



Introduction to Malte Månsön Group

Malte Månsön

TODAY'S PRESENTER

STAFFAN LINDEWALD

CEO Malte Månson Group (since 2017)



HISTORY OF MALTE MÅNSON



 Accent
Equity

MALTE MÅNSON AT A GLANCE

We are the leading independent workshop chain for commercial vehicles in Sweden...

We are the largest independent workshop chain for commercial vehicles in Sweden...

...with an attractive service offering based on availability and quality proven by exceptionally satisfied customers...

...and an extensive workshop network covering the most attractive logistics hubs²



MARKET LEADER

SEK 745m

Sales FY23 PF

9.4%

Adj. EBITDA FY23 PF

1918

Founded

~300

FTEs

Authorizations



Core characteristics

1

Quality of work

2

Availability for unplanned work

Our exceptional customer satisfaction scores¹



9.2

Customer service



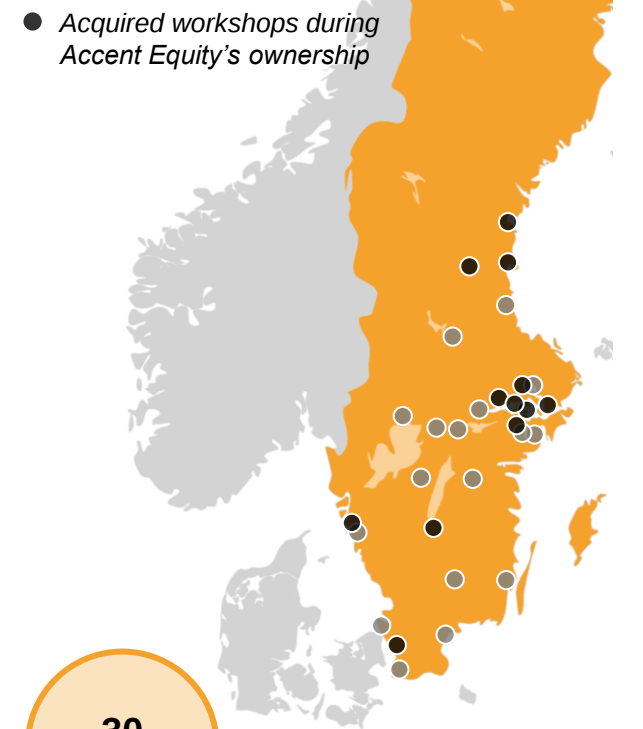
8.6

Returning customers



8.4

Quality of work



30
Workshops

7 – 23
Opening
hours



OUR CORE VALUES LAY THE FOUNDATION OF OUR BUSINESS

Clearly formulated and deeply rooted core values foster an extraordinary company culture

We are **positive, engaged** and
flexible team players...

...with high **competence** and
availability, we deliver solutions
to our customers...

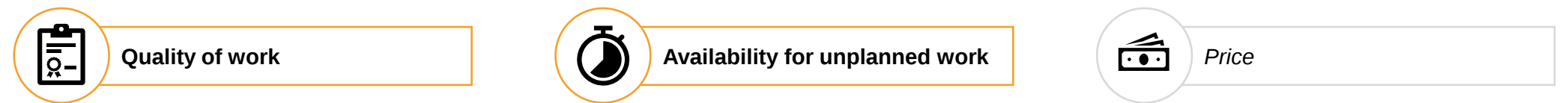
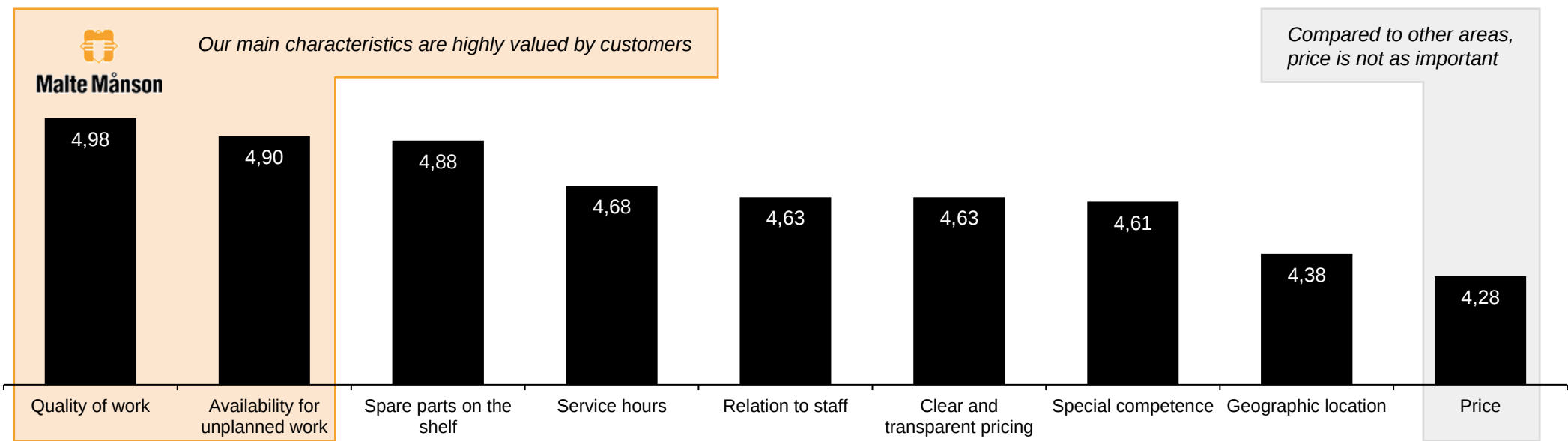
...of highest **quality** and with
minimal environmental
impact



TRUCK OWNERS' KEY PURCHASING CRITERIAS

Customers priorities quality of work as well as availability for unplanned work above all other service parameters

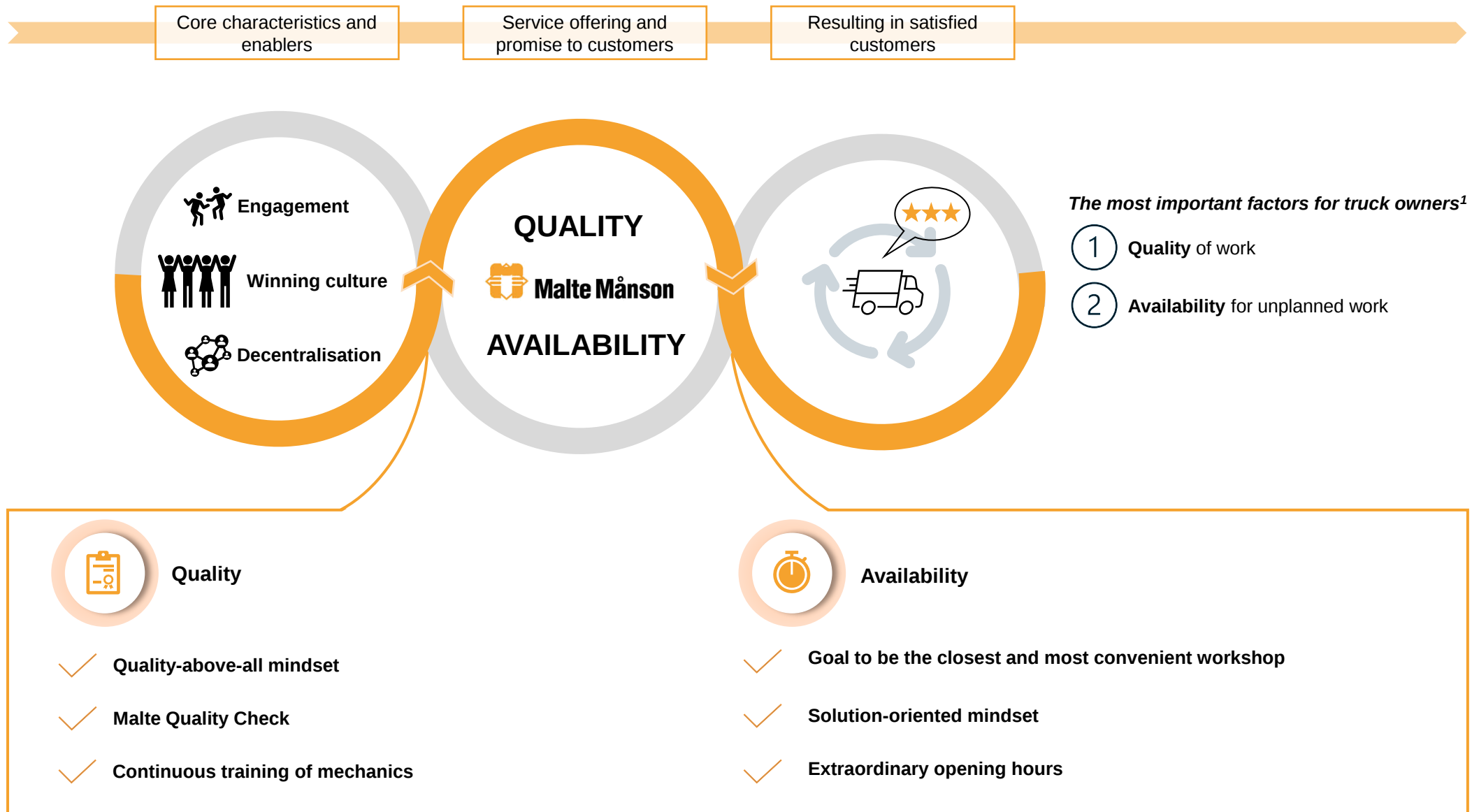
Question: What is most important to you as a customer? (Scale 1-5 where 5 is the most important)¹



Customer loyalty is very high as satisfied customers are unlikely to change workshop service provider. The potential cost saving from cheaper services elsewhere is offset by the risk of receiving inferior service and further vehicle downtime

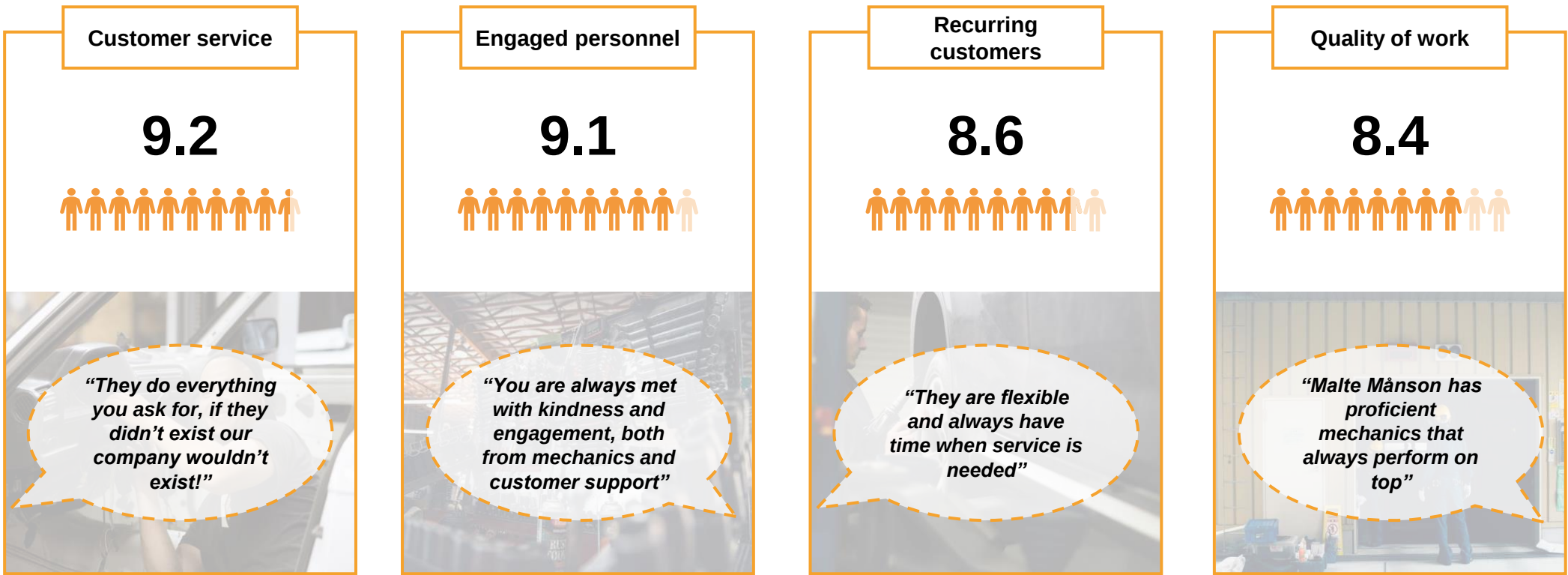
OUR SERVICE OFFERING IS BASED ON AVAILABILITY AND QUALITY...

The strong company culture enables a dedicated focus on availability, quality, and the willingness to go the extra mile



...AND IS HIGHLY APPRECIATED BY OUR CUSTOMERS

The successful customer centric approach creates a strong value proposition and high customer loyalty



Selected customers



KEY STEPS TAKEN SINCE ACCENT EQUITY BECAME MAJORITY OWNER IN APRIL -23

Effective co-operation with our new owner has allowed us to rapidly execute on our renewed strategy

	Key considerations and steps taken	Our progress last 18 months																
Crystalized and reformulated strategy	• Build on existing strengths - availability and quality • Focus on synergistic sub-segments of commercial vehicles • Heavy trucks • Buses • Light commercial vehicles (LCV) • Margin expansion by growing within existing infrastructure	M&A • Experten Group (Mar-24) • Entry into bus segment • New vertical: body shop • Complimentary coverage of Stockholm • Jönköping workshop (Apr-24) • Key logistics hub • SBTAB (Sep-24) • Geographical expansion • Strengthened OEM relationship																
Secured the team	• To be #1, we need to attract and retain the best people • Roll-out of incentive program to key personnel on all levels of the organization to secure the team	<table><tr><td>Revenue (SEKm)</td><td>357</td><td>→</td><td>~800</td></tr><tr><td>EBITDA (SEKm)</td><td>30</td><td>→</td><td>~75</td></tr><tr><td>Margin</td><td>8.4%</td><td>→</td><td>9.4%</td></tr><tr><td>Workshops (#)</td><td>17</td><td>→</td><td>30</td></tr></table>	Revenue (SEKm)	357	→	~800	EBITDA (SEKm)	30	→	~75	Margin	8.4%	→	9.4%	Workshops (#)	17	→	30
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Preparing to excel	• Want to continue to grow, both organically and through M&A – requires structural capital to succeed • Well defined and structured plan to build structural capital in place (Accent Way)																	

FOCUS AREAS GOING FORWARD

Big steps taken in the last 18 months, our near term focus is to consolidate and prepare for the next phase of Malte Månson's growth journey

- **Leverage our new enhanced network and strategic position to propel growth and maximize profitability**
- **Drive margin expansion by realizing synergies and economies of scale following M&A**
- **Continued roll-out of Malte City, our concept for Light Commercial vehicles**
- **Increased focus on sustainability to create customer value**
- **Capture growth from rapidly upscaled defense budgets (selected workshops)**
- **Develop strategic plan beyond Sweden**
- **Build organization, processes and routines that can support the enlarged group in the right way and prepare us for international expansion**