specific and also general, in the form of ISO 9001 and 14001. In order to meet the requirements, we have an extensive inventory, modern mechanical equipment and, most importantly, staff who are both knowledgeable and proud of their work.

We make great demands of ourselves, with quality awareness, responsibility and commitment having long been basic pillars of our business. We always aim for accuracy and to deliver products which at the very least meet, and sometimes even exceed, the needs and requirements of our customers.

With high requirements, an equal high level of responsibility follows. And responsibilities are often the key to success. We nurture a culture in which everyone assumes natural responsibilities, not only on an individual level but also as part of a team and a company, and not just for their own work but also for the work of the company as a whole. Working together allows us not only to improve, but also to have more fun doing so.

MUTUAL GROWTH ALONGSIDE CUSTOMERS AND SOCIETY AS A WHOLE

Our constant ambition to achieve excellence in our work has allowed us to win the trust of customers. Together with a high level of service, genuine commitment and solid competence, this means that our customers tend to stay with us for a long time and allow us to grow alongside them, both here at home and out in the world.

The electrical power industry is faced with some major challenges from the increased electrification inherent in the society of tomorrow. With an ever-greater number of products, from cars to scooters to lawnmowers, run by electricity, the electrical distribution network needs to become more subdivided and refined, which in turn means a greater need for and demands of insulation materials. Naturally, we are ready for this challenge!

- ▶ Location: Laxå
- ▶ CEO: Vasco Olivi
- ▶ Customers: Operators in the electrical, automotive, process and mechanical engineering industries.
- ▶ Turnover: SEK 75 million
- ▶ Employees: 30
- ▶ Certifications: ISO 9001 and 14001 as well as most industry-specific certifications

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We give our employees
responsibility, authority
and freedom.



YEN

A PART OF SÖDERBERGFÖRETAGEN



Nätstations Alliansen AB

NÄTSTATIONS ALLIANSEN

- ▶ Optimal, customized and turnkey solutions for projects in electricity distribution

AN EXPERIENCED AND FLEXIBLE SUPPLIER OF DISTRIBUTION SUBSTATIONS AND ELECTRIC POWER DISTRIBUTION EQUIPMENT

Electric power distribution is one of the business areas that is undergoing the greatest development and relocation in society and the need for further investment is great. Drives are, among other things, the emergence of more climate-smart solutions, investments in sustainable energy production and increased electrification of the transport sector. Nätstations Alliansen AB was formed in 2001 and they offer optimal, customized and turnkey solutions for projects in electricity distribution.

INCREASED COMPETENCE THROUGH SMART COLLABORATION

Instead of focusing on developing custom-made high technology components, our idea is to be a company that works in close co-operation, and in networks, together with our partners. In this way, we can ensure the right competence as well as a production that is both faster and more efficient. The company is independent in relation to the suppliers of electrical equipment, which means that we can offer what we believe is the most optimal customer-adapted solution.

In addition to traditional distribution substations, we are constantly developing and adapting our offer of electric power distribution equipment to the new conditions of the market.

The company is technologically at the forefront. Together with our partner network we are flexible and have the capacity and ability to deliver complex systems and handle demanding deliveries to electric power infrastructure companies and industrial customers.

FUTURE-PROOF TECHNOLOGY AS A SUCCESS FACTOR

Our success factors are smart and future-proof technology together with competent personnel who have good knowledge in preparing, planning and implementing turnkey projects and turnkey contracts.

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- ▶ Location: Västerås and Falkenberg
 - ▶ CEO: Lars Hjort
 - ▶ Customers: Electric power infrastructure companies and industries
 - ▶ Turnover: SEK 150 million
 - ▶ Employees: 7 and the whole partner network



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Customer adaption is
the key to our
success.

MARKUS

A PART OF SÖDERBERGFÖRETAGEN



Olssons Elektromekaniska



▷ a leading expert in the field of customer-adapted emergency power

INCREASED ELECTRIFICATION REQUIRES RELIABLE EMERGENCY POWER

Olssons Elektromekaniska started as far back as the 1950s as a repair workshop, repairing electric motors, welds and pumps, among other things, for local farmers. We outgrew that role a long time ago, and today we are leading experts in the field of emergency power – a field in which adaptation to customer needs, flexibility and technical expertise are central.

In the 1980s, our product range already featured a small number of emergency power units, at a time when most of our customers were farmers and market growers. By the late 1990s, the demand for reliable emergency power had grown radically in response to fears surrounding the millennium bug and its impact on power grids and electricity supply. It was at this time that major players, mainly from the public sector, also joined our customer list. Since then, we have continued to grow to become a leader in the sector. The public sector is still our largest customer group, but our private sector client base is growing continuously, particularly with digitalisation bringing with it growing demands for a secure and uninterrupted electricity supply.

READY TO SUPPORT INCREASED ELECTRIFICATION

Society is growing more and more electrified and complex. A growing number of social institutions, communications and commercial activities are now reliant on a safe and secure electricity supply. Critical systems such as servers, medical equipment, alarms, access control systems and emergency lighting simply cannot be switched off due to power outages. Today, some form of backup power is also present in more places than ever before, with even new commercial developments designed to include emergency power supply. At Olssons, we are able to meet any need for reliable reserve power, wherever it is required, with a comprehensive offer that includes not just units, but also peripherals, technology and service.

CUSTOMER ADAPTATION, KNOWLEDGE AND STRUCTURE

A high degree of technical expertise, flexibility and extensive experience are key factors in our success. These three factors also play a decisive role in terms of meeting the requirements in connection with procurement of major projects. Most of the major projects in which we participate involve customer-adapted solutions that are specifically designed to meet the specific reserve power requirements and challenges of the construction project in question. No two projects are alike, and our experience is of considerable benefit to us as society, together with its need for emergency power, evolves and changes.

Our expertise, flexibility and experience all derive largely from the people who work in our organisation. Our employees are motivated, enjoy considerable freedom in terms of decision-making and have opportunities for personal growth. In addition, decision routes are short and there is a good working structure characterized by an absence of blame culture or lecturing.

▷ Location: Rydsgård

▷ CEO: Bengt Olsson

Customers: State- and public sector companies, such as hospitals and waterworks.

▷ Private sector customers, such as computer halls, commercial buildings, as well as critical parts of industries.

▷ Turnover: SEK 245 million

▷ Employees: 35

▷ Certifications: ISO 9001 and 14001

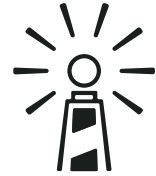
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We should laugh out loud together at least once every workday.



Blinkfyrrar

- ▶ the market leader providing guidance to everyone on the move



THE MARKET LEADER PROVIDING GUIDANCE TO EVERYONE ON THE MOVE

Blinkfyrrar is Sweden's largest road sign manufacturer and an industry-leading supplier of traffic safety solutions and the specialist in products and services for traffic solutions that guide those on the road. They are an overall partner in infrastructure that, by enabling efficient and safe traffic flows, plays an active role in the development of modern and sustainable society. This means that they provide guidance to everyone travelling on the roads and contribute to efficient and safe flow in traffic.

With over 60 years in the industry, innovative thinking, reliability and commitment continue to be our strong guiding stars and we are proud to be a driving force within ITS (intelligent transport systems) in Sweden. Our complete portfolio includes everything from road signs and installation materials to high-security products and mobile vehicle barriers. Our range of intelligent and digital products is both extensive and growing. Within the Infrastructure business area of Söderbergföretagen, a unique and strong Nordic offer is created with complete solutions of intelligent and safe transport systems to ensure increased traffic safety.

FOR SMART, SAFE AND DIGITALISED CITIES AND ROADS

We embrace the changes and the digitalisation currently taking place in societies, cities and road traffic. We therefore offer ITS, as a product, in project form as well as operation and maintenance of systems and solutions. The systems make the customers' work with road signs and other critical infrastructure equipment smarter and allow it to proceed more smoothly, resulting in reduced utilisation of resources.

Our digital initiatives include traffic light installations, variable road signs, either stand-alone or in systems, as well as digital parking guidance. We also offer expertise and solutions in commercial LED technology. For instance, we have created one of the largest LED displays in Europe, which has been installed on the façade of Mall of Scandinavia, as well as the digital waterfall in the foyer of Aula Medica at the Karolinska Institute in Solna.

It is natural for us to incorporate active environmental work every step of the way. We hold all necessary certifications and work continuously to reduce our environmental footprint and improve our knowledge of environmental issues – and we encourage our suppliers and partners to do the same.

PARTICIPATION AND COMMITMENT IS THE WAY FORWARD

Making our roads better and safer is an important matter – both for individuals and for society at large. For this reason, we take our task very seriously, with passion and with a smile on our faces. Both our classic 90-signs and our digital parking guidance technology would not have been possible were it not for our employees. For us, commitment, innovation and reliability are more than just words on a poster at the entrance. As a Swedish market leader with plans on international expansion, these words make up a significant reason to why we face the future full of confidence.

- ▶ Location: Staffanstorp, Gothenburg and Stockholm
- ▶ CEO: Elisabeth Nagy
- ▶ Customers: Everyone who is on the move, from small road associations to municipalities and communities, road contractors and construction and property companies.
- ▶ Turnover: SEK 210 million
- ▶ Employees: 70
- ▶ Certifications: ISO 9001, ISO 14001 and SS-EN12899





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We aim to always keep a close
and an even pace with the
customer to better understand
their reality.

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We encourage people to
grow by facing challenges
and responsibilities.

ANDREAS
A PART OF SÖDERBERGFÖRETAGEN



Normi Group

- ▶ complete solution of intelligent transport systems



A MORE SUSTAINABLE SOCIETY THROUGH INCREASED TRAFFIC SAFETY

The Finnish market leader Normi Group is a group of companies with the companies; Normiopaste, Normivalaistus, Normilouhinta and Varala Engineering. Together with Swedish market leading Blinkfyrrar and ProVia, a strong Nordic offer is created with complete solutions of intelligent and safe transport systems.

For many years, a solid network of subcontractors has grown and today Normi Group takes on large assignments. For example, Normiopaste has manufactured and installed ITS (intelligent transport systems) signs for Motorway 1, “Ring Road III” in Helsinki. Another major project is Normilouhintas wedging of Tottola railway tunnel for Salon Louhinta Palvelu Oy.

Society and road traffic is digitized, digitalized and changing by the day. Through the collaboration between the companies in the Infrastructure business area of Söderbergföretagen, a great knowledge is now available with expertise in areas such as ITS, traffic guidance, safety products, contracting and rock blasting. This knowledge is invaluable and of great importance in the process of breaching into new markets, meet future requirements and contribute to a more sustainable society with increased traffic safety.

NORMIOPASTE is Finland’s leading specialist in road safety solutions, including associated contracting. The company offers the most advanced technology in the road sign and sign industry. With state-of-the-art materials, high-quality products with low life cycle costs are guaranteed.

NORMIVALAISTUS provides reliable, innovative and competitive solutions and services in intelligent transport systems (ITS), street lighting, other public outdoor lighting and traffic telematics. The focus is on building better infrastructure with the latest technology and acting as the main contractor in ITS projects.

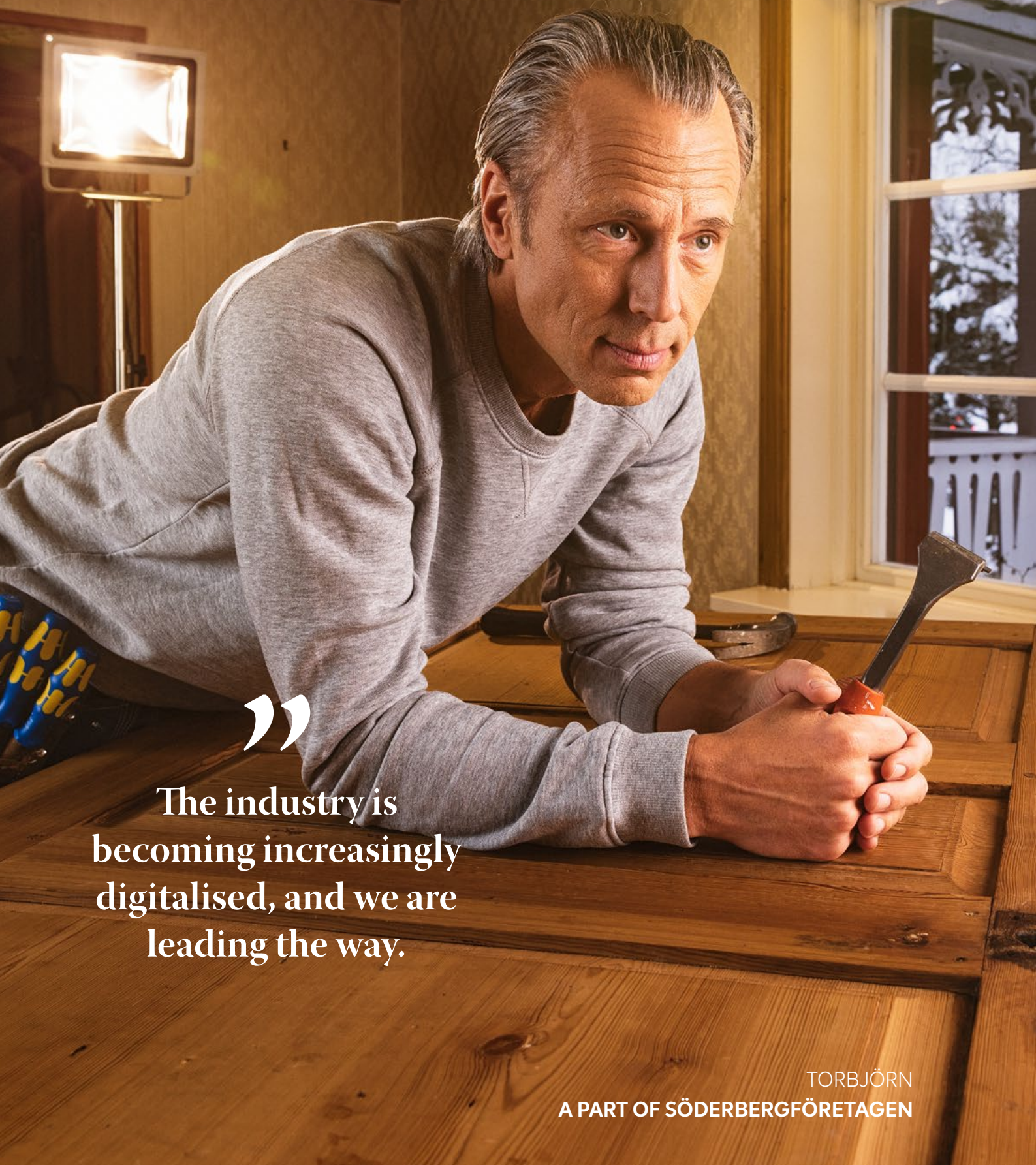
NORMILOUHINTA has more than 20 years in the industry. This has made them experienced specialists in demanding quarrying and excavation linked to road safety solutions.

VARALA ENGINEERING are experts in intelligent transport solutions and act as specialists and advisors in strategy and implementation of traffic monitoring systems.

As a result of innovations concerning both road networks and means of transport, increased demands are placed on future road safety. In alliance with the other companies in the Infrastructure business area, we can meet the requirements and create even greater value for our customers.

- ▶ Location: Tampere and Helsinki
- ▶ CEO Normiopaste: Mika Nurmi | CEO Normivalaistus: Juha Pykäläinen | COO Normilouhinta: Markku Koivuaho
CEO Varala Engineering: Jukka-Pekka Alanissi
- ▶ Customers: Public sector undertakings, municipalities and road contractors.
- ▶ Turnover: SEK 340 million
- ▶ Employees: 80
- ▶ Certifications: CE, RALA





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The industry is becoming increasingly digitalised, and we are leading the way.



ProVia



- ▶ improving safety during roadworks

SAFE AND EFFECTIVE ROAD WORK RESULTS IN IMPROVED ROAD TRAFFIC

At ProVia, we sell temporary traffic devices which enhance security and facilitate road closure management during both large- and small-scale road construction projects. With our complete and unique range and extensive experience, we are contributing to make Swedish traffic smarter and safer, both for those working on the road and those driving on it.

Roadworks are often a nuisance for motorists, particularly because they always seem to happen at inconvenient times, resulting in what feels like endless queuing. But, truth be told, roadworks are a sign that the Swedish road network is continuously becoming both safer and smarter, and in order for that development to continue, road workers and highway maintainers need a safe and efficient work environment. Within the Infrastructure business area of Söderbergföretagen, a unique and strong Nordic offer is created with complete solutions of intelligent and safe transport systems to ensure increased traffic safety.

STRONG PARTNERS FOR LEADING PRODUCERS

We offer an extraordinary wide range of products for those involved in roadwork, from lane-closure materials and crash protection to digital signs with remote-controlled messages. Recent additions to our range include solutions for emergency vehicles that improve safety for both emergency personnel and for motorists.

Our strength is based on experience, a personal and high level of service, strong agencies for leading manufacturers of road safety products and in-house production facilities. For instance, we provide the entire range of products and services from industry leader Horizont-Klemmfix. And because we produce products in-house, we are able to quickly deliver smaller, larger and custom-made series for both scheduled and urgent needs.

EXPERIENCED EXPORT AND PARTNER

Ever since our founding in 1971, we have been careful to retain the flexibility, commitment and high level of service of the small company. We are an expert and long-term partner and together with our customers, we face the changes coming our way, in both large and small. This includes everything from self-driving vehicles and digitisation to sustainability regulations and new legal requirements.

- ▶ Location Skoghall and Stockholm
- ▶ CEO: Robin Nordin
- ▶ Customers: Mainly rental companies in construction, municipalities, road contractors and construction companies.
- ▶ Turnover: SEK 65 million
- ▶ Employees: 20
- ▶ Certifications: SS-EN12899, ISO 14001



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The products in our
portfolio are so inter-
compatible that they
open up new markets of
their own.

KARIN

A PART OF SÖDERBERGFÖRETAGEN



SEAB Nordic

- ▶ the largest distributor of vehicle care products in the Nordic region, and a leader in the field of carwash facilities



STRONG DISTRIBUTION OF WELL-KNOWN CAR DETAILING BRANDS

With strong international brands, our product portfolio is an obvious choice for the care, protection and preservation of vehicles and their life in the garage. Together with our comprehensive and environmentally friendly offers for carwash facilities, we supply to an interesting and growing sector within the field of vehicle care.

SEAB Nordic is a group of companies that are essentially autonomous in their respective markets of Sweden, Norway, Denmark and Finland. This is because these markets are more different than they are alike, and since our customers are mainly national, our structure allows us to work close to them.

In total, we offer over 700 products, both classics and the latest developments. For instance, our brands include WD-40, Turtle Wax and STP, but also skin care products from O'Keeffe's, for hardworking hands and skin. And yes, the fragrant spruces from Wunder-Baum are still one of our best sellers.

We have invested in quality ever since we started over 50 years ago. Because our products are always intended to be the best, they are rarely the cheapest. We base our business on internationally well-known high-quality brands that are in great demand. Our products are now available at both small gas stations and the really big do-it-yourself department stores. This is also one of the reasons why we like to call ourselves a leader: quality products with high availability for the consumer thanks to strong and well-developed distribution.

Söderbergföretagen's acquisition of our group has resulted in the refinement of several processes and the introduction of new ones, in order to capitalise on greater digitalisation, broaden the customer base and adapt the organisation to new customer types. Online sales and professional customers are now priority growth areas for us.

THE WORLD IS CHANGING, AND SO ARE WE

What our producers have in common is that they are continually developing products and exciting pipelines. This provides us with excellent opportunities to respond to market changes, new consumption patterns and other trends in society with a dynamic product portfolio. For this reason, fewer and fewer fuel additives are being used today, and customers are opting for more environmentally smart high-quality car detailing products. The world is changing, and so are we.

Through the companies Constant Clean in Sweden and Auto Care in Norway, we also offer complete solutions for both automated carwashes and do-it-yourself systems. In an industry that was previously considered a contributor to pollution, we now serve as an environmental role model – especially because, as a player in this field, we offer carwash chemicals with the Nordic swan (Svanenmärket, the Nordic ecolabel).

EQUIPPED FOR A FUTURE TOGETHER WITH THE CUSTOMER

We listen to the customer, while at the same time sharing our experience and knowledge. Our continued success depends on us working together – with producers, professional customers and consumers. In addition, we are continuing to ramp up our sustainability work in order to provide an example. Our strong product portfolio also helps us to succeed, time and time again, in attracting employees with great knowledge, interest and passion for the products we sell. In turn, this results in satisfied customers, and in a range which both professional customers and consumers perceive as always up-to-date.

▶ Location: Stockholm, Oslo, Copenhagen and Helsinki

▶ Group CEO Nordic: Åge Solem | CEO Sweden: Torbjörn Sjöving | CEO Norway: Svein Byermoen | CEO Denmark: Kim Ottosson | CEO Finland: Mikko Suni

▶ Customers: DIY warehouses and chains, convenience goods trade, service stations, spare part supply chains and shops, online shops, as well as professional customer and pharmaceutical chains.

▶ Turnover: SEK 475 million

▶ Employees: 70

▶ Certifications SEAB Sweden: ISO 9001 and ISO 14001

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It is rewarding to create conditions that support more people to care for the environment.

ALEXANDRA

A PART OF SÖDERBERGFÖRETAGEN



Constant Clean

- ▶ car wash facilities that are as effective as they are kind to the environment



CLEAN RESULTS THROUGH PRODUCT DEVELOPMENT AND ENVIRONMENTAL CONSIDERATION

Having several of the major fuel companies on the customer list, along with our constant work to always be the best in the field, makes us the modern player in the field of carwash facilities. We build our business around product development, environmental consideration and being so much more than just a supplier to our customers.

At first glance, the carwash of today looks practically the same as it did 50 years ago. At Constant Clean, however, we make sure that the inside is state-of-the-art, and as efficient as it is kind to the environment. At the core of our offers are modern and environmentally friendly products, substantial knowledge and a level of service that makes us a partner to our customers rather than just another supplier. This is because we accompany the customer all the way in their journey, starting with design and culminating in finished facilities, operations and services.

As our main contribution to sustainability, the ambition is to deliver sustainable car wash facilities that result in clean cars and clean groundwater, free of heavy metals and oil residues.

A DEPENDABLE FULL-SERVICE PARTNER

Our range includes everything that automated carwashes and complete DIY self-service facilities could possibly require, from entry and payment systems to wastewater treatment plants and everything in between. We have worked with world-leading suppliers, such as Otto Christ AG and Turtle Wax, since 2009. As well as having our own product development programme, we also contribute to our suppliers' processes, and as a result we are able to deliver systems that are tailored to the needs of our customers and to our shared environment. Our products are combined with a range of services that consolidates our position as a partner that offers comprehensive solutions, from project-planning and oil separator control, to water-sampling and chemical reports, all the way to contracts with municipalities, financing and market support.

Through our priorities and initiatives, we have influenced the industry to become more sustainable, which we value and continue to develop. By being so versatile, we are aware of where we make the biggest difference and how we contribute even outside of our own environmental impact and gain significance in a larger perspective.

Customer relations are just as important to us as our products and services. In order for this all to work, we provide every employee with broad responsibilities and freedom. The result? A workforce that is creative, committed and that customers enjoy meeting.

ENVIRONMENTAL CERTIFICATION AND ECO LABELLING

We are the only ISO 14001-certified company in the industry, and for us, environmental thinking is more than just a thought – it is an integral part of our business concept, our daily work and an extension of what we stand for. For example: our chemical and biological treatment plants, which we designed and developed over several years, is our most important mission. We deliver car wash facilities that provide both an effective washing result and a reduced environmental impact. We were also the first to offer a complete range of chemical detergents bearing the Nordic swan (Nordic Ecolabel).

- ▶ Location: Stockholm
- ▶ CEO: Ulf Ramsay
- ▶ Customers: Fuel companies, car rental companies, car dealers and operators with do-it-yourself facilities.
- ▶ Turnover: SEK 130 million
- ▶ Employees: 50
- ▶ Certifications: ISO 14001

The board



JAN SÖDERBERG, founder and chairman of Söderbergföretagen. Jan Söderberg is a member of the board of Ratos and of the foundation My Special Day (Min Stora Dag). Jan is also a member of the Advisory Committee at the School of Economics and Management at Lund University.



MATTIAS SONNENFELD CEO, President and member of the board of Söderbergföretagen. Previous positions include President and vice CEO of G&L Beijer Import & Export AB, Deputy President of Lagercrantz Group as well as senior positions in the Bergman & Beving Group.



LARS-ÅKE RYDH, member of the board of Söderbergföretagen. Former President and CEO of NEFAB and Chairman of the board of OEM International. Lars-Åke Rydh is Chairman of the board of Danfo Investment AB Chiffonjén, Prototypen, Schuchardt Maskin and Kooperativet Olja and a member of the board of Nolato, Garo, Spectria Invest Fond, Hjo Verktyg and Östrand & Hansen.



ANDREAS SÖDERBERG, member of the board of Söderbergföretagen. Many years of experience within the financial markets in Frankfurt and Stockholm, including investment banking and working as a company analyst with multinational and medium-sized Swedish companies.



MARKUS SÖDERBERG, member of the board of Söderbergföretagen. Many years of experience within communication strategy and PR at among others JMWGolin, INGO and KRY. Markus Söderberg is a member of the board of Ready Digital.



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Room for more

Whether you are planning to sell your company or looking for employment at one of our subsidiaries, there's room for more at Söderbergföretagen. If you are curious or have any queries and would like to know more about our operations, our approach to company acquisitions, or simply what it is like to be part of Söderbergföretagen, we would love to talk. It could be a brief discussion or a lengthier dialogue – either way, there are no strings attached.

Let's talk, please have a seat!

Mattias Sonnenfeld
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