Beijer Ref

Sustainable Temperature Control for All

Christopher Norbye

CEO

MBA and Bachelor of Science degree holder. Previously served as Executive Vice President of Entrance Systems division and President of Industrial Door Solutions (Assa Abloy), Executive Vice President (Orchid Orthopedics), President (Sandvik Medical Solutions).

SUSTAINABLE TEMPERATURE CONTROL FOR ALL.

With >150 subsidiaries spread across Europe, North America, Asia Pacific and Africa, Beijer Ref supplies customers over a large proportion of the world with products supporting the fields of commercial refrigeration, industrial refrigeration, air conditioning and heating.

Beijer Ref in brief (R12)

Revenue SEK 30 bn

Employees 6,000+

Countries 45

Branches 500+

Customers 200,000+

Sales CAGR last 10-year – 14%

EBITA CAGR last 10-year – 23%

Beijer Ref strengthening its position globally 2018-2023

2018
Secured a leading position in Australia with the acquisition of Heatcraft Australia

2019
Expanded into HVAC in Australia with the acquisition of ACD Trade

2020
EQT became new principal shareholder in Beijer Ref

Entered private label with the acquisition of Sinclair

2021
Became majority owner of Fenagy A/S – CO_2 based heat pumps

Entered the Greek market with the acquisition of the air conditioning company Inventor

2022
Acquired Deltron, a leading HVAC distributor in Croatia

Beijer Ref strengthen its position in the HVAC segment in Australia with the acquisition of AAD

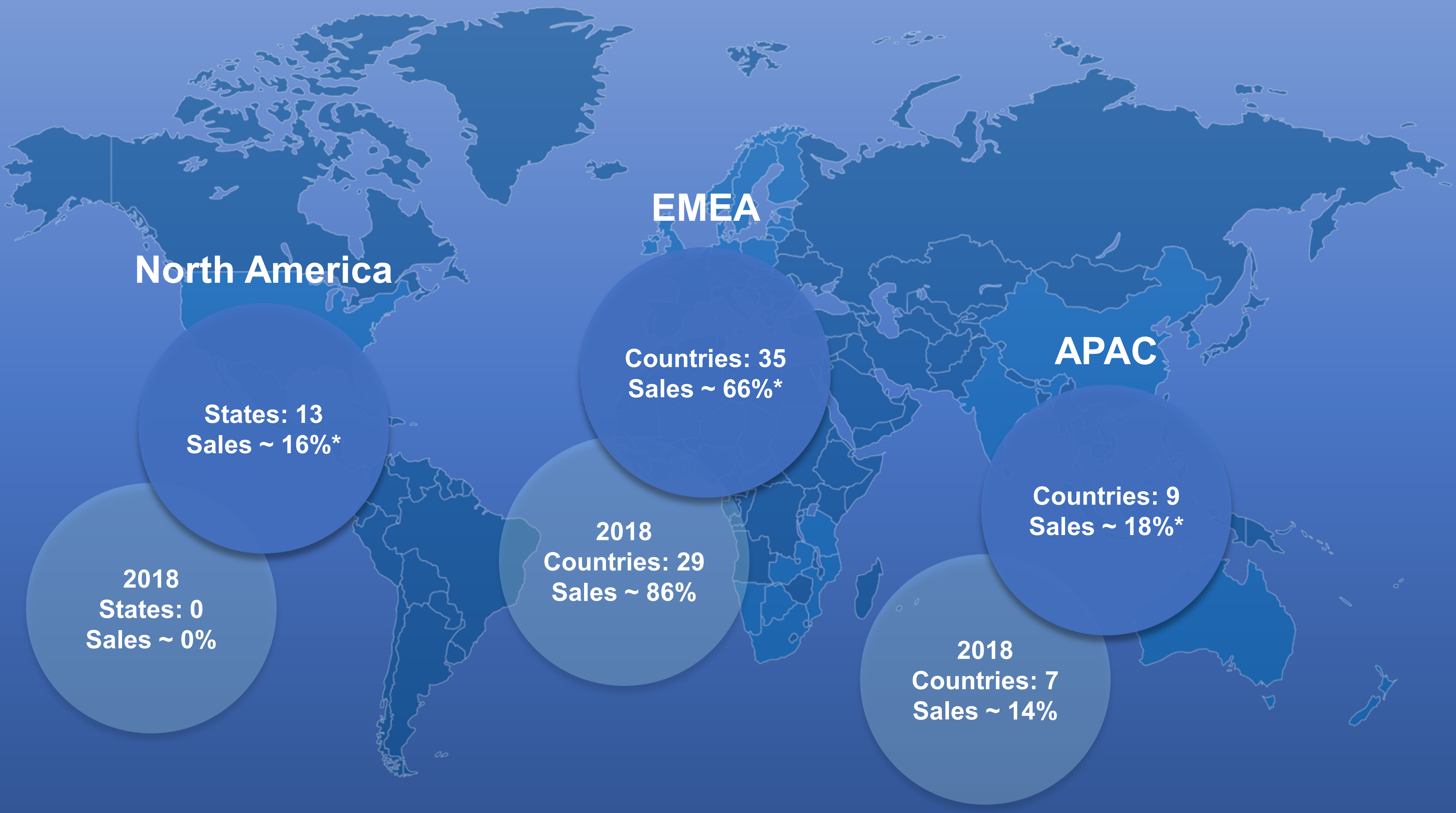
Entered the North American market with the acquisition of Heritage Distribution

2023
Acquired leading HVAC distributor in Bulgaria - Condex

Entered the South Korean market with the acquisition of DS Maref

Beijer Ref completed its first complementary acquisition in North America with the acquisition of AMSCO Supply

Creating a truly global company with a strong geographical presence



*R12 September 2023

Megatrends in action

Shaping the future for sustainable climate control

F-gas regulation is driving shift towards more environmentally-friendly equipment

Regulations follow the Kigali Amendment to the Montreal Protocol, an international agreement to phase down the production and consumption of HFCs by 80-85% by 2047.

NAM

AIM act authorizes the EPA to address HFCs in 3 areas:

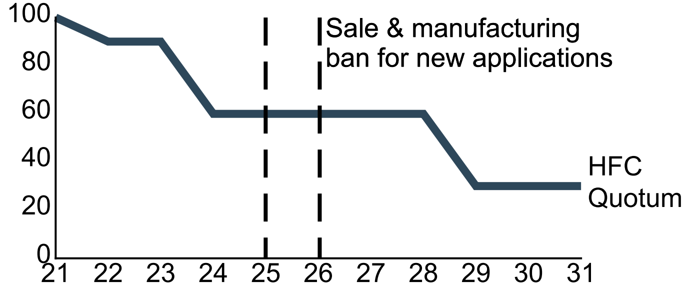
- Phasing down production & consumption of HFCs
- Managing HFCs (leakage, reclamation) and their substitutes
- Facilitate transition to end-state technologies

Prohibit **manufacture** and import of products containing restricted HFCs by Jan 1st 2025

Prohibit **sale, distribution and export of products** containing restricted HFCs by January 1st 2026

Common higher GWP **HFC will be banned in new refrigeration applications by 2025 and 2026**

HFC emission reduction (%, baseline 2020)



Europe

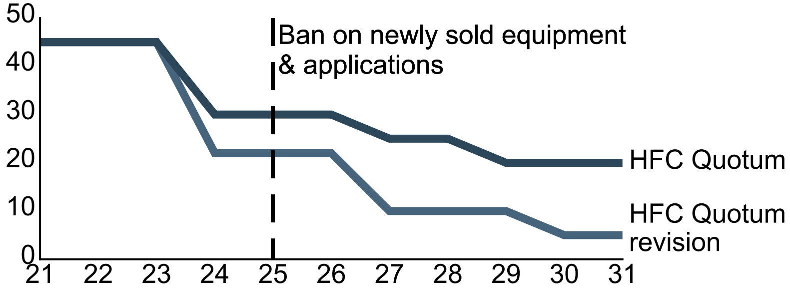
EU F-gas revision currently under negotiation at the European Parliament, including:

- Phase down acceleration of HFC from 2024 onwards (2.4% of 2015 levels by 2048)
- Improving enforcement & implementation
- More comprehensive monitoring

Under negotiation is a ban for **newly sold self-contained refrigeration equipment** above 150 GWP by Jan 1st 2025

Common higher **GWP HFC will be banned in new refrigeration applications by 2025**

HFC emission reduction (%, baseline 2015)



AuNZ

HFC phase-down is a gradual reduction in the maximum amount of bulk HFCs permitted

Managed through a **quota system on imports**

Phase down schedule that limits the **import of HFCs**

Since 1989 there has been a ban on manufacturing or import of equipment with **CFC or HCFC refrigerant**

There will be a **gradual phase down of HFC emissions**

Source: Australian Government Department of Climate Change, Energy, the Environment and Water; EPA; European Commission; ATMO

A strong business concept focused on after market and replacement

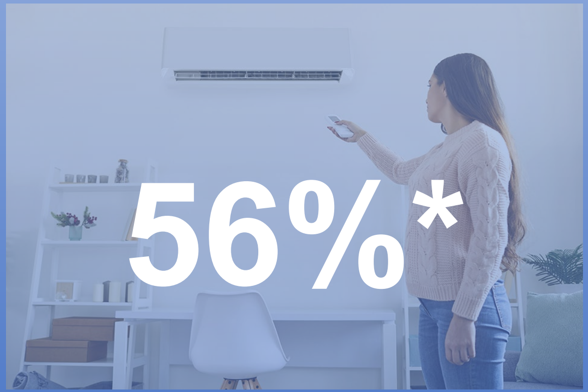
Beijer Ref's business concept is to offer its customers added value through competitive solutions in the areas of refrigeration and air conditioning focused on the after and replacement market.

Commercial and industrial refrigeration
Refrigeration installations for, among others, grocery stores, restaurants and hotels

2018 – 57% of sales

Original Equipment Manufacturing
Own production of environmentally friendly cooling units and heat pumps

2018– 9% of sales



HVAC
Climate control and ventilation for homes, offices and shops

2018 – 34% of sales

*Related to September R12 2023

Commercial and industrial refrigeration

Leading wholesaler focused on parts and service for the aftermarket for cooling equipment globally.

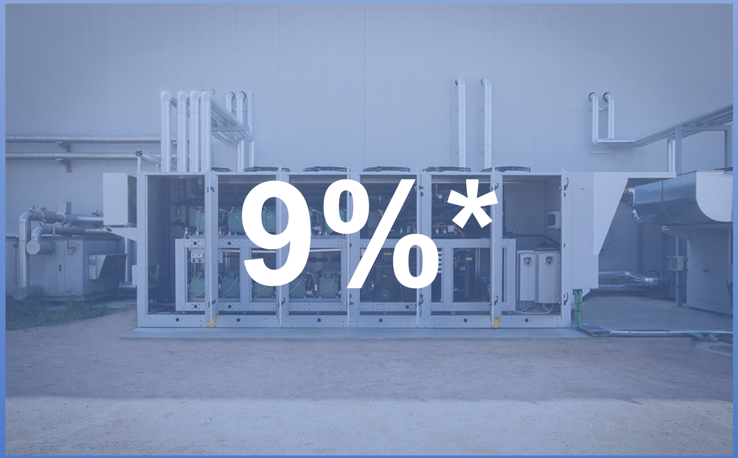
- **Organic CAGR 2018 – 2022, 4%**
- **2018: 57% of sales**

- Technical wholesaler of refrigeration parts to the commercial and industrial segments
- Global leading position with 500+ branches supporting the business
- Widest portfolio of products and brands
- Stable business focused on aftermarket, service & maintenance
- Supporting the OEM business of Beijer Ref – based on natural refrigerants

*Related to September R12 2023

Own Manufacturing Equipment

Global leader focused on manufacturing and selling cooling and heating equipment based on natural refrigerant in the commercial and industrial segment.



- **Organic CAGR 2018 – 2022, 10%**
- **2018: 9% of sales**

- Market leading technology and products for cooling and heating based on natural refrigerants
- Leading market position in EMEA and APAC – US to be developed
- Accelerating growth driven by regulation and the phase out of fossil and high GWP solutions
- All aftermarket supported by the strong Beijer Ref branch network and technical expertise

*Related to September R12 2023

HVAC

Leading distributor and wholesaler of HVAC equipment and parts mainly focused on the residential replacement segment globally.

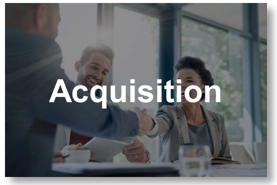
- **Organic CAGR 2018 – 2022, 13%**
- **2018: 34% of sales**

- Global distributor and wholesaler of HVAC equipment and parts
- Strong branch network of 500+ branches to drive the business
- Widest product portfolio with strong exclusive agreements with leading OEMs
- Good growth driven by regulation and electrification of the heating and cooling segment

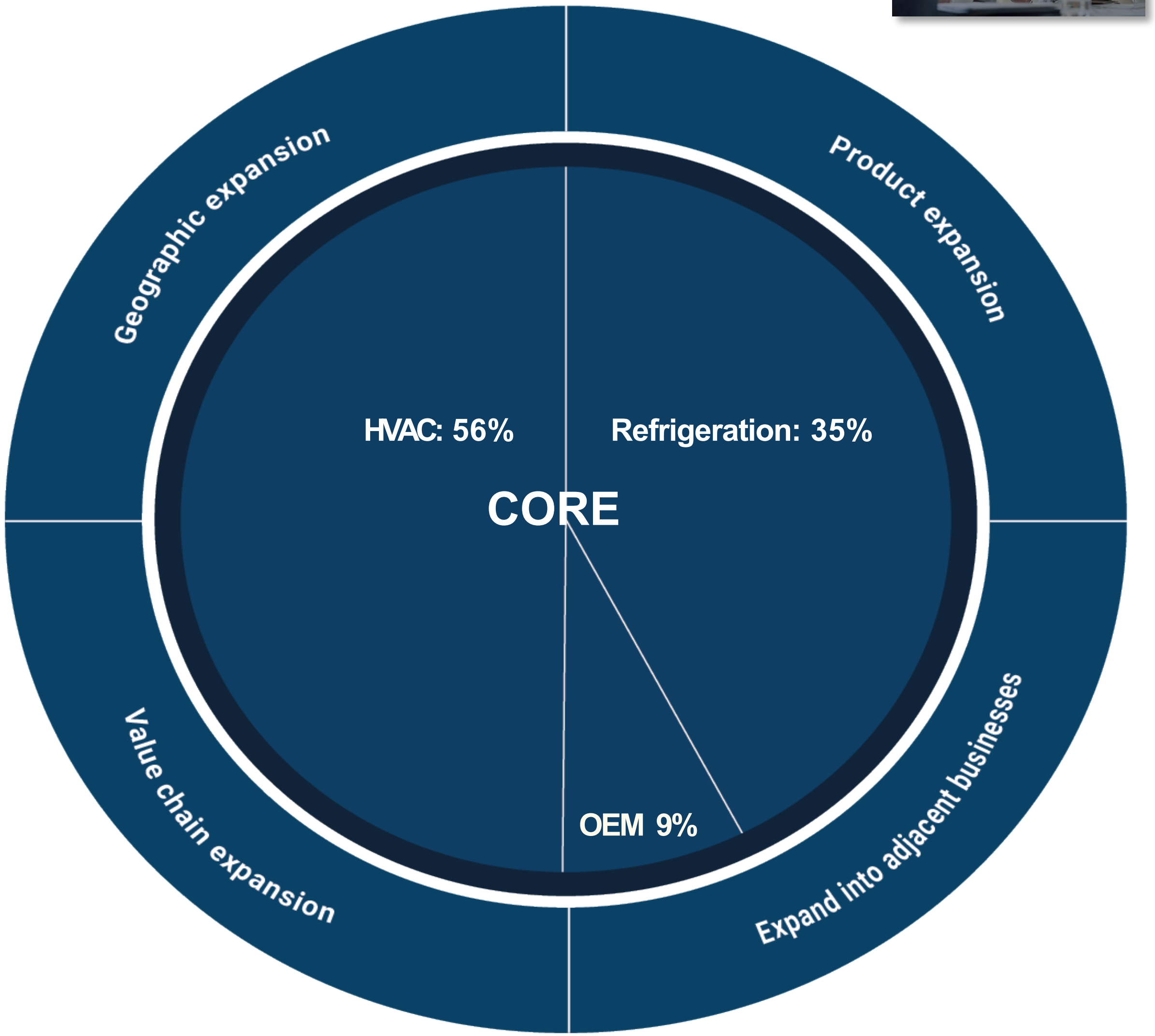
*Related to September R12 2023

Clear strategic goals

M&A strategy



Continued focus to acquire companies within the core where we strengthen our market position and drive our largest synergies.



Strategic acquisition themes 2020 – 2023

Acquire HVAC distributors with strong market position in Europe

DELTRON
inventor
sinclair
CONDEX
COOL AIR KLIMASYSTEME
EasyAir
AFM
CFD

Consolidated the HVAC market in Oceania

AAD
ACD TRADE
MACKAY AIR SUPPLIES
clima
Complete Air Supply
Airstream
TURNER ENGINEERING
HVAC Depot

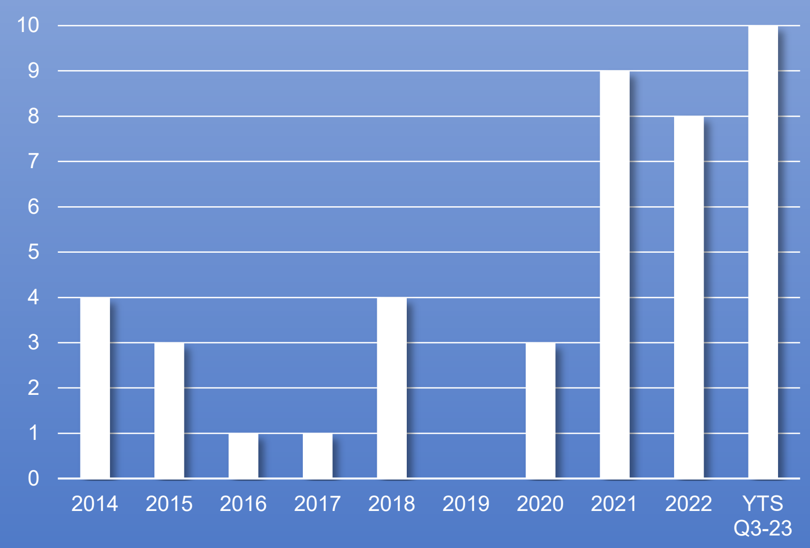
Strengthen market position in Asia with acquisitions of refrigeration businesses focused on premium segments

SHRAVAN ENGINEERING
DS MAREF

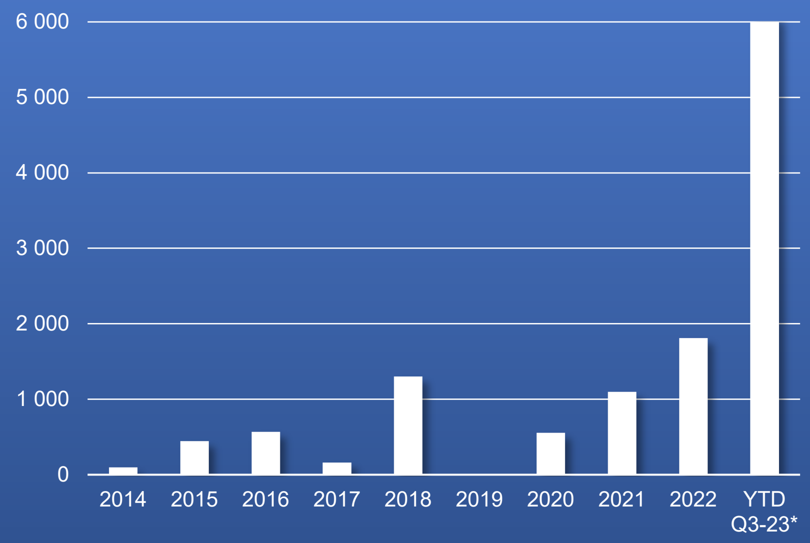
Entry into and continued expansion within HVAC-R distribution in US

HERITAGE DISTRIBUTION HOLDINGS
AMSCO Supply

No. acquisitions - 43



Reported acquired sales – 12bn SEK



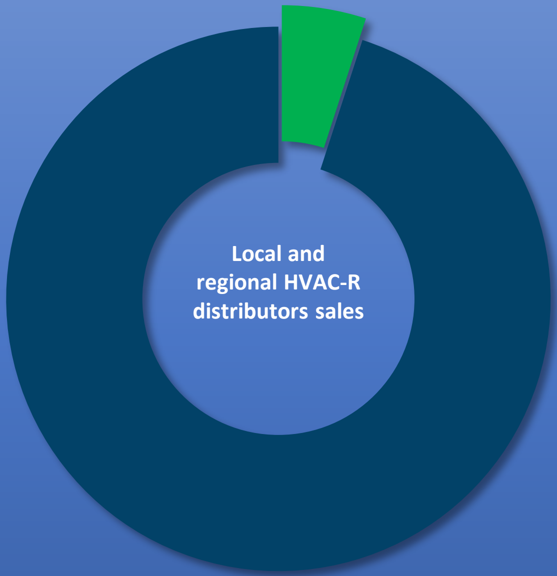
*Related to the acquisition of Heritage Distribution

Strategic M&A pipeline

EMEA

APAC

North America



Represents acquired net sales FY20 – YTD Q3-23

Strategic pipeline in our core segments

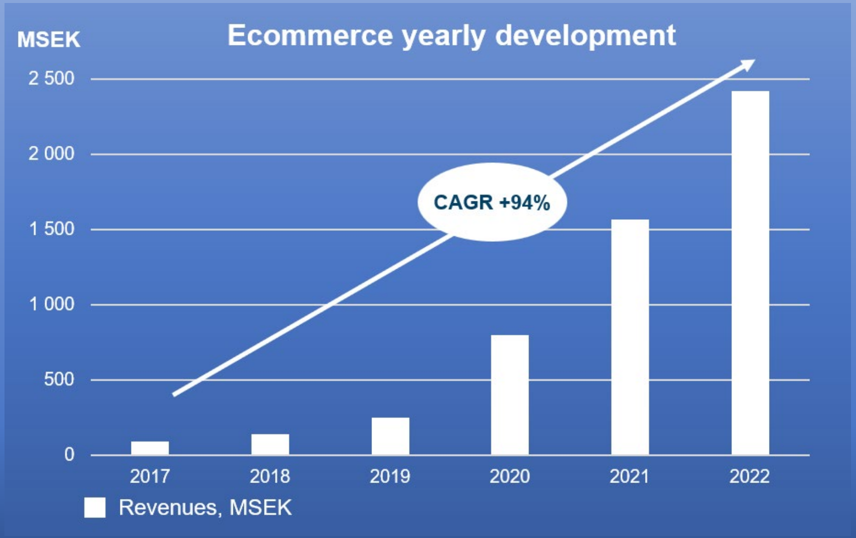
A digital journey with clear focus

1 Drive and support our customer's digital journey

- Provide e-commerce solution and digital tools to support customer needs and drive efficiency for our customers
- Building a strong digital customer relationship

2 Operational efficiency

- Improving and digitalize our business to boost efficiency with help of new technology and solutions
- Integrate systems with vendors and partners for streamlined processes
- Focus on data accessibility to become a more data-driven business



Sustainability is part of our DNA

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

✓ APPROVED

SCOPE 1 & 2

42% absolute reduction

Beijer Ref commits to reducing Scope 1 and 2 greenhouse gas emissions by 42% by 2030, from a base year of 2021 - in line with a 1.5-degree scenario.

SCOPE 3

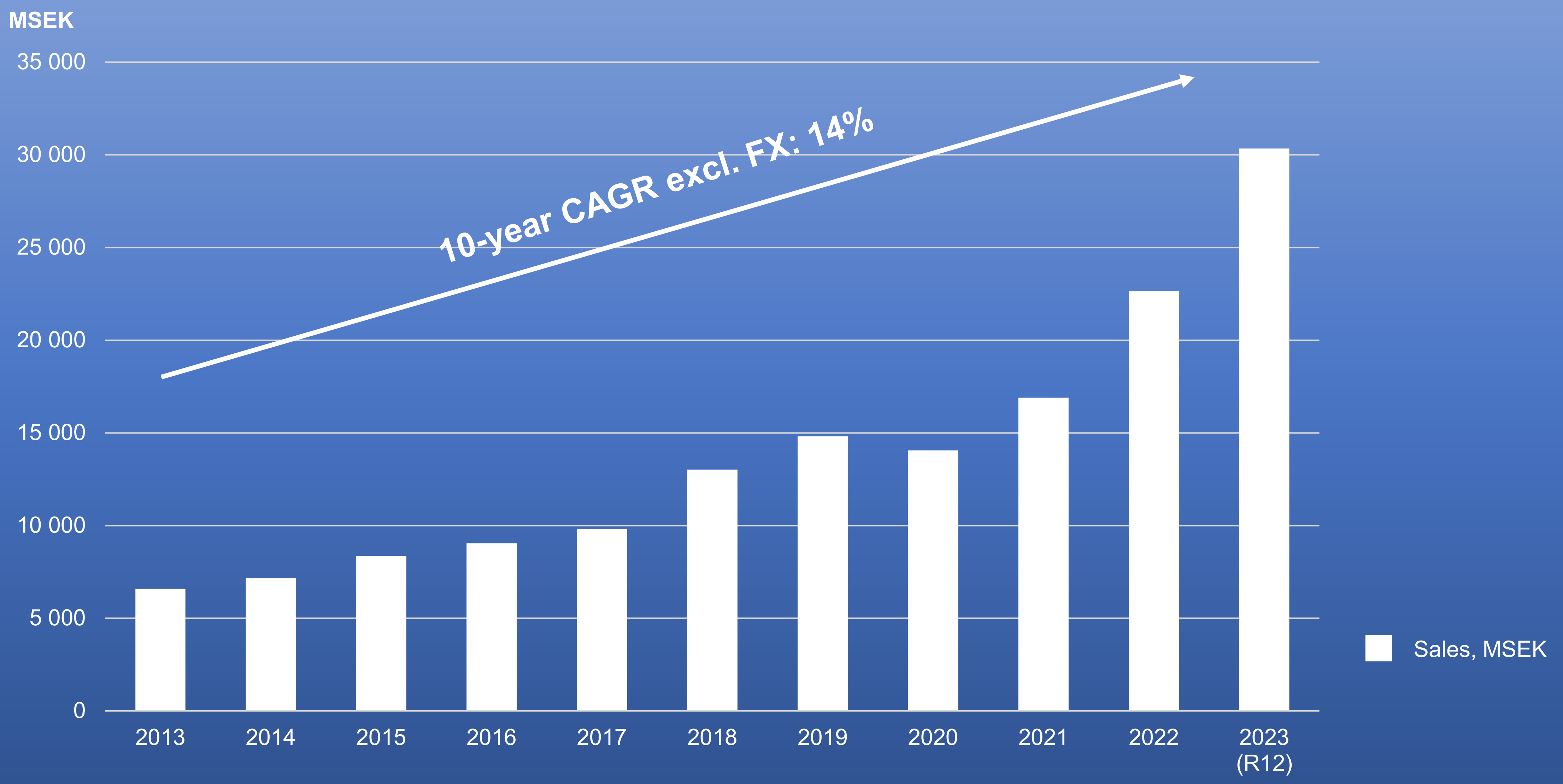
25% absolute reduction

Beijer Ref commits to reducing Scope 3 greenhouse gas emissions by 25% by 2030, from a base year of 2021 – in line with a WB2D (well-below 2 degrees) scenario.

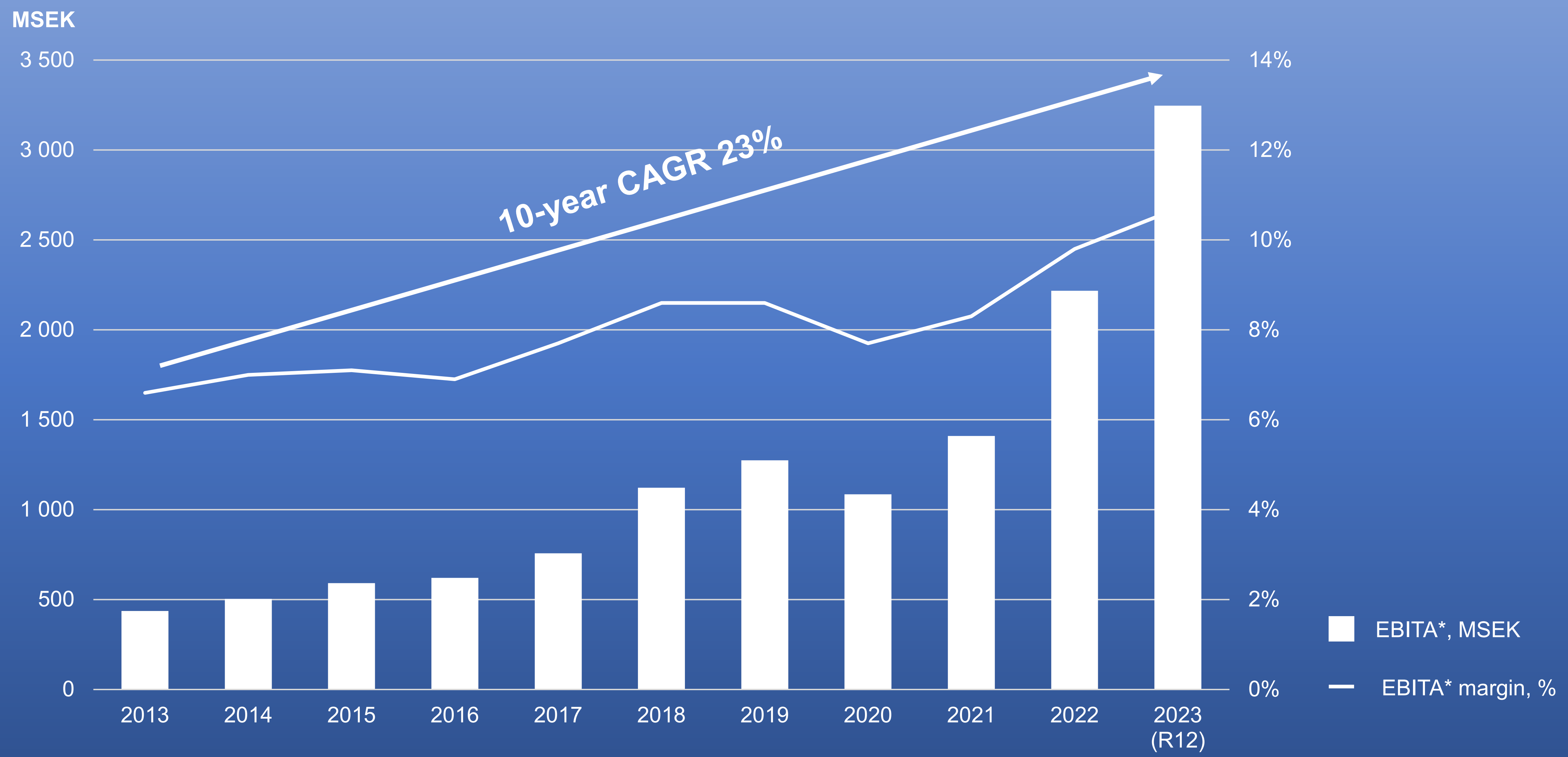
Our OEM products (based on natural refrigerants) from SCM Frigo and Fenagy have reduced future emissions by approximately 3,4 million tons of CO_2e in 2022.

Equal to approx: 750,000 cars yearly

A strong growth journey

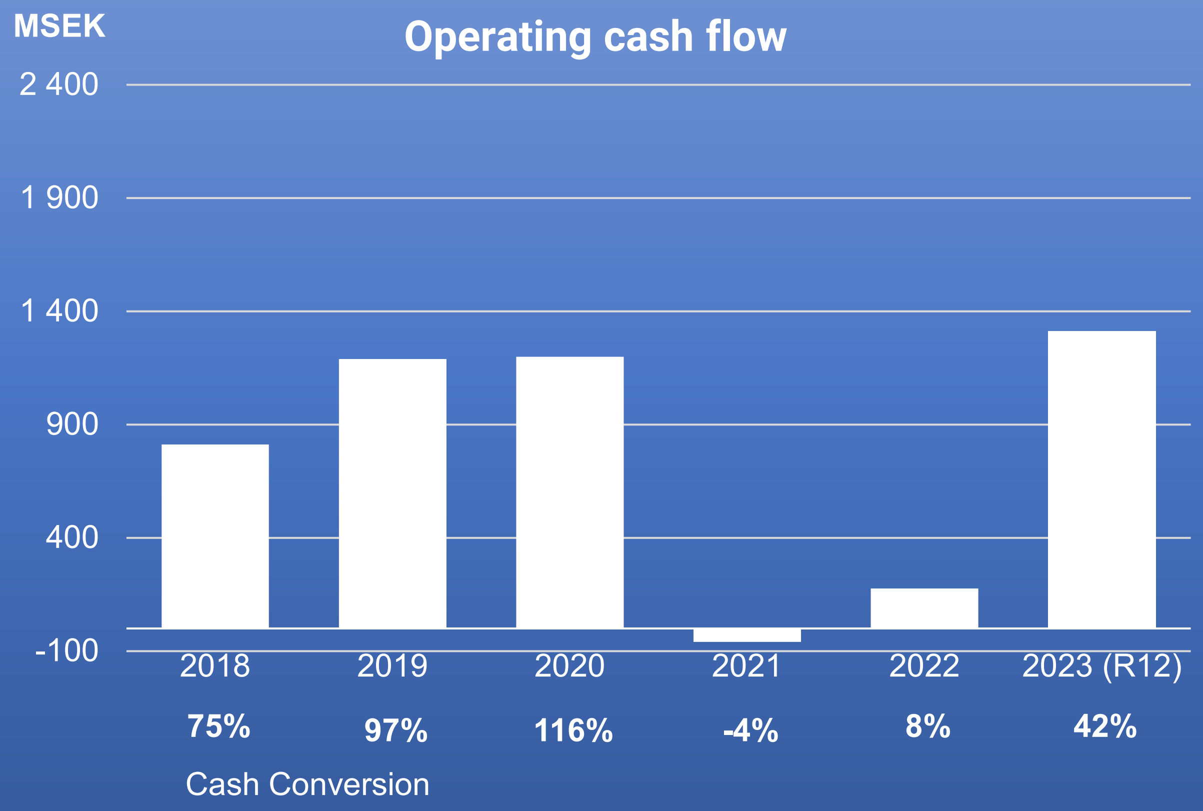


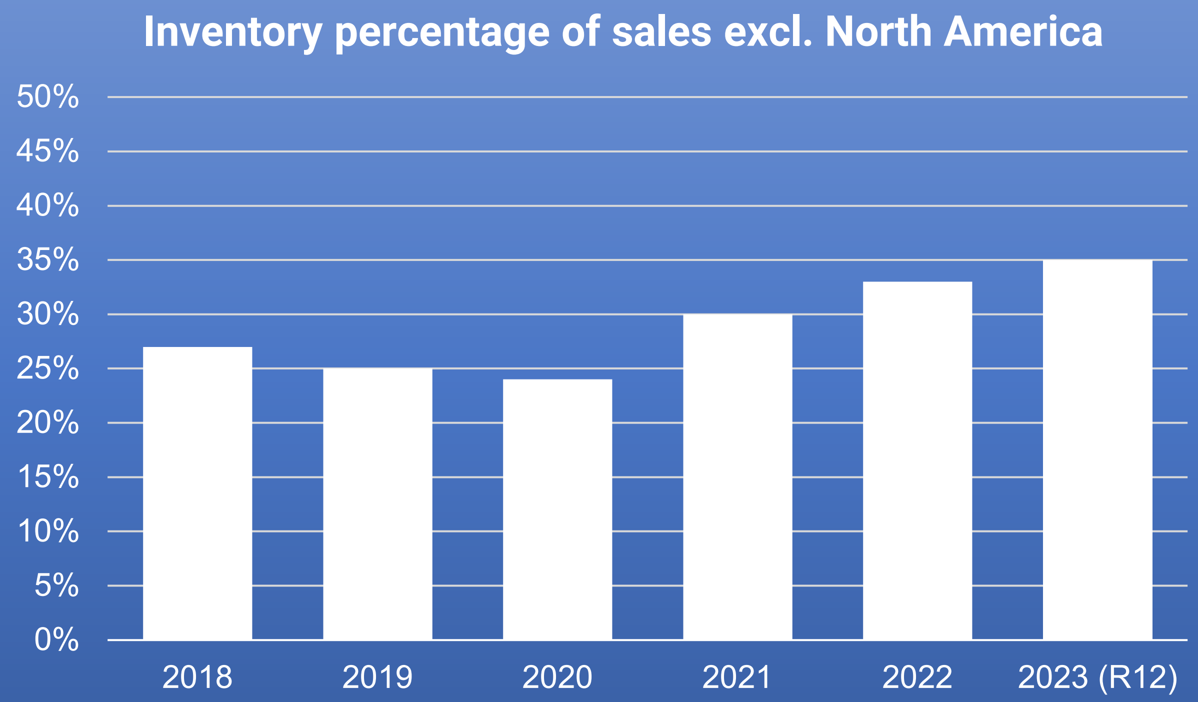
A profitable growth journey



*EBITA excluding items affecting comparability

With a balance sheet and cash flow returning to pre-pandemic levels going forward





EMEA

Where demand meets opportunity

Simon Karlin

COO EMEA

Master of Business Administration degree with over two decades of industry expertise. Demonstrated a history of diverse roles at Beijer Ref, including position within Business Development, M&A and Greenfields and Business and Finance Director.

EMEA in brief (September R12)

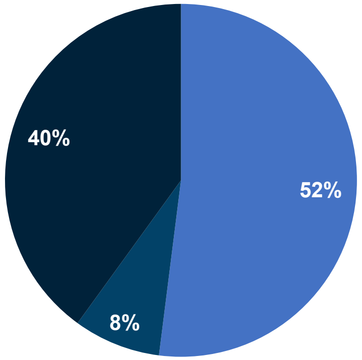
3,798
people

20 183 MSEK
sales

35
countries

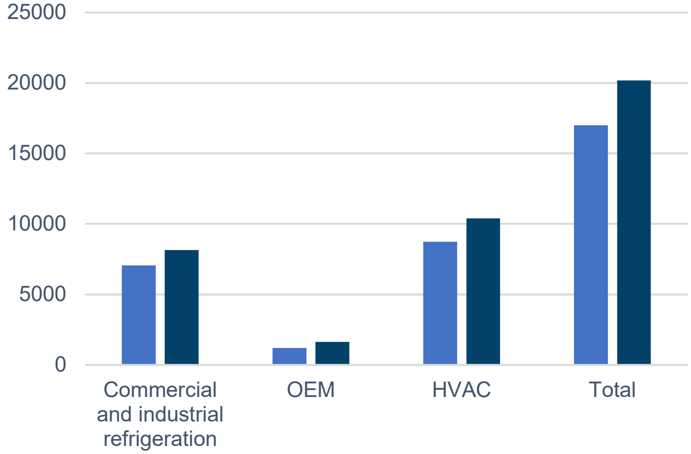
11.4%
EBITA margin

Net sales per product group



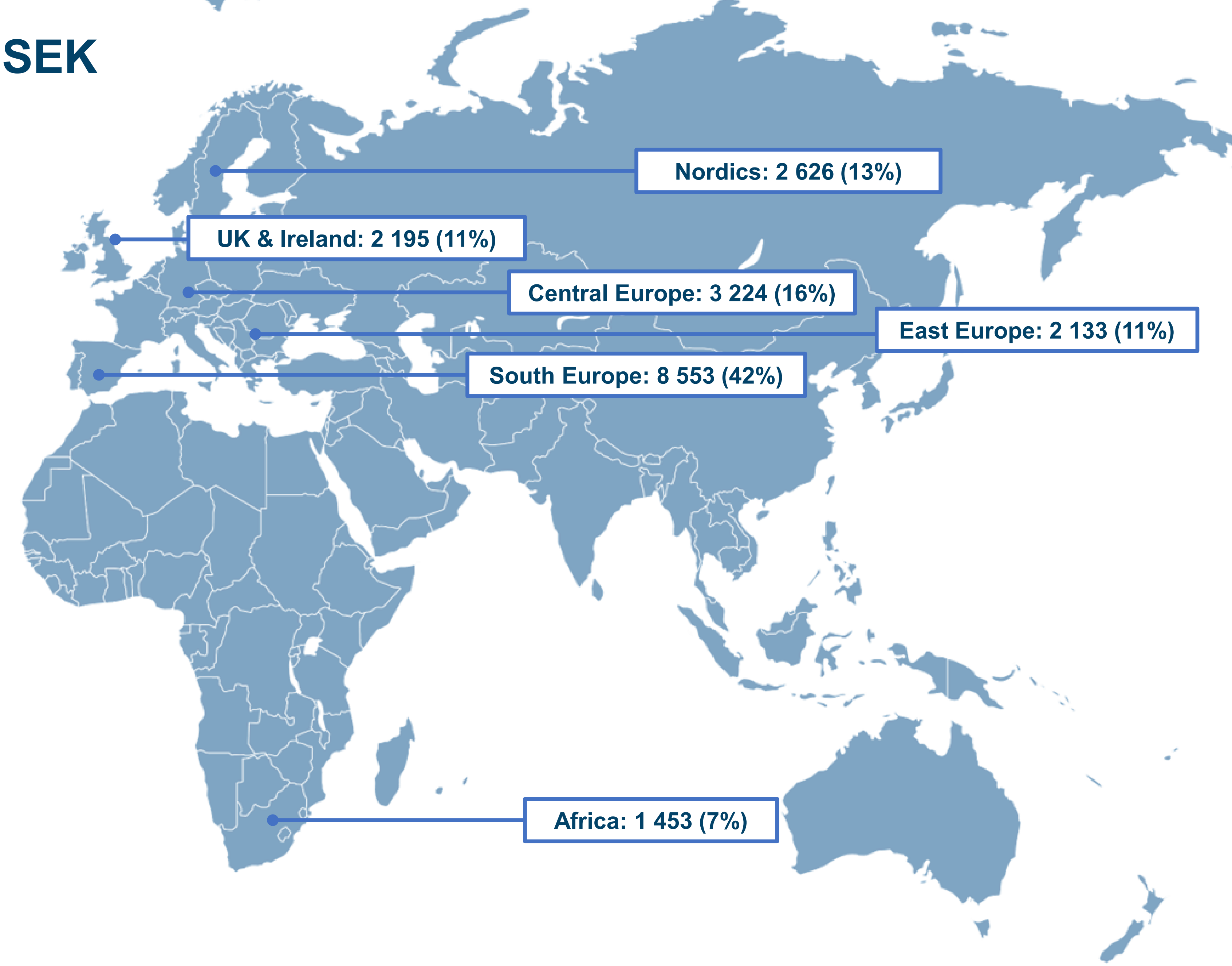
HVAC, 52%
OEM, 8%
Commercial and industrial refrigeration, 40%

Net sales per product group



R12 September 2022
R12 September 2023

EMEA – sales per region MSEK (September R12)



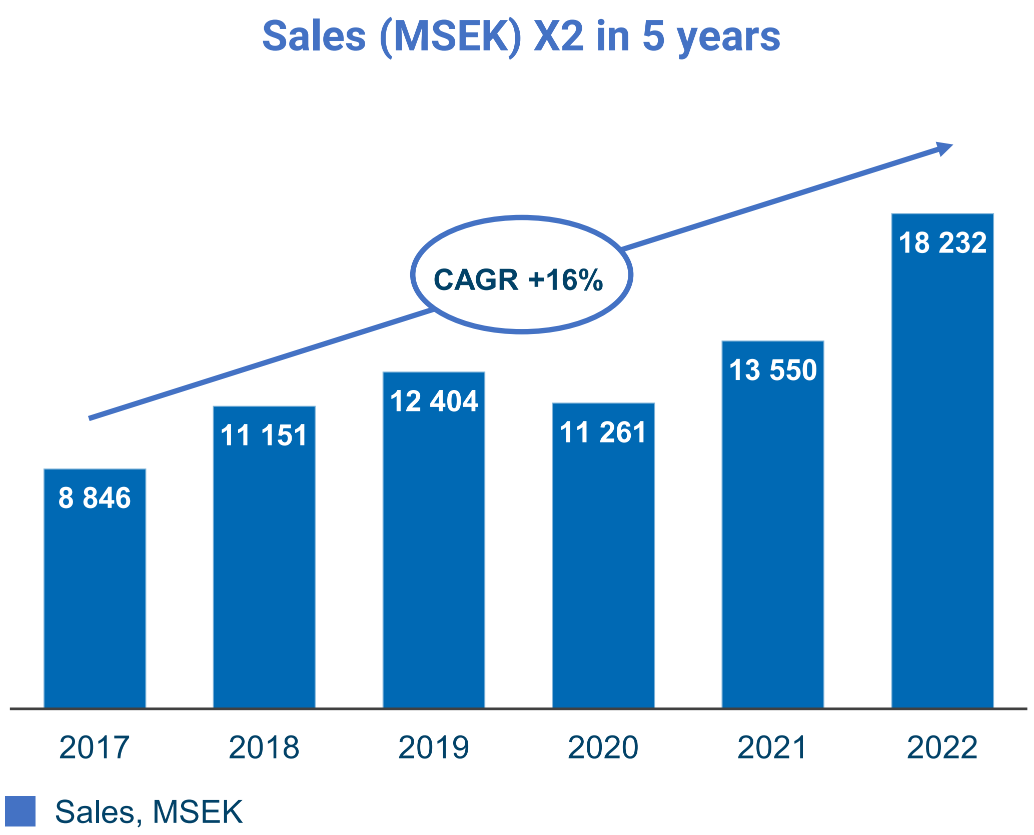
Beijer Ref holds a **strong position** in the refrigeration sector across most of its market footprint.

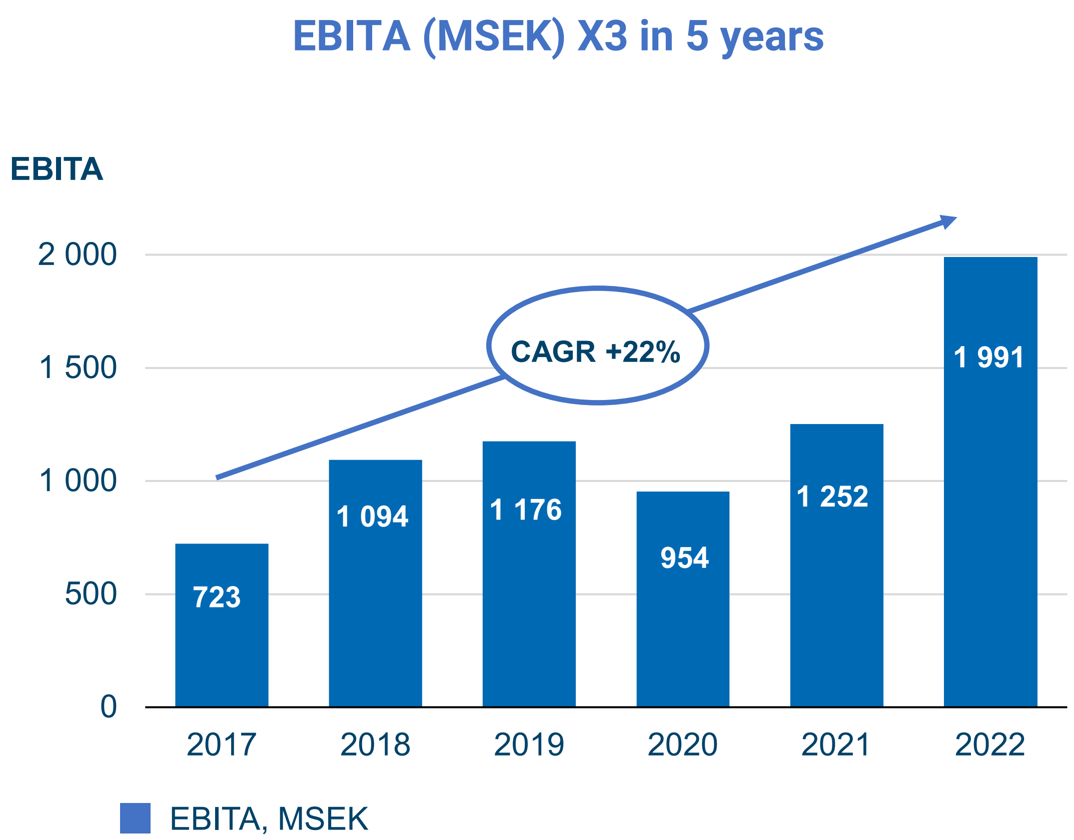
We are experiencing **rapid growth** in our HVAC distribution segment, particularly with **Toshiba, Mitsubishi Heavy Industries (MHI), Inventor and Sinclair**.

Beijer Ref is **leading the way** in the Green OEM (Original Equipment Manufacturer) industry for refrigeration compressor racks and larger heat pumps, all of which are built on **natural refrigerants**.

We have established a **robust partnership** where the combination of brands and suppliers has been meticulously curated, delivering Beijer Ref a **distinct and comprehensive product range**.

Historic performance EMEA: 2017 - 2022





Navigating trends for continued business growth

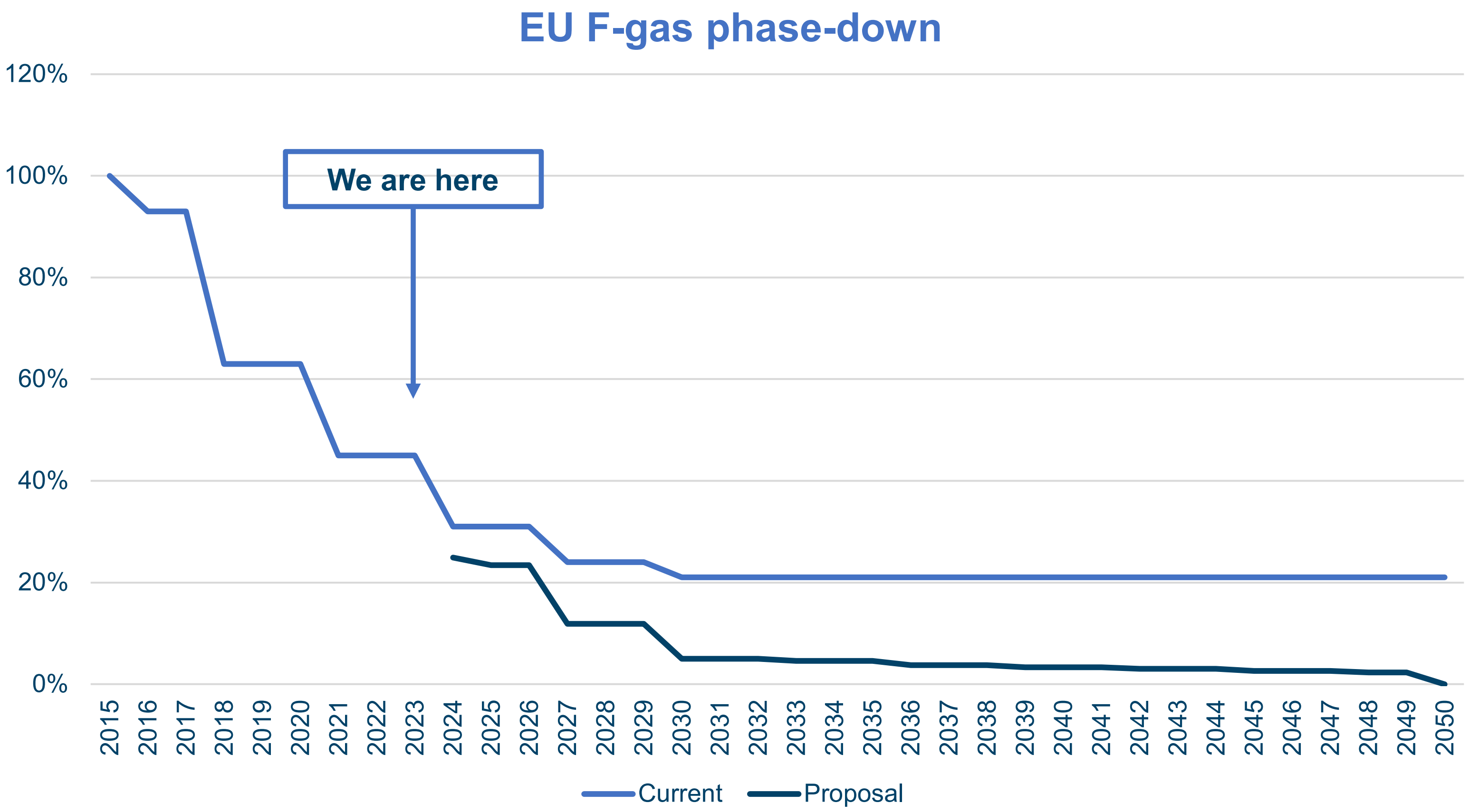
EMEA trends: Shaping tomorrow's HVAC-R solutions today.

Navigating trends for continued business growth

F-gas regulations are creating sustainable HVAC-R innovations.

Electrification is accelerating the implementation of HVAC solutions globally, replacing old non-sustainable technologies.

F-gas regulation



2015 – Regulation on F-gases within EU

2016 – Kigali deal on HFCs is a big step in fighting climate change. Rephrased in Poland 2018.

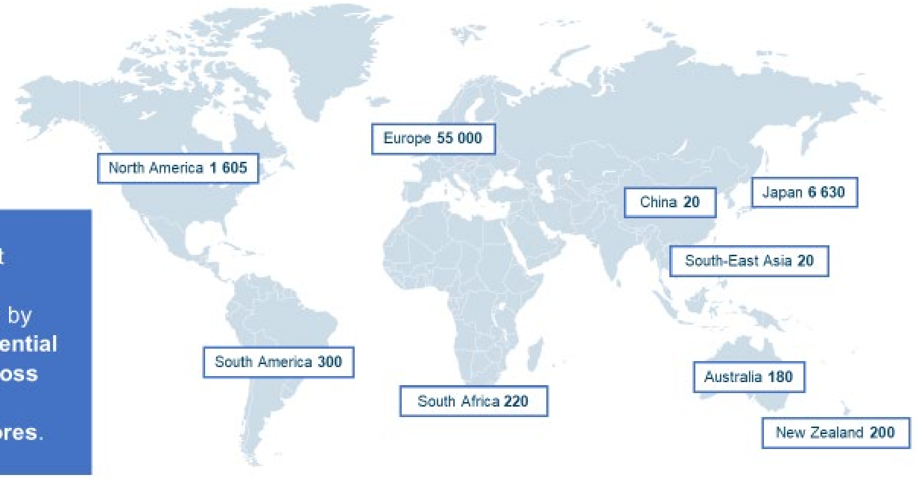
2017 – HFC phase down in Australia

2024 – Update EU F-gas regulation

2030 - <2500 in GWP on reclaimed in EU

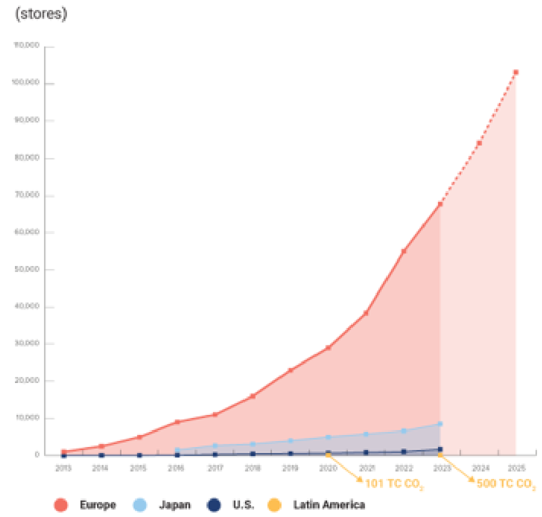
CO_2 installations by December 2022 – a market in development

CO_2 installations – forecast Europe



The number of stores that **transitioned to co_2 transcritical technology** by December 2022. The **potential addressable market across Europe** is estimated to encompass **>300,000 stores**.

CO_2 installations – forecast Europe



The best set up to support the CO_2 transformation

World-class products

Extensive branch network

A well known educational academy

Adeptness in technical know-how

Outstanding post-sale customer service

Residential heat pumps – market penetration Europe

Electrification

Strong partnerships

Growth potential

Untapped markets

Best infrastructure and set-up

Focus on value creation

Continuing the legacy of valuable acquisitions

Good growth opportunity	**Key criteria:** sales growth, a strong track record and accelerated growth combined with Beijer Ref.
Supplier relationships	**Key criteria**: pricing synergies, strengthening supplier relationships and integrating Beijer Ref's private label into the product portfolio.
Dedicated management	**Key criteria:** local expertise, a decentralized structure and a long-term commitment to align with our strategic goals.
Strong corporate culture	**Key criteria:** established culture, ethical workplace, and brand ambassadors to ensure alignment with our values and reputation.

Strategic acquisitions build a firm foundation

Significant acquisitions 2018 – 2023

Inventor

LUMELCO

sinclair

CONDEX
AIR CONDITIONING SYSTEMS

FENAGY
FUTURE ENERGY SOLUTIONS

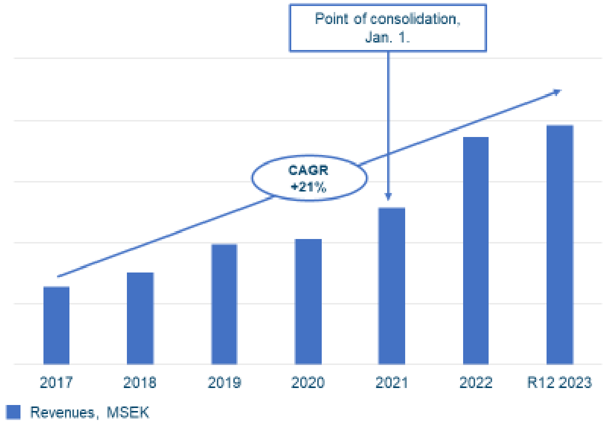
Innovative technology, private label development, synergies with existing partners and scaling up sales in current markets. These strategic moves enhance competitiveness, diversify product offerings, improve efficiency and expand market presence.

Strategic activities to continue to drive profitable growth

Establishment and expansion of Private Label HVAC

Inventor
sinclair

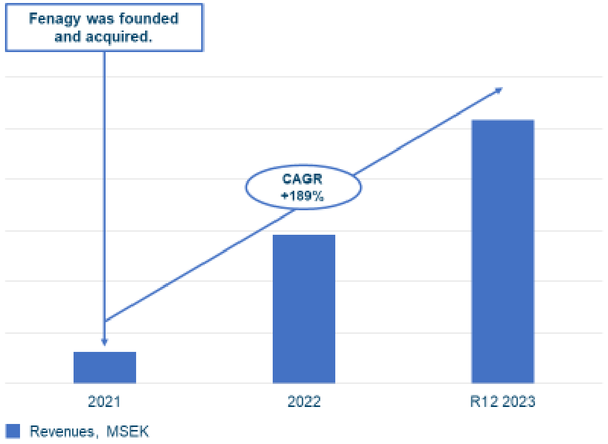
- Acquired 2021
- A well-established HVAC company headquartered in Brno, Czech Republic, with a strong presence in Eastern Europe.
- Leveraging their strong brand and extensive expertise, the acquisition has afforded us the chance to broaden their private label presence across our extensive network.



FENAGY – innovator at the forefront

FENAGY

- Acquired 2021
- The company specializes in the production of highly efficient and competitive heat pumps and refrigeration systems that utilize CO_2 as a refrigerant, catering to district heating and industrial applications.
- Fenagy's product range seamlessly complements our OEM portfolio in green refrigeration technology. Furthermore, Fenagy's status as a market leader in their specific segment underscores their position at the forefront of the industry.



Private label – products that adds value to existing portfolio

Access to new markets

Pricing power

High profitability

Worldwide reach

Inventor A.G. S.A.

sinclair

freddox

Private label – signature climate solutions

Private label – Freddox

Made for you. Made by us.

freddox

Private label – Sinclair

We create long term, mutually beneficial business cooperation.

sinclair

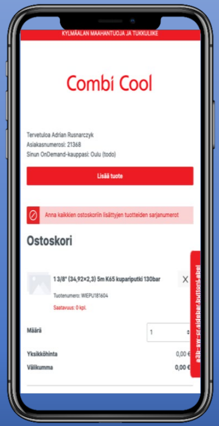
Digital development and online adoption

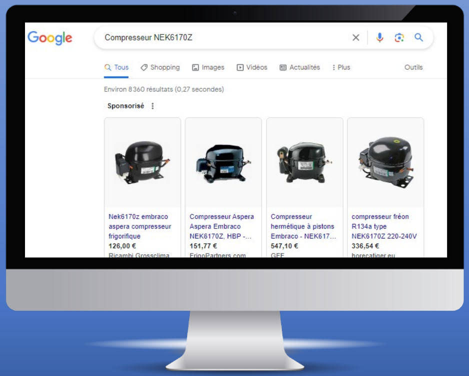
1 Digital tools to support customer digital journey

- Development of digital tools to support online business and service
- Configurators and selector tools to find right products and parts
- Digital sales portfolio management ensuring all relevant products are available
- Automated integration to product vendors to provide high quality product data
- Working on AI pricing and other projects

2 Online adoption and traffic

- Continuous increase of online customers and online sales
- Building a strong digital customer relationship
- Increased digital brand and product presence on Google
- Boosting sales with increased number of orders being placed after branch business hours

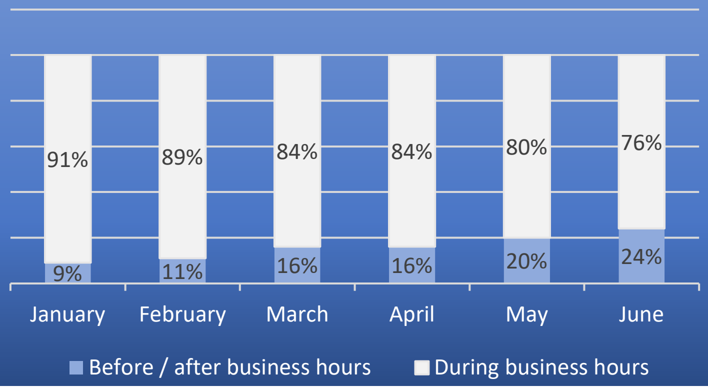




E-com sales Q3 vs Q3 py
+21%

Online Customers Q3 vs Q3 py
+27%

Online sales - Ordering trends



Building resilient collaborations for future success

Refrigeration

- Danfoss
- Bitzer
- LU-VE
- embraco Nidec
- armacell — MAKING A DIFFERENCE AROUND THE WORLD
- CAREL
- ALFA LAVAL
- EMERSON
- Güntner
- Tecumseh

HVAC

- MITSUBISHI HEAVY INDUSTRIES, LTD.
- TOSHIBA
- sinclair
- Inventor

Mutual support

Reliability

Synergy

Communication

Problem-solving

Competitive advantage

Collaboration

Efficiency

Trust

Summary

Strong performance

A legacy of valuable acquisitions

Strategic activities

Trends that drives growth

CO_2 installations – a market in development

Resilient collaborations for future success

APAC

Fast-paced growth since 2015

Jonas Steen
COO APAC

Master of Science in Chemical Engineering Bachelor in Business Administration VP Beijer Ref Nordic, Finance and Business Manager Beijer Ref East Europe, various roles Trelleborg.

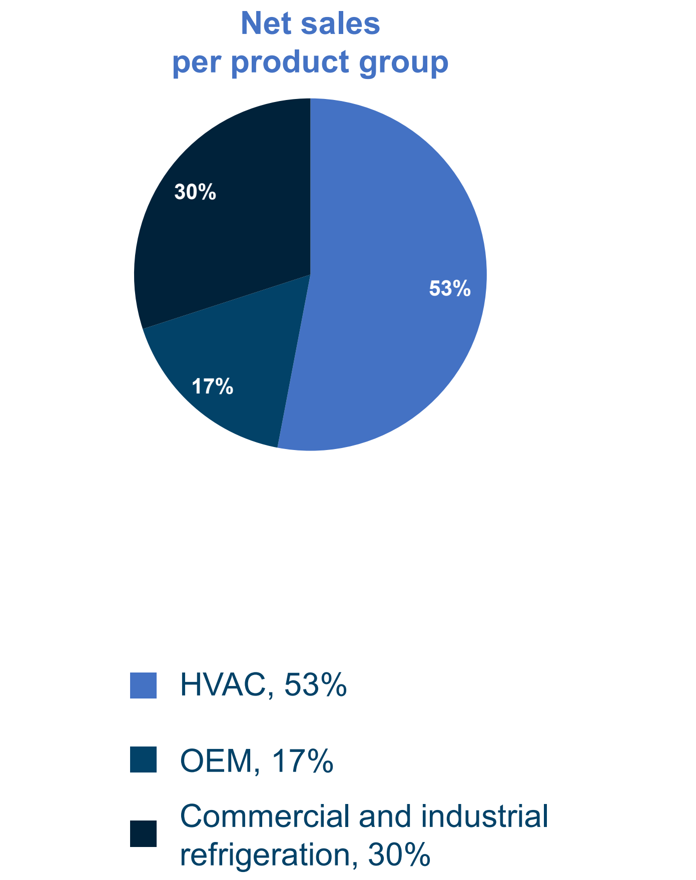
APAC in brief (September R12)

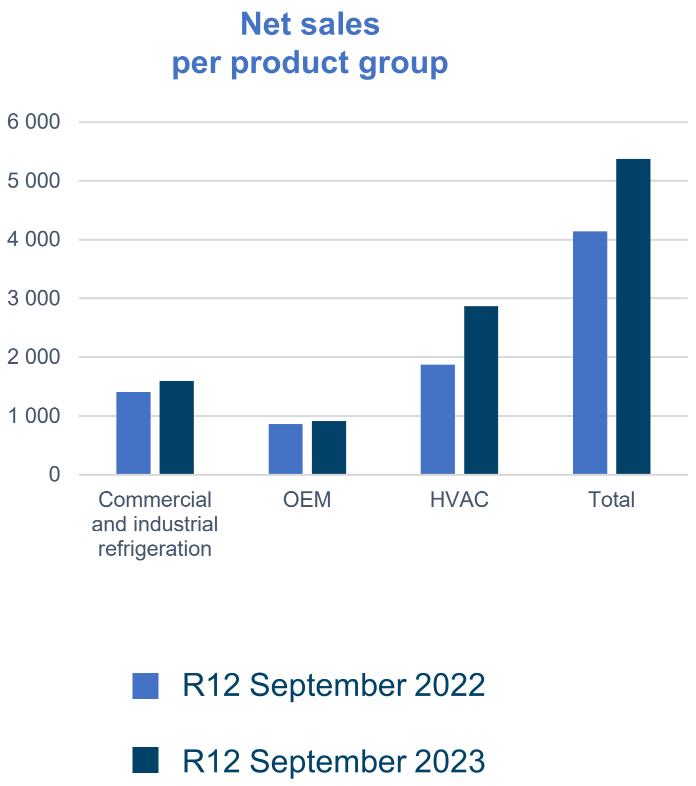
1,121
people

5 370 MSEK
sales

9
countries

8.5%
EBITA margin





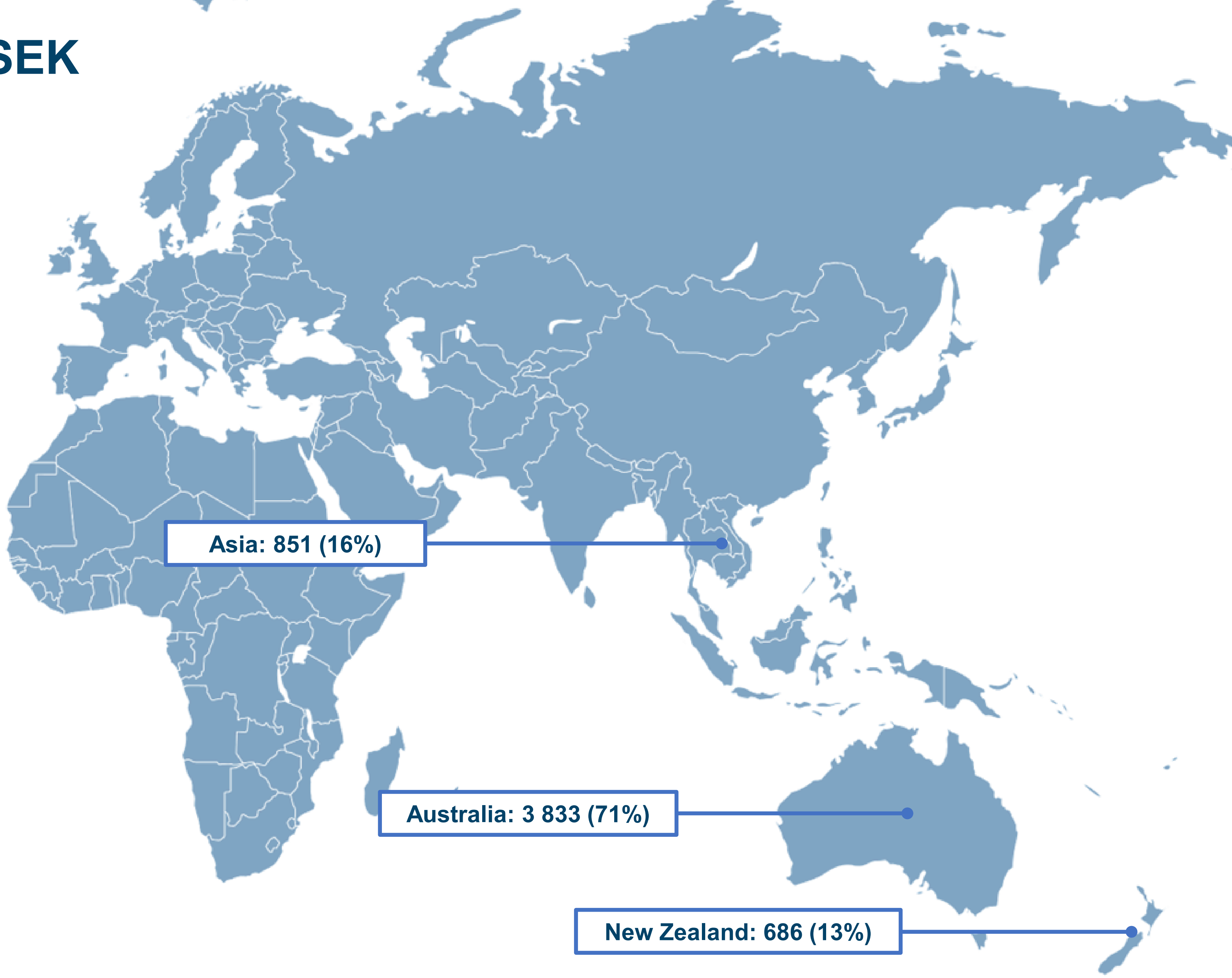
APAC – sales per region MSEK (September R12)

ASIA

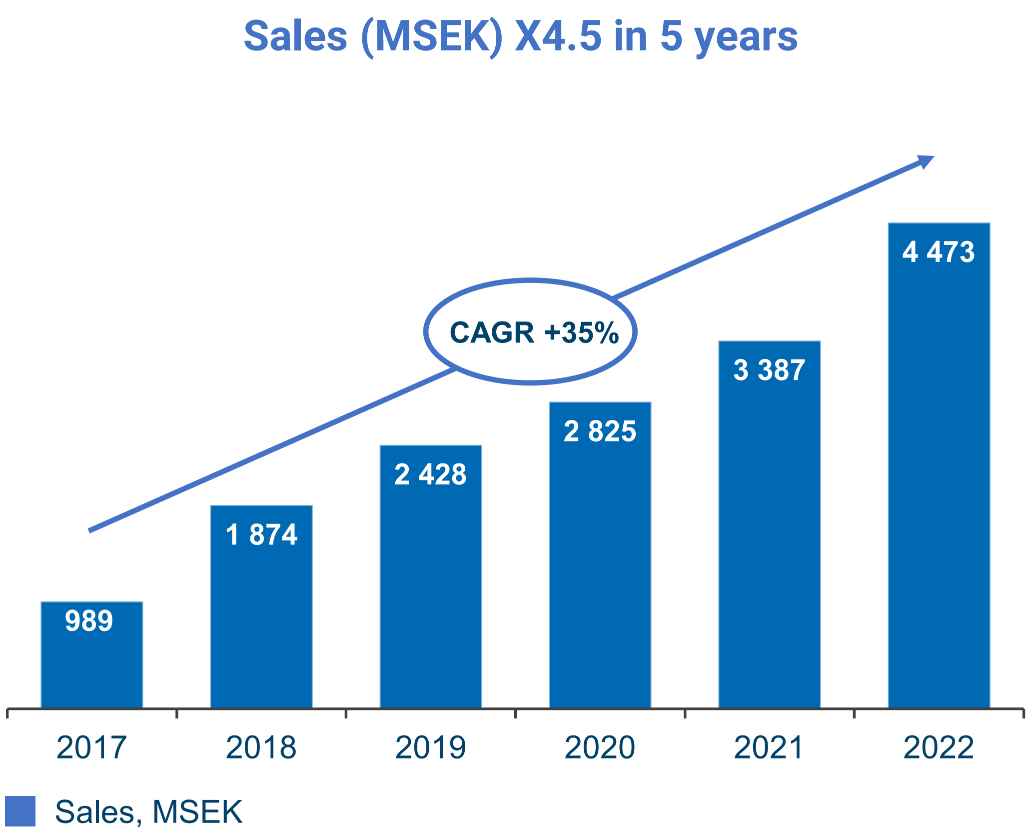
- Refrigeration focus and strength across the whole region
- OEM vertical integration

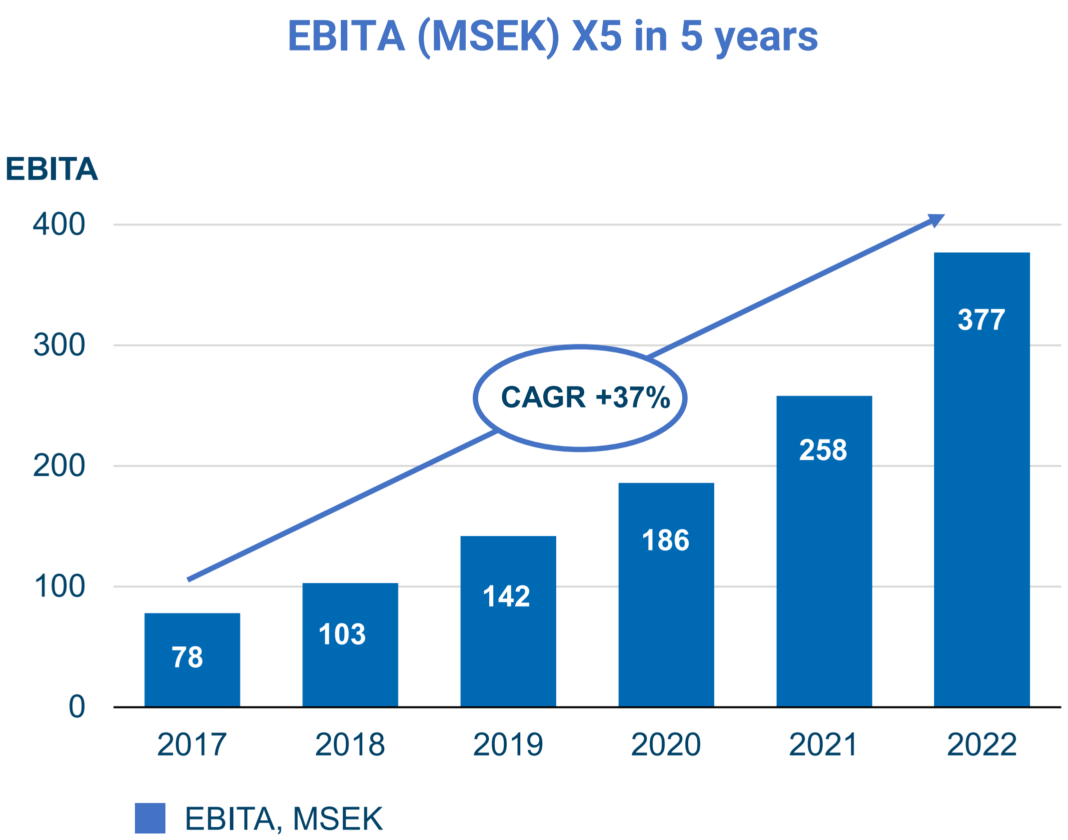
OCEANIA

- Refrigeration focus and strength across whole region
- HVAC wholesale and distribution in Australia & New Zealand
- More active in Ducted Parts and Accessories (ANZ)



Historic performance APAC: 2017 – 2022





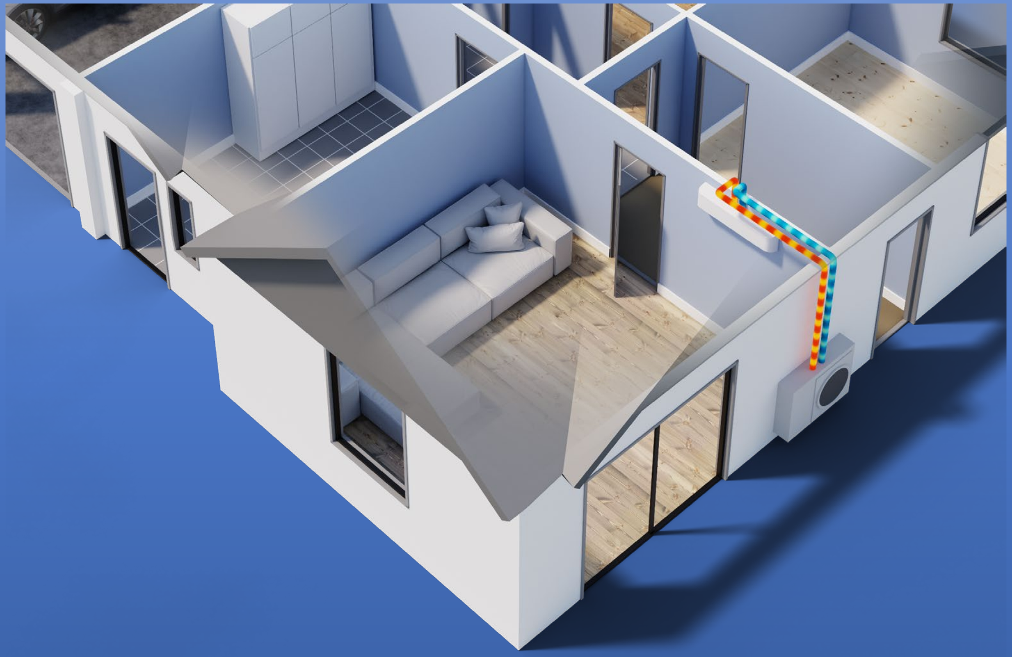
Navigating trends for continued business growth

APAC trends:

- Long runway for increased refrigeration needs - farm to fork solutions
- Ducted AC and heat pumps as preferred solution over gas appliances

HVAC - the split system

Electrification

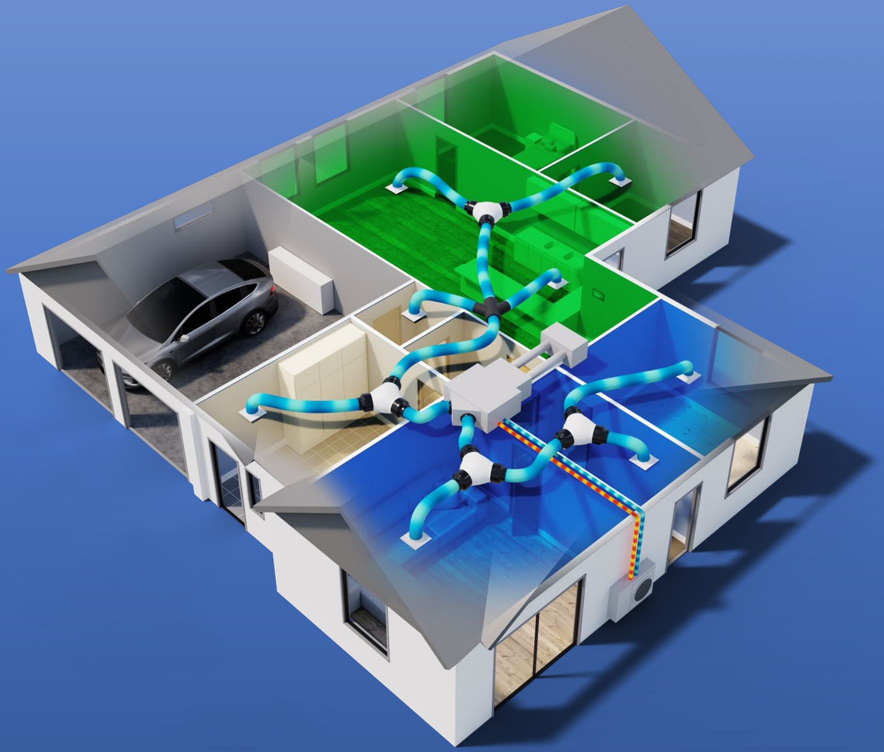


- Reversible air-conditioning and heat pump
- Good penetration and also a large replacement market
- Alternative for gas appliances
- 30% decline in gas heater sales, particularly for new dwellings. *
- Victoria, AUS bans gas appliances for new dwellings as a first mover in the region

*Source: Australian Government, Department of Climate Change, Energy, the Environment and Water; Expert Group - Heat Pumps – Emerging trends in the Australian Market

HVAC - efficient ducted technology solutions for optimal performance

Electrification



DUCTED SYSTEMS

- +10% growth 2022 (Australia)
- Growing technology and preferred solution not only for air-conditioning but as a heat pump to replace gas applicances
- Similar to North America legacy system
- Product Sales - > Solutions Sales 5 x $$
    - Flexible duct
    - Trunking/capping
    - Grills, diffusers, fittings
    - Plenums, sheet metal and plastic boards

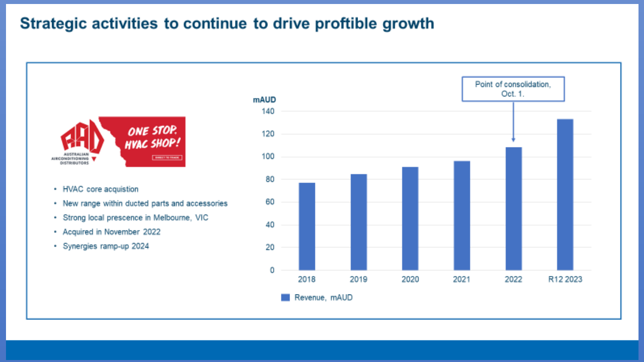
Consolidating the HVAC segment 2020 – 2023

Electrification

2020
ACD Trade
Entry pure-play HVAC wholesaler
Brisbane (QLD), Australia

2021
Complete Air Supply and Airstream
Ducted parts and accessories
Brisbane (QLD) and Perth (WA), Australia

2022
AAD and HVAC Consolidated
New geography and products
Victoria (Melbourne), Australia



2023
HVAC Depot
Auckland, New Zealand
Ducted Parts and Accessories

Cold chain

Vertical integration

CO_2 technology

Food safety

Beijer Ref Academy

Private label

New markets

The widest variety of CO2 systems in Asia-Pacific

PattonPak 744 CONDENSING UNIT

COOLING CAPACITY 3-47 kW Refrigerant CO_2
APPLICATIONS: **Cold Rooms for Food & Beverage**

CUBO2 PLUS CONDENSING UNIT

COOLING CAPACITY 3-47 kW Refrigerant CO_2
APPLICATIONS: **Cold Rooms for Food & Beverage**

Super Market BOOSTER MULTI SYSTEM RETAIL

COOLING CAPACITY 35-200 kW (optional AC load of 200Kw) Refrigerant CO_2
APPLICATIONS: **Medium/Big super markets**

HD Series EVAPORATOR

COOLING CAPACITY 10-45 kW Refrigerant CO_2
APPLICATIONS: **Logistic Centers, Food Process**

GUARDIAN EVAPORATOR

COOLING CAPACITY 3-30 kW Refrigerant CO_2
APPLICATIONS: **Logistic Centers, Food Process**

Collaboration Europe - ANZ - Asia

1) Europe global technology leader
2) ANZ, Asia followers
3) Still slow regulatory movement (Asia)

The best set-up to support cold chain in APAC

Unique manufacturing set-up

Extensive reach through own network

A well known educational academy

Customer proximity

Dedicated commissioning teams

India – poised for growth

CAGR >12%

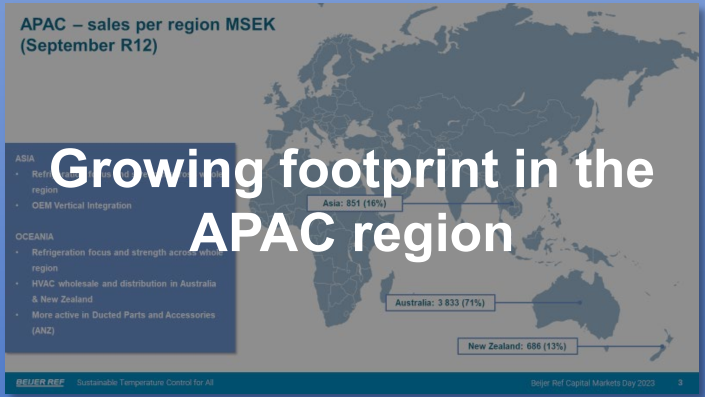
Beijer Ref sales development

20 MSEK	200 MSEK	400 MSEK
2016	2023	2025 (FC)

- Expected cold chain CAGR 12%
- Food waste spurs government focus on agri supply chain infrastructure
- Rising demand for perishable goods

Summary

Strong performance

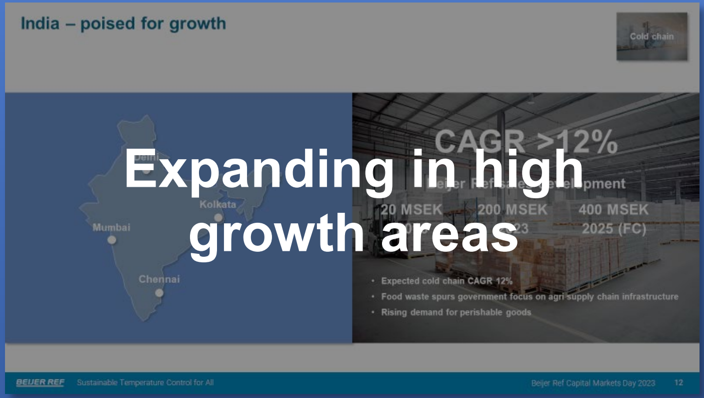


Growing footprint in the APAC region

Trends that drives growth

Building a solution platform within HVAC

CO_2 – a growth driver going forward



Expanding in high growth areas

North America

Enabling people to live healthier and more comfortable lives

Alex Averitt
COO North America

25+ years of distribution and manufacturing management experience. Recent roles include Chief Executive Officer of Heritage Distribution Holdings, Chief Operating Officer of BlueLinx (NYSE: BXC), and Chief Executive Officer of Cedar Creek Wholesale.

North America by the numbers

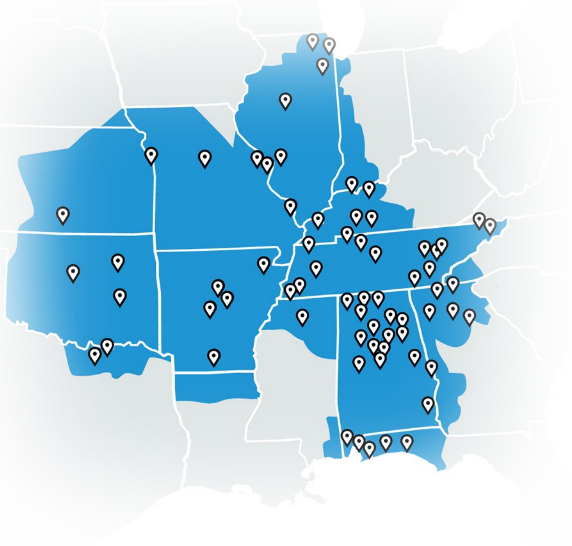
920
people

6 500 MSEK
sales

13
States

950 MSEK
2022 EBITDA

71 branches - current



2012-2022 organic revenue growth CAGR of 9%

AMSCO Supply

Benoist Bros. Supply Company
Wholesale Heating & Air Conditioning

Coastal Supply Company

ED'S Supply Company Inc.
Established 1957
Air Conditioning • Refrigeration • Heating

NuComfort LLC

Wittichen Supply Company

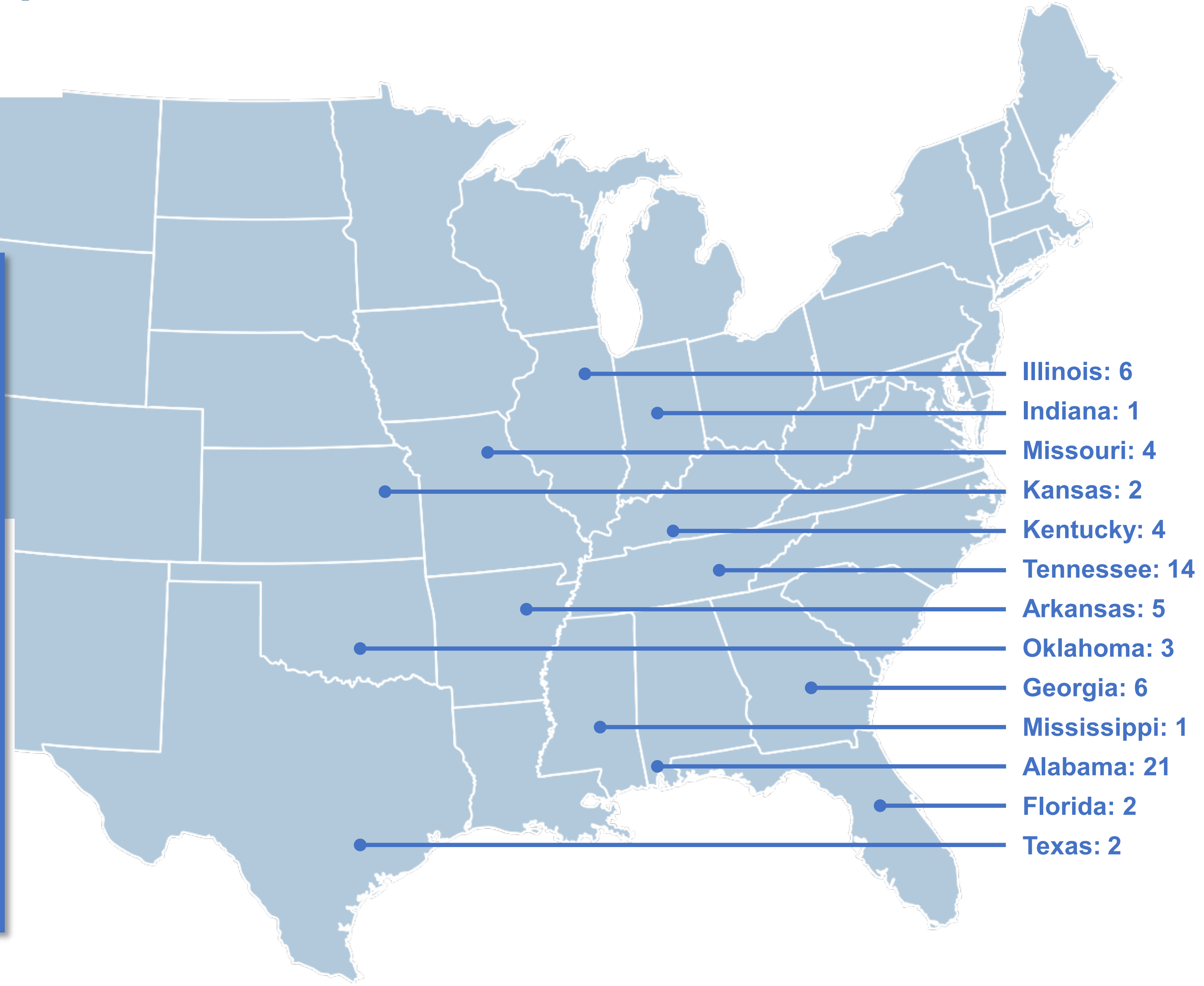
North America – branches per state

Beijer Ref holds a **strong local positiona** in the HVAC sector across its current North American footprint

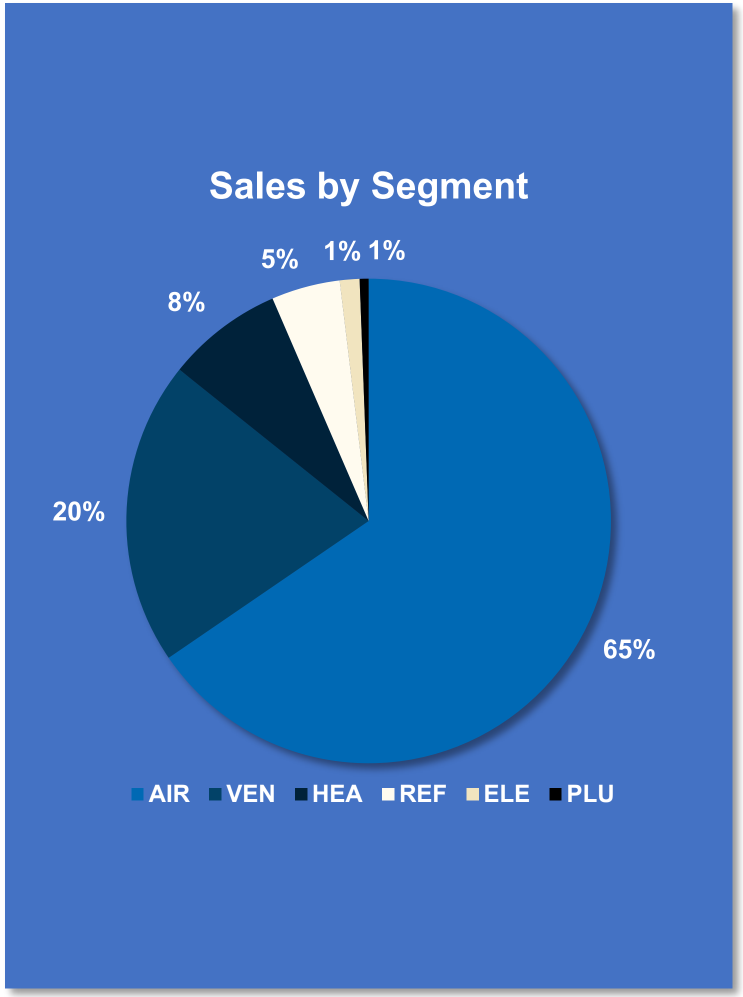
Focused on investments that drive **growth** and **scalability**, Beijer Ref's Heritage Distribution Holdings is a **purpose-built** consolidation platform creating value with organic growth, operating margin improvements, and accretive M&A

We differentiate ourselves through being the **fastest, easiest, and best partner** for all our stakeholders

We continue to drive **share gain** in current markets through targeted customer, product and channel **growth strategies**, while **expanding our footprint** into target markets through proven M&A execution



North America overview 2022



Equipment

Parts / supplies

Where we came from

1914

Carl F. Wittichen founded **Wittichen Chemical Company** in Birmingham, AL, specializing in chemical distribution.

1928

Ray, Roy, and Charlie Benoist **founded Benoist Brothers Supply Company** in Mount Vernon, IL, focusing on coal furnace manufacturing.

1957

Ed Nance, Ed Kennedy and Ed Dillow founded **Ed's Supply Company** in Nashville, TN, specializing in the wholesale distribution of HVAC parts and equipment.

1961

Ralph and Ernest Kessler founded **Coastal Supply Company** in Savannah, GA, specializing in the wholesale distribution of HVAC parts and equipment.

1974

Vic Flegler purchased Ames Company in Ponca City, OK, a single location plumbing wholesaler, which later became **AMSCO Supply**.

2002

Marty Nuzik founded **NuComfort Supply** in Chicago, IL, specializing in the wholesale distribution of HVAC parts and equipment.

2018

NuComfort Supply acquired by Benoist Brothers Supply.

2021

Gryphon Investors established **Heritage Distribution Holdings** in Atlanta, GA, focusing on bringing together North American HVAC companies.

Wittichen acquired by HDH.

2022

Benoist Brothers, **NuComfort Supply**, **Ed's Supply**, **Controlled Temp Supply**, & **Coastal Supply** acquired by HDH.

2023

HDH acquired by Beijer Ref.

AMSCO acquired by HDH.

Experienced management team

Alex Averitt
CEO, HDH
25+ years of industry experience

Scott Page
CFO, HDH
20+ years of functional experience

Brian Sasadu
CHRO, HDH
20+ years of functional experience

Charles Herring
President, Wittichen
50 years at Wittichen

Peter Warren
President, Benoist
30+ years of industry experience

Tucker Byram
President, Ed's Supply
10+ years at Ed's

Navigating trends for continued business growth

Trends - Regulation

Inflation Reduction Act

$8.5 billion
Allocated for rebates and federal tax deductions on energy-saving appliances

30% federal tax credit
Up to $3200 tax credit on energy saving purchases starting Jan. 1, 2023

10-year horizon
Tax and climate bill to provide HVAC/R incentives over the next decade

American innovation and manufacturing act

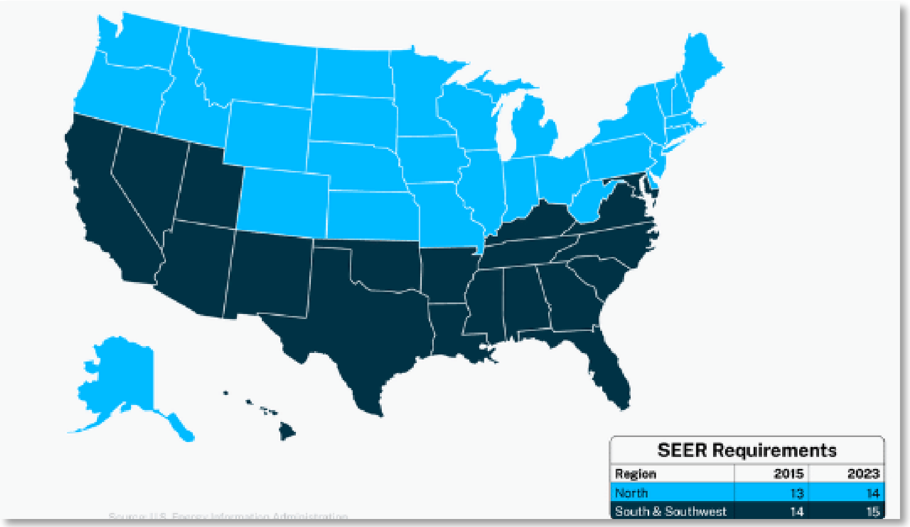
85% reduction
The AIM Act looks to phase down hydrofluorocarbons by 85% in the U.S. by 2036

33% less from 2023 to 2024
Phase down from 2023 to 2024 goes from 90% allowance to 60% allowance

100% A2L in 2025
Starting Jan 1, 2025 all new residential HVAC must have A2L refrigerants

Trends - Energy Efficiency and ATL

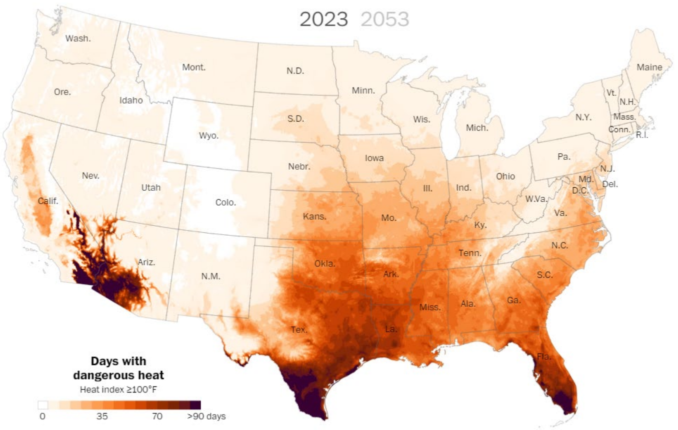
Seers uplift

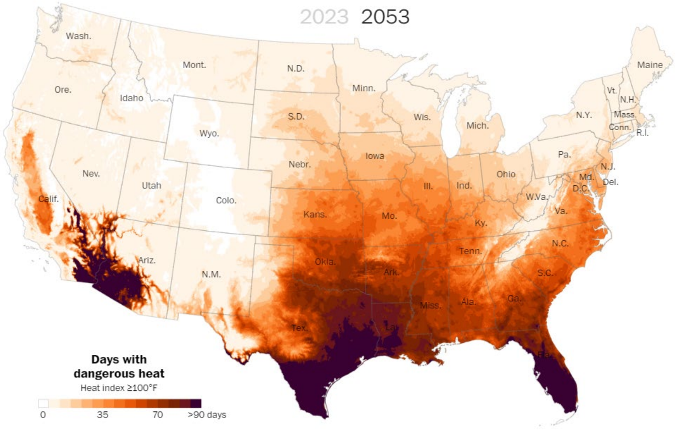


HVAC ATL

Trends – Climate Change

HDH geographies are subject to the fastest increase in days with extreme heat in the country, which could drive increase HVAC/R usage relative to the broader U.S.





A shortening replacement cycle stems primarily from increased strain placed on HVAC equipment as annual cooling days trend upward due to climate change.

Focus on value creation

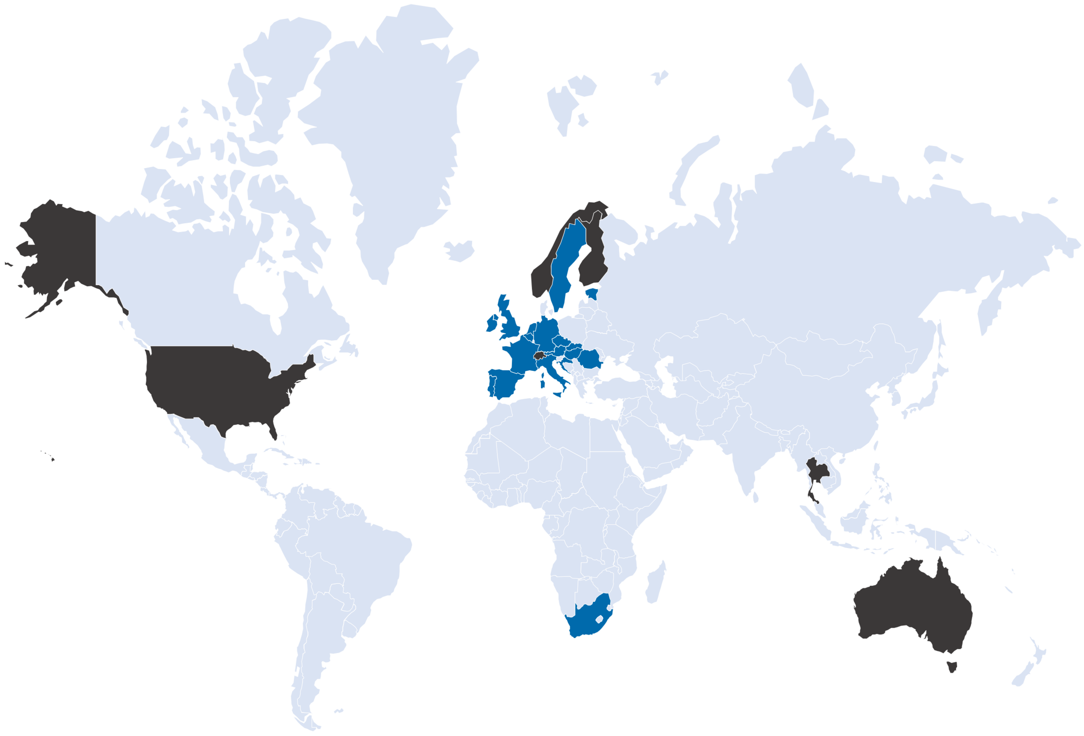
Strategic growth levers

Commercial refrigeration

Light commercial HVAC

CO_2

Strategic growth levers



Product Details	**Timeline**
Ducted Domestic Systems	Fall 2023 (Selling Now)
Ducted Import systems	Spring 2024 (Pre-Season)
Ductless Import systems	Summer 2024 (High-Season)

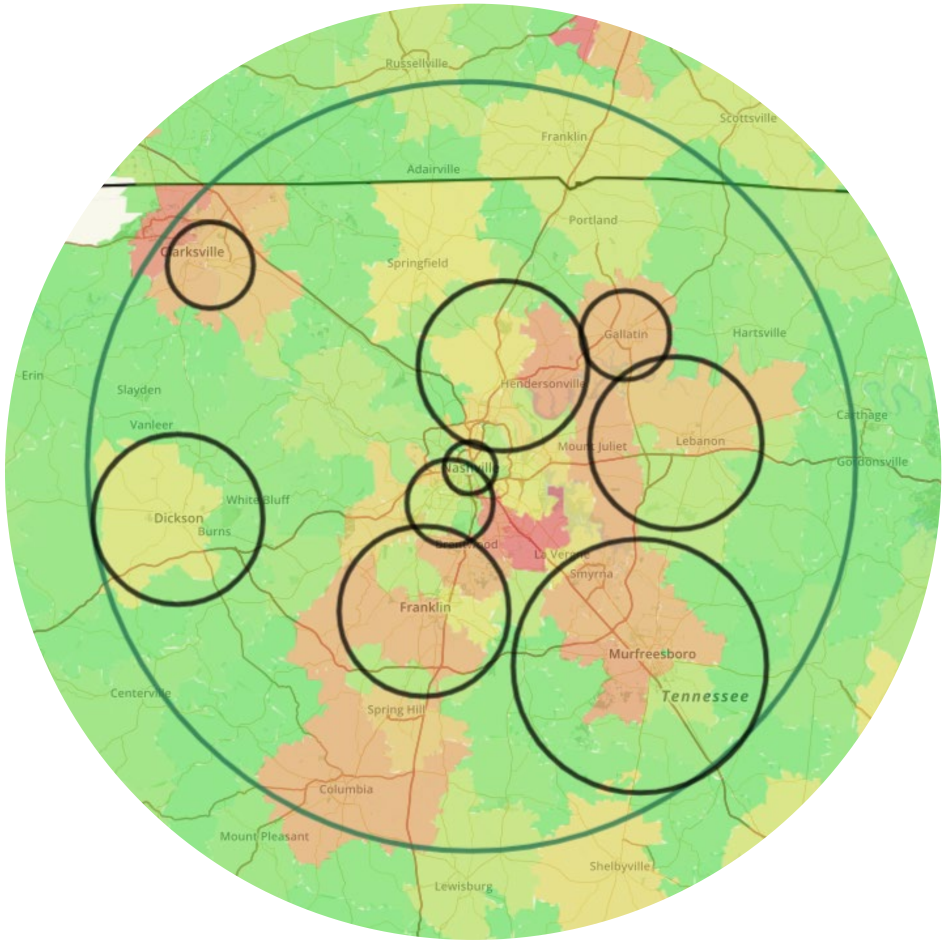
Strategic growth levers

Market analysis

- Radius around each MSA
  - Metropolitan Statistical Area *(50,000+ residents)*
  - Micropolitan Statistical Area *(10,000-49,999 residents)*
- Determine TAM *(Total Adressable Market)*

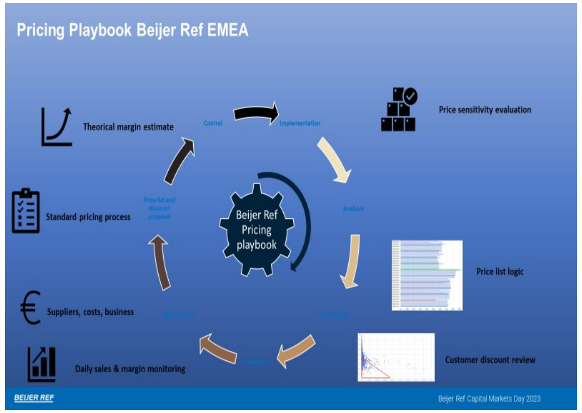
Market location analysis

- Radius size based on location type
  - Urban
  - Suburban
  - Rural
- Determine TAM and sustainable share based on:
  - Population
  - Number of single family homes
  - Number of competitors



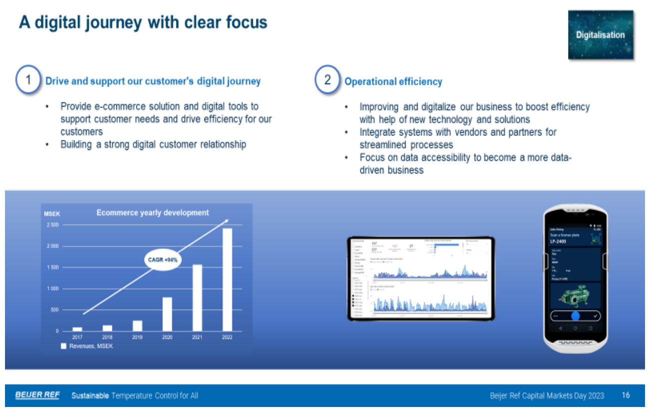
Strategic improvement

Pricing

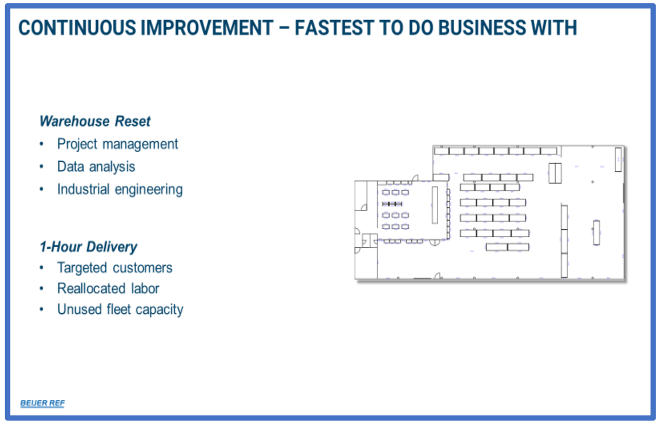


Sourcing

Digitalisation - ecommerce



Continuous improvement



Crafting the strongest HVAC-R platform in North America

Acquisition between 2021 – 2023

Wittichen Supply Company

Coastal Supply Company

Established 1957 ED'S Air Conditioning • Refrigeration • Heating Supply Company Inc.

NuComfort LLC

Benoist Bros. Supply Company Wholesale Heating & Air Conditioning

AMSCO Supply

Bringing together strong companies

- Common cultural values
- Decentralized daily decision making
- Strong share in local markets
- Growing faster than the industry
- Top quartile operating margins

Building the strongest platform in NA

- Sharing best practices
- Technology enabling fact-based decisions
- Strategies proven to grow share
- Value creation through scale benefits
- Expanding product portfolio

M&A strategy

Fragmented market

- $55-60B USD Market
- 50-60% - Non-scaled distributors
- 20-30B USD in revenue
- 1,000 companies
- Average revenue of <23M USD

Platform synergies

- Acquirer of choice
- Proprietary deals with attractive valuation
- Potential day-1 procurement synergies
- Greenfield opportunities supported by OEM
- Product expansion
- Leverage against shared service cost
- Technology deployment
- OEM support for M&A growth strategy

Strategic factors

- People
- Strategy
- Historical Performance

Add on acquisition example – AMSCO

Strategic rationale

Background

- Founded in 1974, AMSCO Supply is a wholesale HVAC distributor serving contractors in Oklahoma, Kansas, Missouri and North Texas
- The Company has a long-term relationship with Rheem with de facto exclusivity in the operational territories
- AMSCO Supply has its headquarter located in Tulsa, Oklahoma and employs 50 people
- The current CEO will roll-over investment into Heritage platform and will continue to run the business

BEIJER REF COMPANY PRESENTATION 2023 21

Geographic fit

Geographic footprint

HDH branches

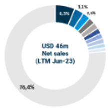
AMSCO branches
8 in total spread across 4 states (KS, MO, OK, TX)

BEIJER REF COMPANY PRESENTATION 2023 22

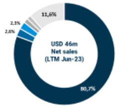
Synergies

Sales by segment

Top-10 customers



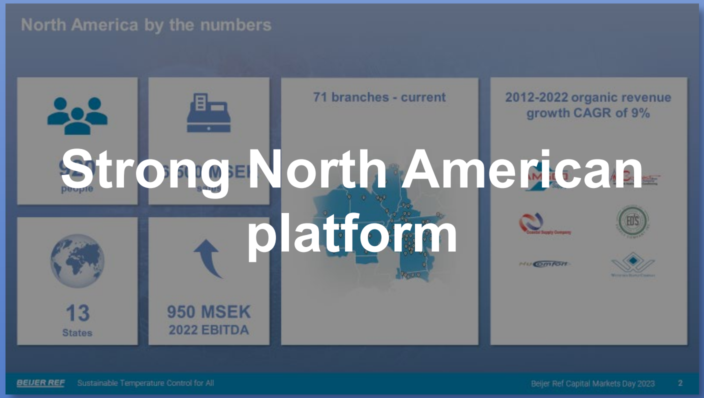
Supplier Mix



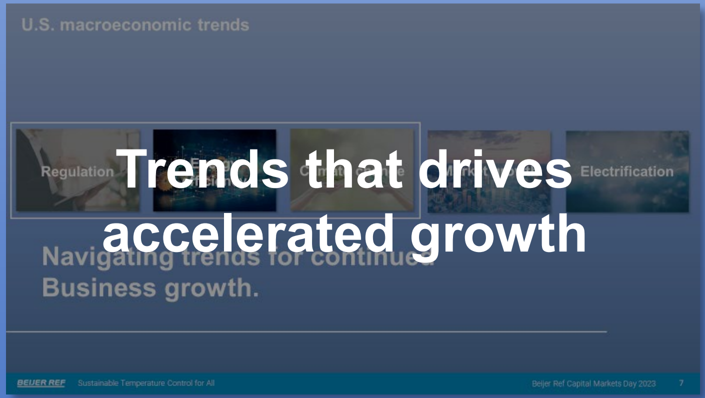
BEIJER REF COMPANY PRESENTATION 2023 23

AMSCO Supply

Summary



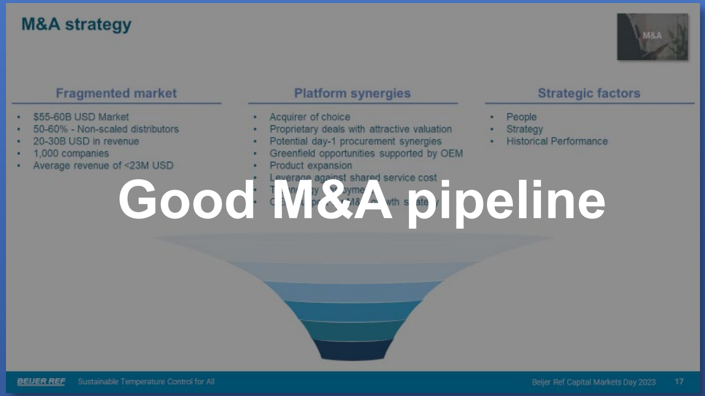
Strong North American platform



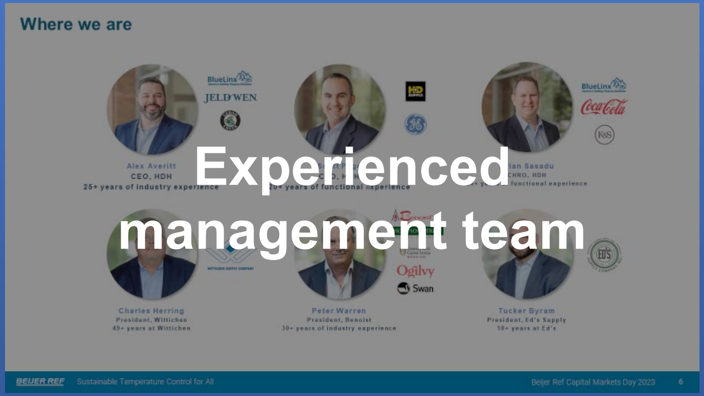
Trends that drives accelerated growth

Clear value creation

Building the platform



Good M&A pipeline



Experienced management team

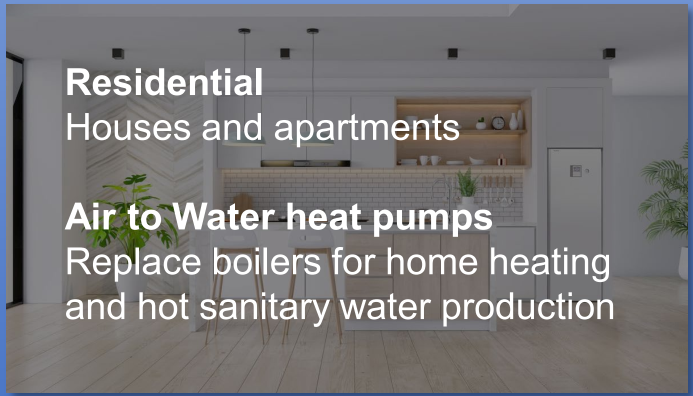
15-minute break

Unleash the power of efficient heating

Yann Talhouët
HVAC

MA in Business Administration from Paris Dauphine and an MBA from INSEAD. Previous experience includes serving as a Consultant (Kearney), General Manager (Carrier). Over the course of his career, Yann has dedicated 12 years to Beijer Ref and 20 years to Carrier Toshiba.

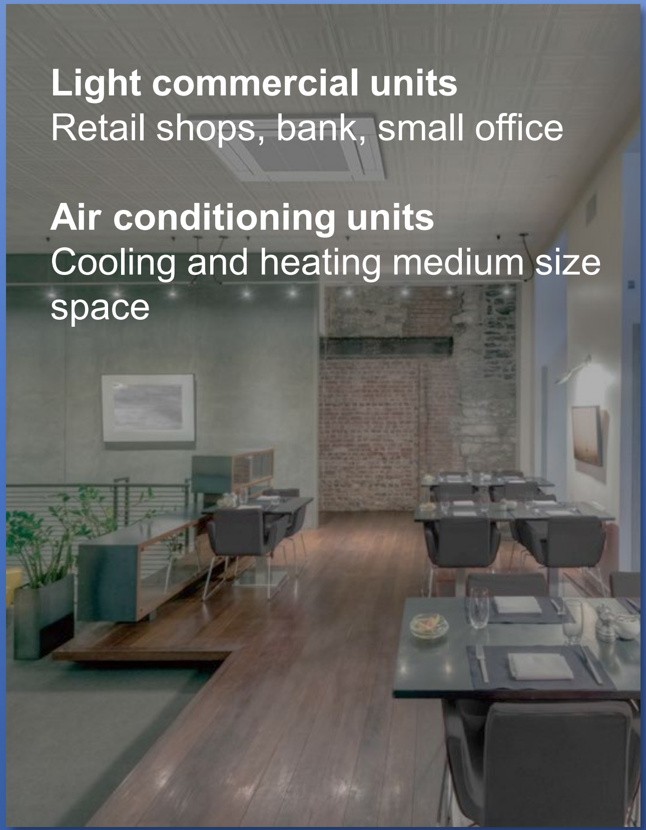
Toshiba HVAC product line



Residential
Houses and apartments

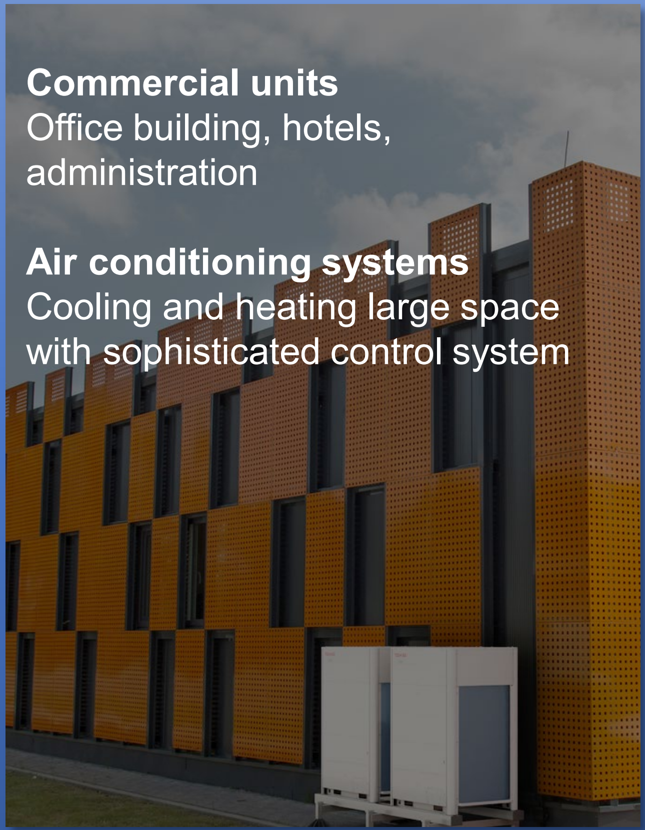
Air to Water heat pumps
Replace boilers for home heating and hot sanitary water production

Air conditioning units
Home cooling and heating



Light commercial units
Retail shops, bank, small office

Air conditioning units
Cooling and heating medium size space



Commercial units
Office building, hotels, administration

Air conditioning systems
Cooling and heating large space with sophisticated control system

Toshiba HVAC manufacturing sites

Japan

Based at Fujiyama, at the footstep of Mount Fuji. Hosting core R&D center.

China

Based in Hanzou, producing mainly VRF and mini-VRF. R&D center hosts one of the highest testing towers of the industry (120 meters).

Thailand

Based in Bangkok, producing residential and light commercial systems

Poland

Based in Gniezno, producing mainly A/W heat pumps for the European market. Opened in 2021.

Key activities

- Market intelligence
- Technical sales team
- Project quotations
- Logistics
- Start up
- After sales

EU heat pump market

Market Drivers:

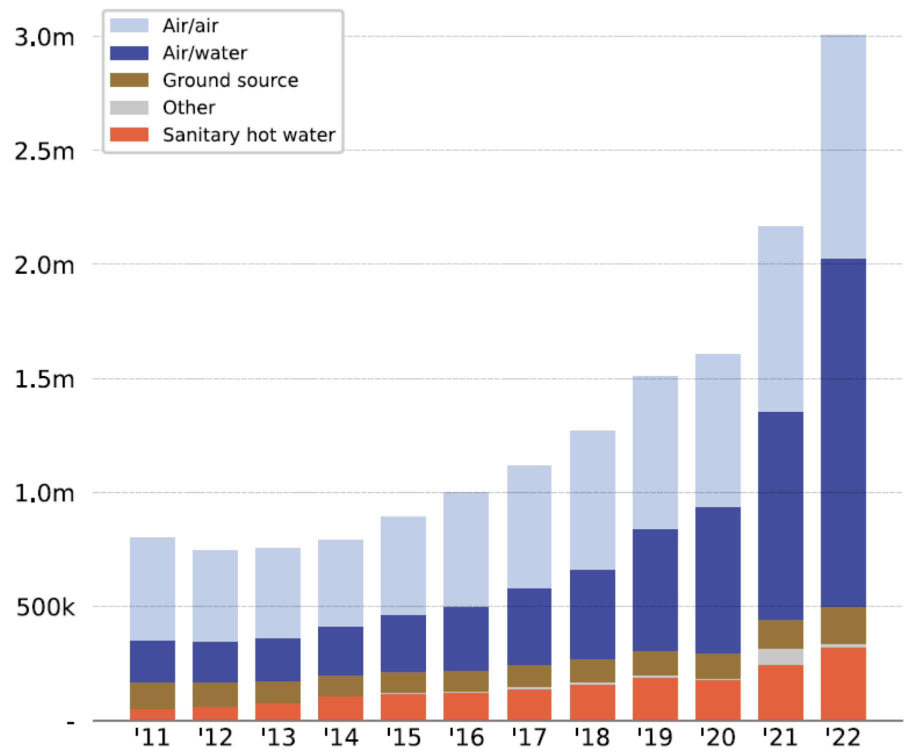
EU decarbonisation plans (Fit for 55) translated in EU countries via:

- Incentive systems (usually tax breaks or direct incentives).
- New buildings norms to promote renewable energies and banning fossil fuel energies.

Increasing energy prices:

- Accelerating pay-back of heat-pumps vs. other devices.
- Increasing incentives towards low-income households and institutional programs to reduce energy bills.

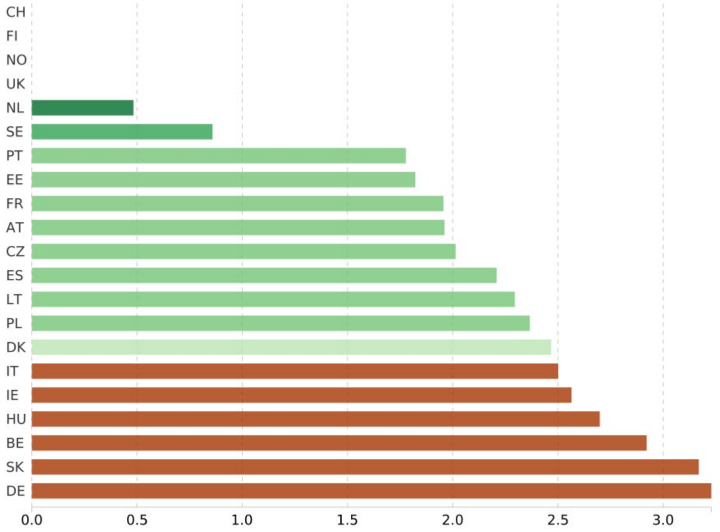
EU heat pumps sales 2011 - 2022



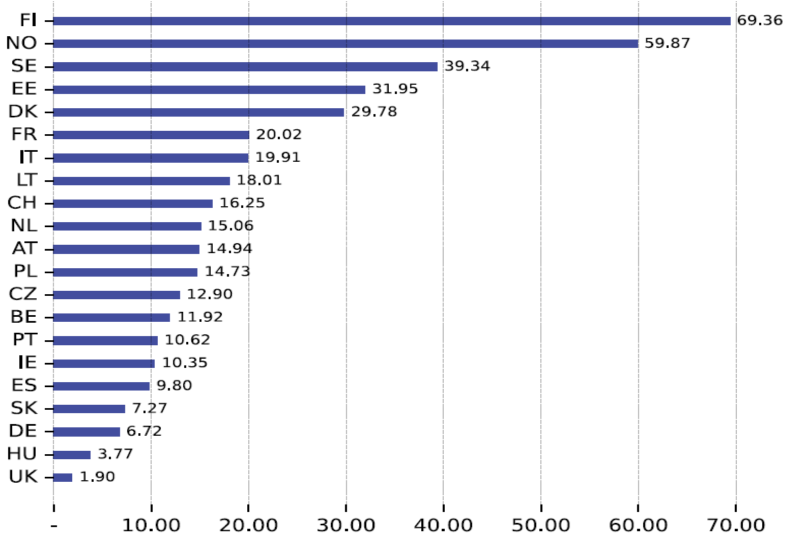
Source: European Heat Pump Association

EU heat pump market dynamics

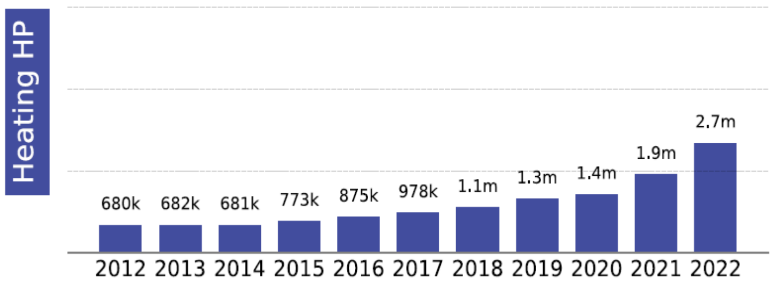
Electricity price vs gas by country

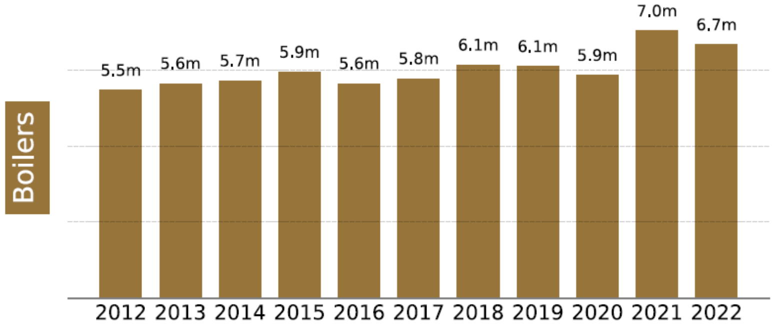


2022 heat pump penetration rate by country



EU heat pump vs boilers sales 2012-2022



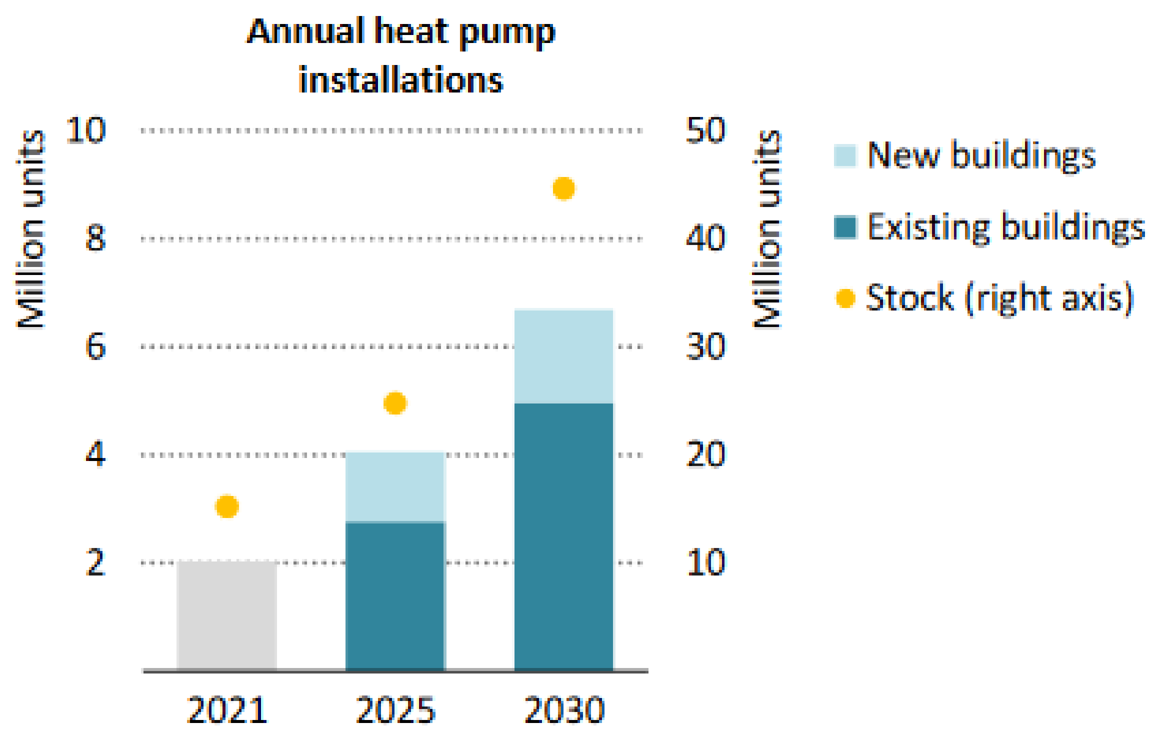


Source: European Heat Pump Association

EU heat pump market dynamics

EU heat pump installations and stock 2021-2030 in the APS

APS: Announced Pledge Scenario (assumption that governments will meet announce climate related commitments)



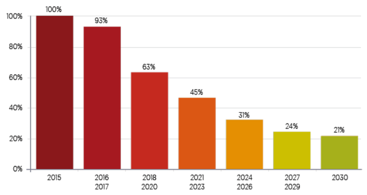
Source: International Energy Agency

EU heat pump regulation (1/2)

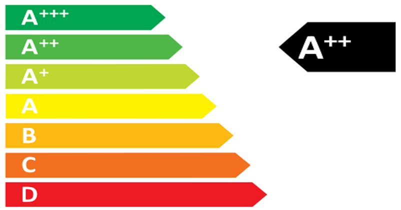
CO_2 reduction EU agenda

F-gas quota product certification	Incentives building efficiency

F-gas (UE 517/2014):
F-gas usage conditions
CO_2 eq phase-down scheme



Eco-design:
Min. Energy Perf. Standards (MEPS) Energy labelling



EN-378 & IEC60335-2-40:
Flammability limits
Toxicity limits

EED & RED:
Target % CO_2 reduction
Target % of Renewable

Building efficiency

BÂTIMENT BBCA BAS CARBONE

EU heat pump regulation (2/2)

EU Regulations directions:

1. More natural refrigerants vs. synthetic refrigerants
2. More efficient units, using less energy
3. Better units: more connected, less noisy, more reparable, lower CO_2 footprint

Market consequences:

1. Increase of R&D investment from the industry
2. Acceleration of the replacement of units on the field
3. Increase of the value of the systems increasingly sophisticated

Heat pumps – key drivers for the future

CO_2 emission reduction targets
- Paris COP pledge
- EU Fit for 55 target

Electrification
- Green electricity + heat-pump = green heating

Raising energy costs
- Prices volatility
- Fossil fuel taxes

Technology efficiency
- Increasing efficiency year after year
- CO_2 footprint reduction
- Smart Grid

Energy efficiency regulation
- Fossil fuels bans for new construction
- Heat pump incentive for existing buildings

Beijer Ref heat pumps – brand portfolio

Residential

Commercial

Industrial

Low GWP and natural refrigerants

TOSHIBA
sinclair
MITSUBISHI HEAVY INDUSTRIES
Inventor

Natural refrigerants

SCM FRIGO
FENAGY FUTURE ENERGY SOLUTIONS

Heat pumps beyond the EU market

Air to Air heat pump

Replaces gas and electrical heaters and other non hydraulic system (ex: stoves)

System can provide cooling

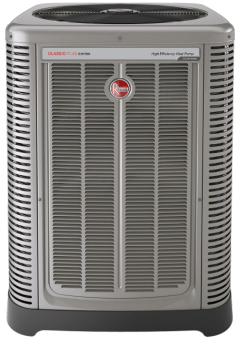
Hot sanitary water to be provided by another device

Ducted heat pumps

Replaces duct furnace

System can provide cooling

Hot sanitary water to be provided by another device



Air to Air heat pump

Replaces gas and electrical heaters and other non hydraulic system (ex: stoves)

System can provide cooling

Hot sanitary water to be provided by another device

Ducted heat pumps

Replaces gas and electrical heaters and other non hydraulic system (ex: stoves)

System can provide cooling and ventilation

Hot Sanitary Water to be provided by another device

Air to Air heat pump

Replaces gas and electrical heaters and other non hydraulic system (ex: stoves)

System can provide cooling

Hot sanitary water to be provided by another device

Air to Water heat pump

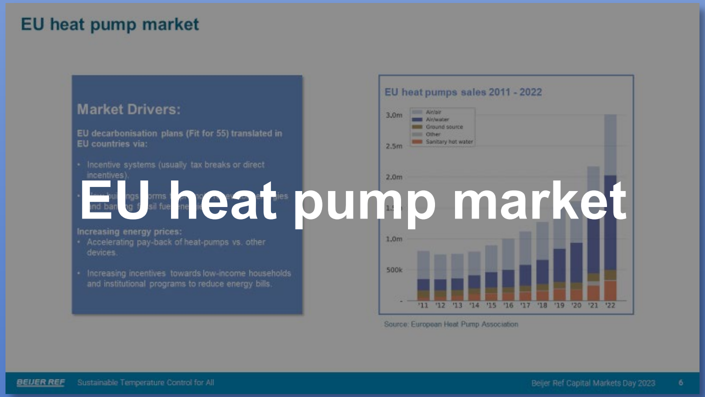
Replaces Oil & Gas boilers while maintaining heating system in place (floor heating / radiators)

Can provide Hot Sanitary Water

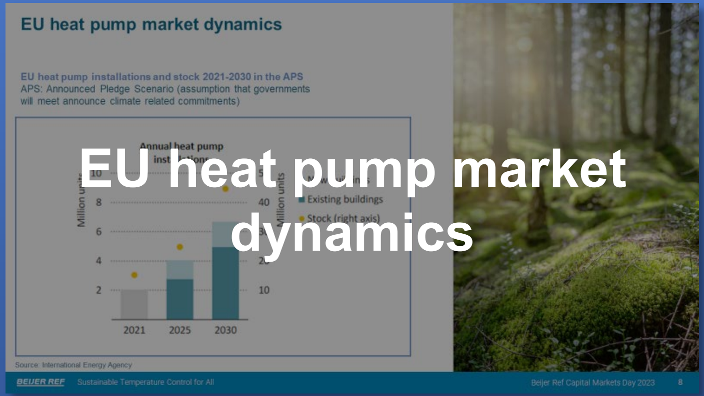
Summary

HVAC product line

Toshiba HVAC

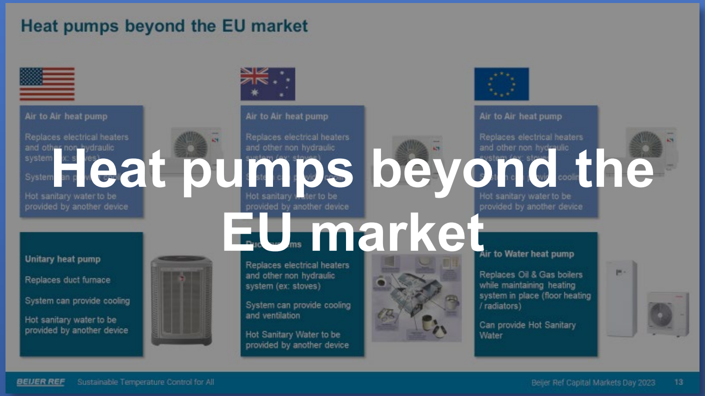


EU heat pump market



EU heat pump market dynamics

EU heat pump regulation



Heat pumps beyond the EU market

SCM Frigo

Leading OEM focus on industrial and commercial cooling equipment based on natural refrigerants

Nicola Pignatelli
Managing Director

Master's degree in Mechanical Engineering, with a specialization in refrigeration techniques. Nicola has an extensive track record of undertaking various roles at SCM FRIGO, including serving as Sales Director and COO.

SCM Frigo Italy

- ✓ 40+ years in refrigeration
- ✓ Industrial and commerical refrigeration
- ✓ Focus on natural refrigerants
- ✓ Strategic location

- ✓ Total area 35,000 m^2
- ✓ Built 15,000 m^2
- ✓ Production and warehouse 13,000 m^2
- ✓ Offices and Beijer Ref Academy 2,000 m^2

Where is SCM Frigo located

”Where you are matters. Veneto, a strategic location with a competitive edge.”

Exploring SCM Frigo's historical journey

1979
FOUNDED
SCM Frigo was established

2005
Nat Ref
Products based on Natural Refrigerants

2009
Retail in Europe
Frequent supplier for key CO_2 tender contracts in the European retail market

2011
A new name
SCM Frigo becomes part of Beijer Ref

2014
Sells increase
>1 000 TC produced

2016
F-gas regulations
First step toward quota reduction

2018
Beijer Ref Academy
We launch the Beijer Ref Academy in Italy with great result

2021
Inauguration
Inauguration of SCM Frigo's new HQ in Padova. 12,000 m2 built

2022
iBooster launch
Launch of our iBOOSTER

2023
Expansion
Expansion of production site; new building of 3,000 m^2

Values that shape outcomes

How do we contribute to sustainability?

- ✓ **Designing and manufacturing systems with natural refrigerants in facilities that use renewable energy and limiting all possible waste.**
- ✓ **The HVAC-R industry is responsible for more than 4% of the global greenhouse gas emissions. As manufacturers we have the responsibility to design and produce equipment that helps the industry to reduce this impact.**
- ✓ **We reduce CO_2 emissions by using natural refrigerants with zero impact to the Greenhouse Effect, instead of using high Global Warming Potential (GWP) gases. 1 KG of the traditional refrigerant equals to 1 500 KG CO_2**

SCM FRIGO – impact in 2022

GWP_100

In 2022 SCM Frigo placed on the market natural refrigerant based equipment mitigating a combined total of life time emissions equal to:

2,900,000 metric tons of CO_2e

this is approximately equivalent to:

650,000
Cars off the street

370,000
Homes' energy used per year

From Great to Super

Good

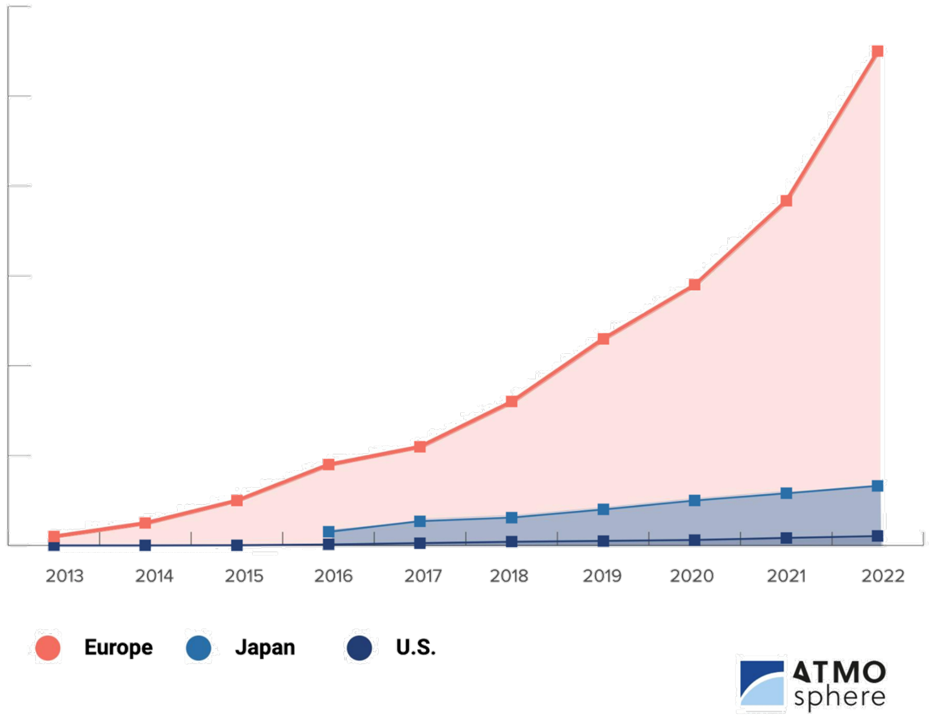
X2
Great

Super

*2015 – 2023 (R12)

Market installations CO_2 overview and forecast

Transcritical CO_2 Installation Growth in Major Regions
(stores)



Revenues of European Cold Storage Facilities

2020 US$100 billion

2022 US$125 billion

2026 (projected) US$200 billion

Source: AMA International, July 4, 2022, "Growing Importance of Cold Storage for European Markets," https://bit.ly/3RAidCe

ATMO sphere

New European legislation moves towards sustainable refrigeration

European Council
Council of the European Union

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Council of the EU Press release 5 October 2023 08:40

Fluorinated gases and ozone-depleting substances: Council and Parliament reach agreement

The Council and Parliament negotiators today reached a provisional political agreement on phasing down substances that cause global warming and deplete the ozone layer.

This provisional agreement finalises negotiations on fluorinated greenhouse gases (F-gases) and confirms an informal agreement reached in June on ozone-depleting substances (ODSs).

While existing EU legislation has already limited the use of F-gases significantly, the new rules would further reduce their emission into the atmosphere and contribute to limiting the global temperature increase, in line with the Paris Agreement.

> I am extremely satisfied with the agreement that we reached today on fluorinated gases, which goes hand-in-hand with the work we have carried out on ozone-depleting substances. Such substances have highly negative impacts on the health of our planet and must be phased down. The agreement is an important step towards our common goal of fighting climate change and will help us reach our ambitious climate goals.
>
> — Teresa Ribera Rodríguez, acting Spanish minister for the ecological transition and the demographic challenge

Fluorinated gases

According to the provisional agreement, the **consumption of hydrofluorocarbons (HFCs)** will be completely **phased out by 2050**, and the **production of HFCs**, in terms of production rights allocated by the Commission, will be **phased down** to a minimum (15%) as of **2036**. Both production and consumption will be phased down based on a **tight schedule of decreasing quota allocation** (Annexes V and VII). The agreement introduces a higher quota allocation for the first two periods compared to the Commission proposal. Semi-conductors will be exempted from the HFC quota allocation system, as proposed by the Commission, and the feasibility of the phase-out of the consumption of HFCs and the need for HFCs in sectors where they are still used will be **reviewed in 2040**, taking into account technological developments and the availability of alternatives to HFCs for the relevant applications.

The text introduces a full ban on **placing several categories of products and equipment containing HFCs on the market**, including certain domestic refrigerators, chillers, foams and aerosols (Annex IV). It brings forward some deadlines for the ban and extends it to products that use F-gases with a lesser global warming potential (GWP). Exemptions from the ban are provided for if there are safety concerns.

The provisional agreement introduces a **full ban on small** (<12kW) **monobloc heat pumps and air conditioning** that contain F-gases with a GWP of at least 150 starting in 2027, and a complete phase-out in 2032. With regard to split air conditioning and heat pumps containing F-gases, the co-legislators agreed on a full ban starting in 2035, with earlier deadlines for certain types of split systems with higher global warming potential. Exemptions are provided for in cases where this equipment is needed to meet safety requirements. The provisional agreement also includes the possibility to release a limited number of additional quotas for heat pumps if the proposed bans were to endanger the attainment of the heat pump deployment target required under REPowerEU.

The text also lays down a new **full ban on medium voltage switchgears** relying on F-gases, with a gradual phase-out by **2030**, and a ban on **high voltage switchgears** by **2032**. It introduces a cascading principle that allows for potential derogations from the bans depending on the bidding process for F-gas-free alternatives. It includes a possibility for high voltage switchgear to use the very potent greenhouse gas SF6 as a last resort under the cascading principle and adds a number of safeguards in order to avoid the bans endangering the functioning of the electrical grids.

The provisional agreement introduces a ban on some equipment needed to **repair and service existing equipment**. From 2025, servicing equipment for refrigeration equipment that uses F-gases with high global warming potential will be banned unless the gases are reclaimed or recycled, in which case they benefit from a derogation until 2030. A similar ban is introduced for servicing equipment for air conditioning and heat pump equipment for 2026, with a derogation for reclaimed or recycled gases until 2032. A servicing ban on stationary refrigeration equipment designed to cool products to temperatures below -50 °C using F-gases with lower global warming potential will be applied in 2032, with a permanent derogation where recycled or reclaimed gases are used.

The text sets the **HFC quota allocation price at €3**, adjustable for inflation. Part of the revenue will be used to cover the administrative costs of the implementation of the F-gas regulation, and the rest will go to the general EU budget.

The text sets out a mandatory **extended producer responsibility (EPR) scheme** from 1 January 2028 for F-gases in products and equipment which fall under the categories of electrical and electronic equipment subject to Directive 2012/19/EU (on waste electrical and electronic equipment).

The provisional text provides that member states will set rules on **effective, proportionate and dissuasive penalties** applicable to infringements. The penalties should include at least fines, confiscation of products, temporary exclusion of products from public procurement and temporary trade bans. They should be compatible with the Environmental Crime Directive and with national legal systems. They should be above a set minimum quantitative threshold if member states decide to set a threshold.

The European Parliament has agreed to phase out F-gases, including HFCs, by 2050. This includes systems below 40 kW. And alternatives to the use of HFCs in cooling and heating solutions are already available.

Our geographical presence

References – retail, logistics and industrials

Carrefour

ICA

Sainsbury's

ALDI

NETTO

Roche

Pharma

ALMAR
GRUPO ACUÍCOLA

Shrimps

HELLO FRESH

Meal kit

Amorino®
GELATO AL NATURALE

Ice Cream

msc
MEDITERRANEAN SHIPPING COMPANY

Shipping copmany

Your global eco-friendly refrigerant training program

Become a CO_2 specialist

- ✓ Academy offers CO_2 refrigeration system training
- ✓ Covers various configurations, from condensing units to complete racks
- ✓ Aims to enhance CO_2 system performance in all applications and weather conditions
- ✓ Beijer Ref wholesale network gives us direct access to a huge part of the refrigeration installers in the world

BEIJER REF
ACADEMY

The widest variety of cooling systems in the world

CUBO2 SMART CONDENSING UNIT

COOLING CAPACITY 0,5-10 kW Refrigerant CO_2
APPLICATIONS: **Small Shops, Petrol Stations**

CUBO2 PLUS CONDENSING UNIT

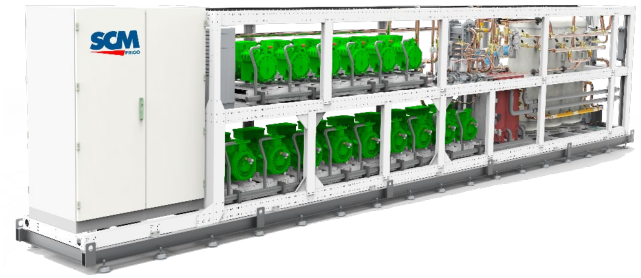
COOLING CAPACITY 3-47 kW Refrigerant CO_2
APPLICATIONS: **Cold Rooms for Food Storing**

SMART BOOSTER MULTI SYSTEM RETAIL

COOLING CAPACITY 5-80 kW Refrigerant CO_2
APPLICATIONS: **Convenience Stores**

LEAN BOOSTER MULTI SYSTEM RETAIL

COOLING CAPACITY 20-180 kW Refrigerant CO_2
APPLICATIONS: **Medium/Big super markets**



iBOOSTER MULTI SYSTEM INDUSTRIAL

COOLING CAPACITY 50-1300 kW Refrigerant CO_2
APPLICATIONS: **Logistic Centers, Food Process**

Design for long life and reuse when scraped

Reduce environment impact during operation
1) Use of natural refrigerants only
2) Energy efficiency
3) Customized, innovative and intelligent

SMART heat pump based on CO_2

A new milestone in sustainable heating

European strategy to phase-out **fossil fuel heating systems.**

The new **F-gas regulation** is pushing out the use of HFCs also in HVAC industry.

Huge market potential for a green climate control solution for **multi-family residential buildings, hypermarkets, hotels, logistic centers, government/public buildings.**

To be **launched in 2024** a range of heat pumps from 25kW to 300kW with:

- ✓ **Innovative technology**
- ✓ **Reduced carbon footprint**
- ✓ **Best class in performance**

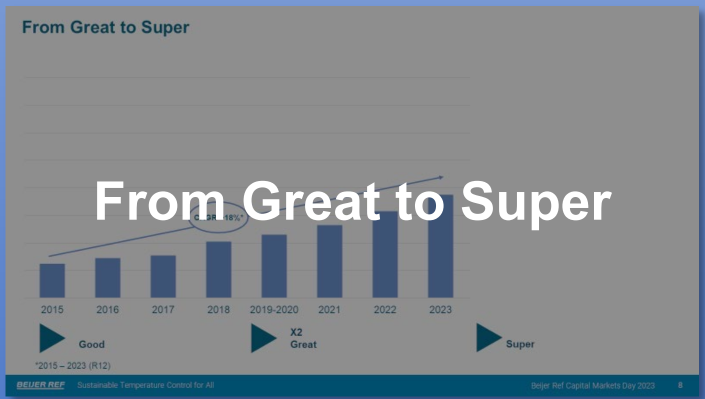
Future market for refrigeration systems with natural refrigerants

- ✓ Time advantage (20+ years)
- ✓ Large presence everywhere with Beijer Ref
- ✓ Academies
- ✓ Regulations will continue to boost the volumes
- ✓ New facility with a strong production capacity
- ✓ Strong product development and partners
- ✓ Fast developing with tested innovations

Summary

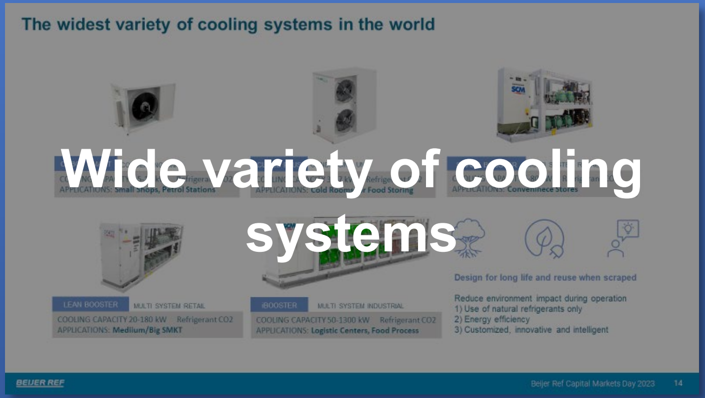
Driving sustainability

Accelerating growth of CO_2-based systems

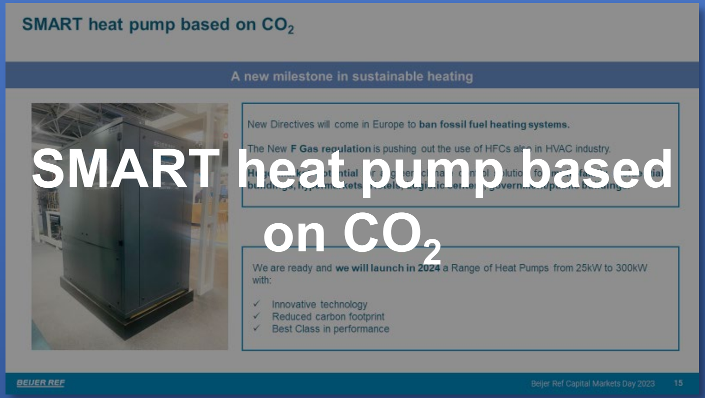


From Great to Super

References – retail, logistics and industrials



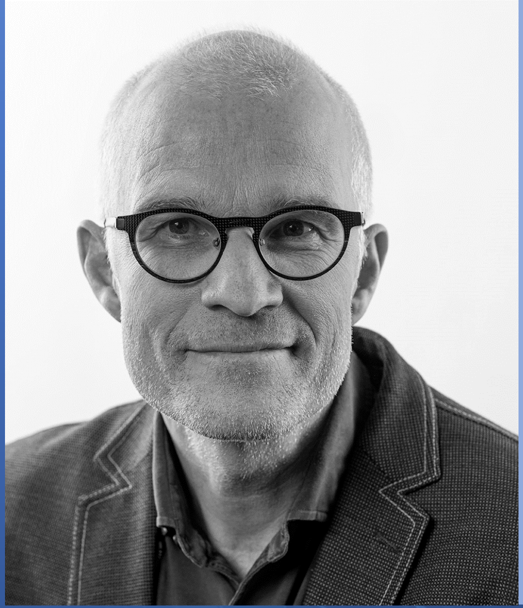
Wide variety of cooling systems



SMART heat pump based on CO_2

FENAGY

The future production of heat and refrigeration is CO_2 neutral

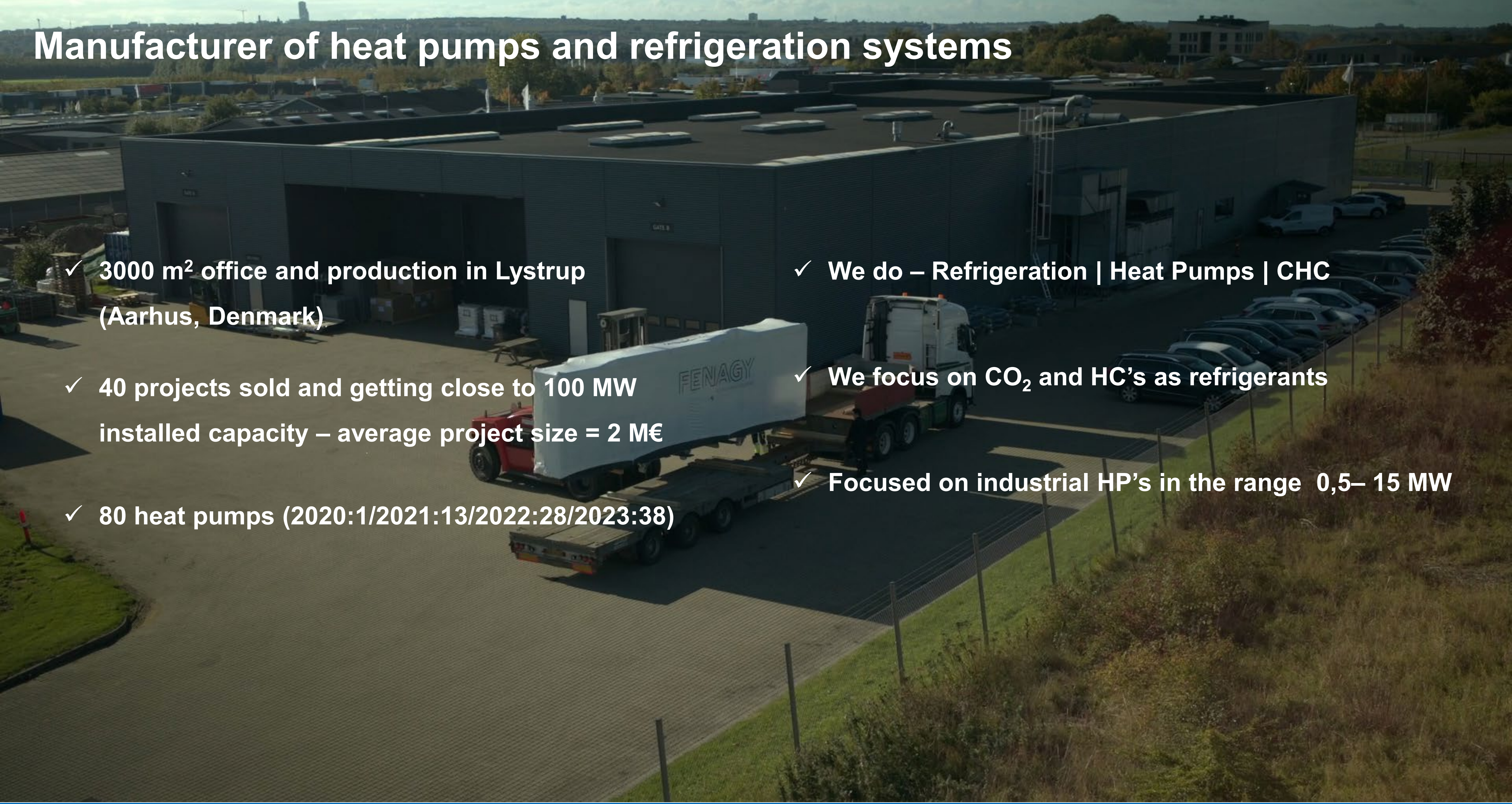


Kim Christensen
Managing Director

Master's degree in mechanical engineering at DTU in 1995 and bachelor's in engineering business administration in 2003. General manager at Danish Technological Institute for the refrigeration department from 2001. Founded Advansor in 2006 and stayed as CEO for Advansor until 2018.

Co-founder of Fenagy during in 2020 – a leading manufacturer of industrial refrigeration and electrical heat pumps with natural refrigerants. The majority of Fenagy was acquired by Beijer Ref in 2021.

Manufacturer of heat pumps and refrigeration systems

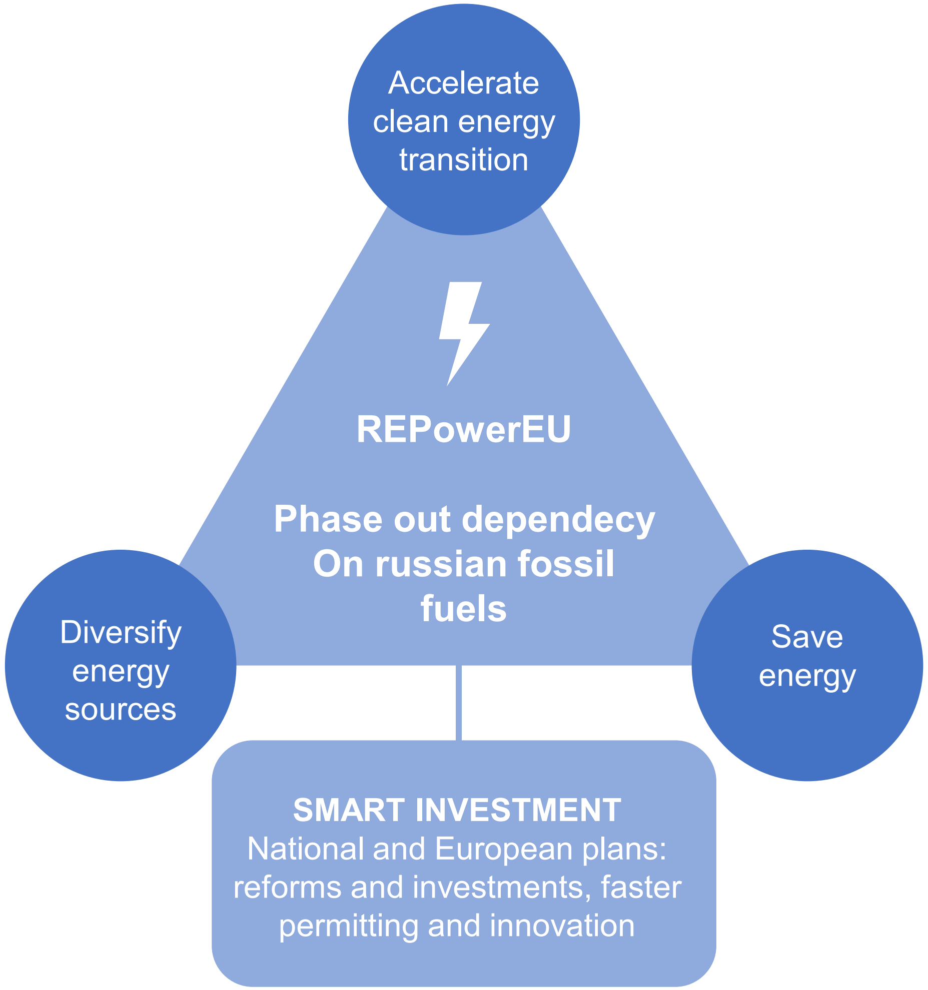


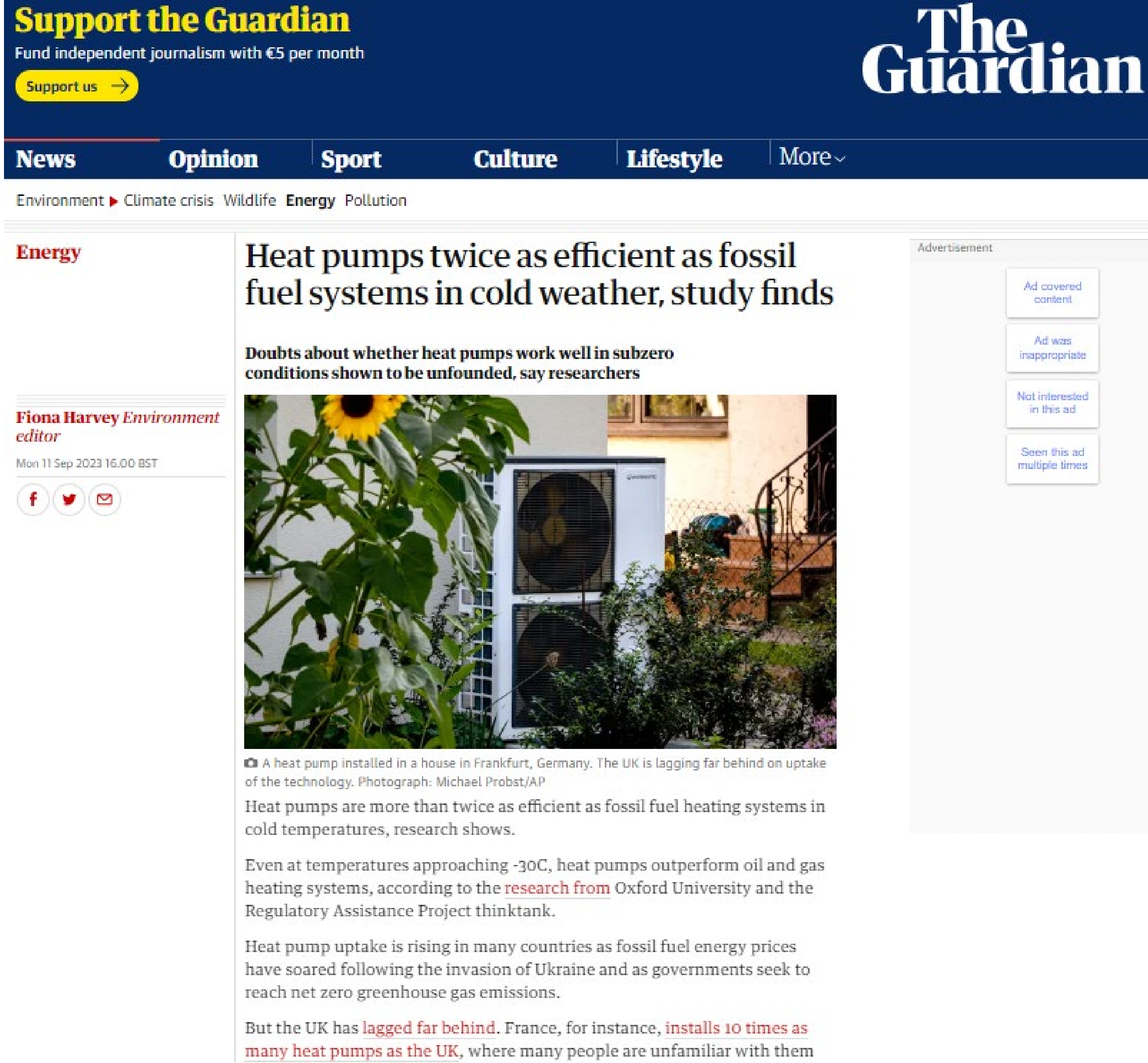
- ✓ 3000 m² office and production in Lystrup (Aarhus, Denmark)
- ✓ 40 projects sold and getting close to 100 MW installed capacity – average project size = 2 M€
- ✓ 80 heat pumps (2020:1/2021:13/2022:28/2023:38)

- ✓ We do – Refrigeration | Heat Pumps | CHC
- ✓ We focus on CO_2 and HC's as refrigerants
- ✓ Focused on industrial HP's in the range 0,5– 15 MW

Fenagy

Twice as efficient as fossil boilers, do not burn anything





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Energy

Heat pumps twice as efficient as fossil fuel systems in cold weather, study finds

Doubts about whether heat pumps work well in subzero conditions shown to be unfounded, say researchers

Fiona Harvey *Environment editor*

Mon 11 Sep 2023 16.00 BST

A heat pump installed in a house in Frankfurt, Germany. The UK is lagging far behind on uptake of the technology. Photograph: Michael Probst/AP

Heat pumps are more than twice as efficient as fossil fuel heating systems in cold temperatures, research shows.

Even at temperatures approaching -30C, heat pumps outperform oil and gas heating systems, according to the research from Oxford University and the Regulatory Assistance Project thinktank.

Heat pump uptake is rising in many countries as fossil fuel energy prices have soared following the invasion of Ukraine and as governments seek to reach net zero greenhouse gas emissions.

But the UK has lagged far behind. France, for instance, installs 10 times as many heat pumps as the UK, where many people are unfamiliar with them

Heat pumps in three categories

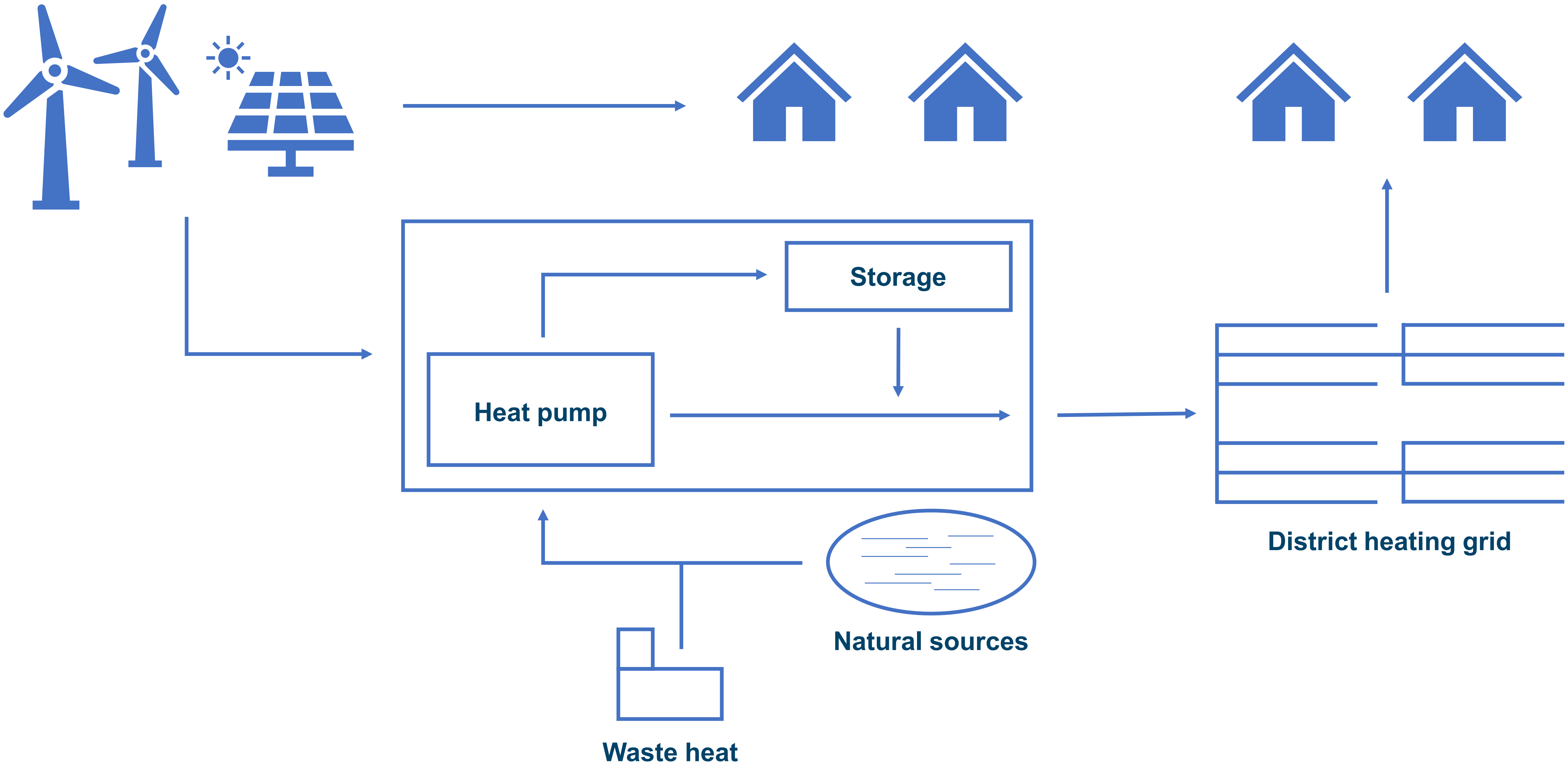
Electrification of the heating systems in Europe

Domestic / household
0 – 20 kW

Commercial
20 – 300 kW

Industrial
300 – 15.000 kW

Decarbonizing the utility sector – district heating

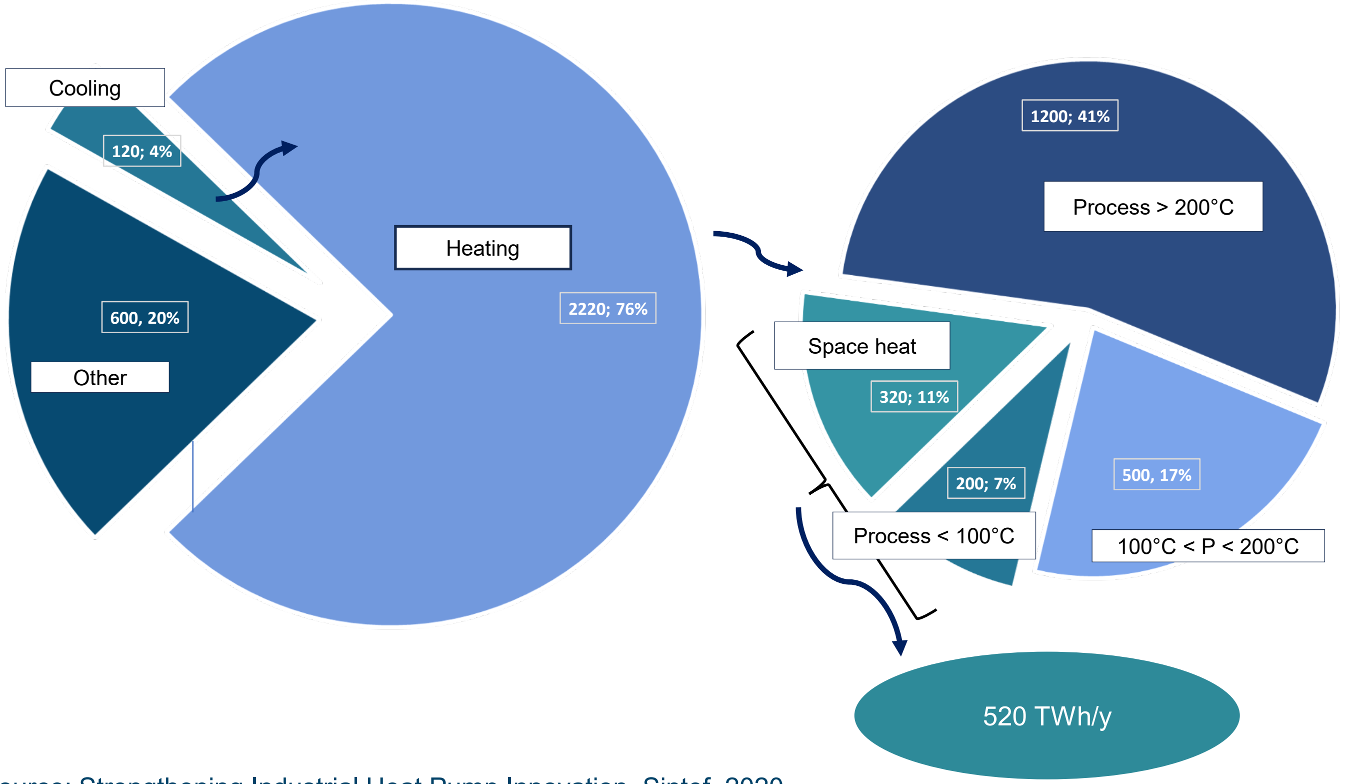


How does business and environment compile?

District heating

400 TWh/y

Industrial energy consumption and heating



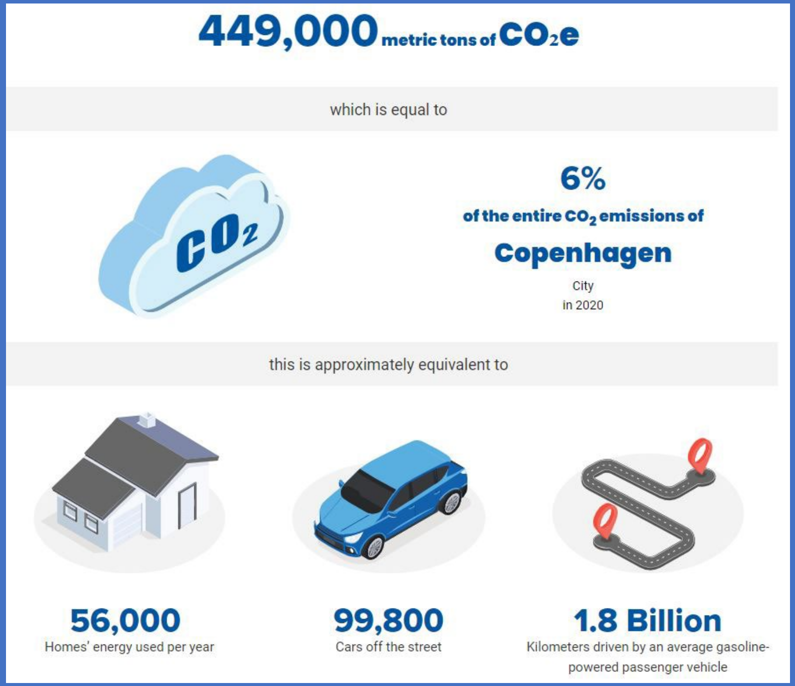
Source: Strengthening Industrial Heat Pump Innovation, Sintef, 2020

Fenagy business opportunity DH

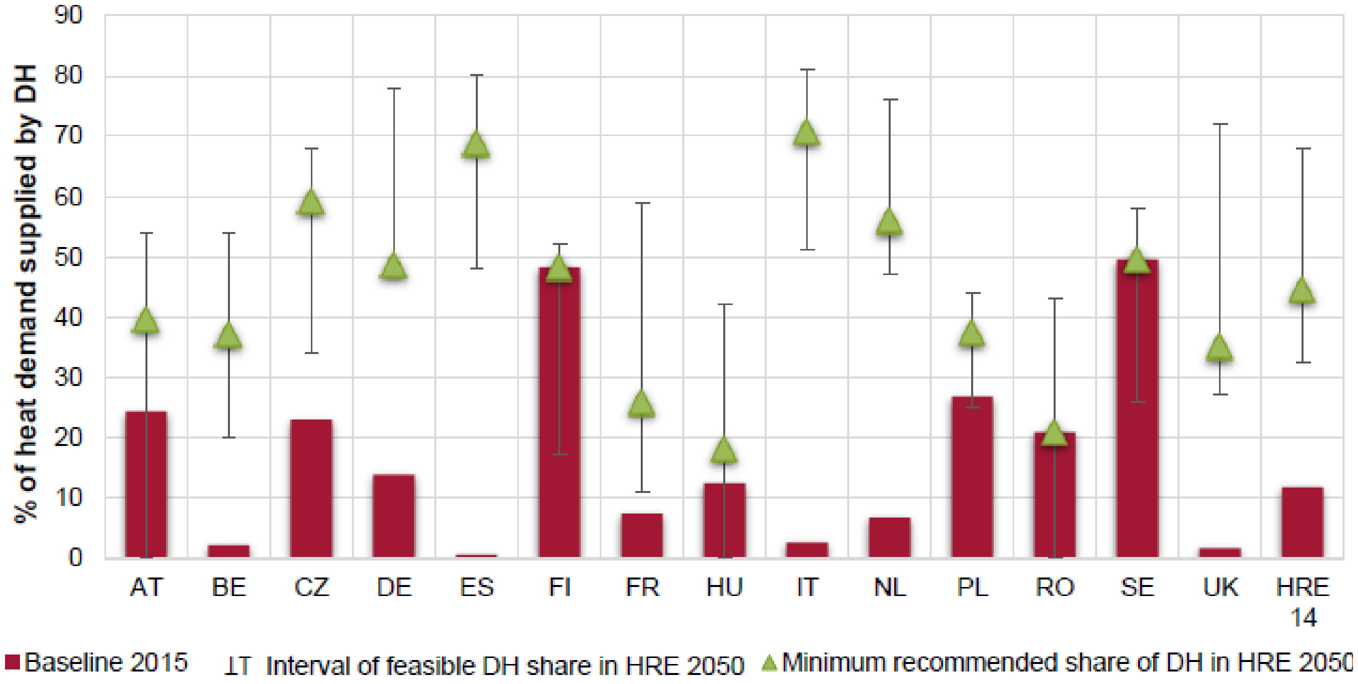
- District heating in EU is 400 TWh/y
- 100 MW capacity installed = 25.000 house holds
- Heating capacity 400.000 MWh/y = 0,4 TWh/y (0,1%)

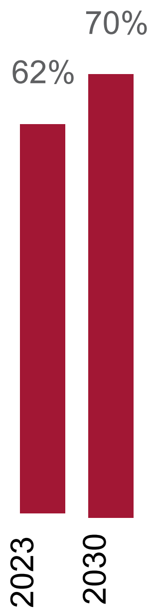
Fenagy business opportunity Industrial

- Industrial heating in EU is 520 TWh/y



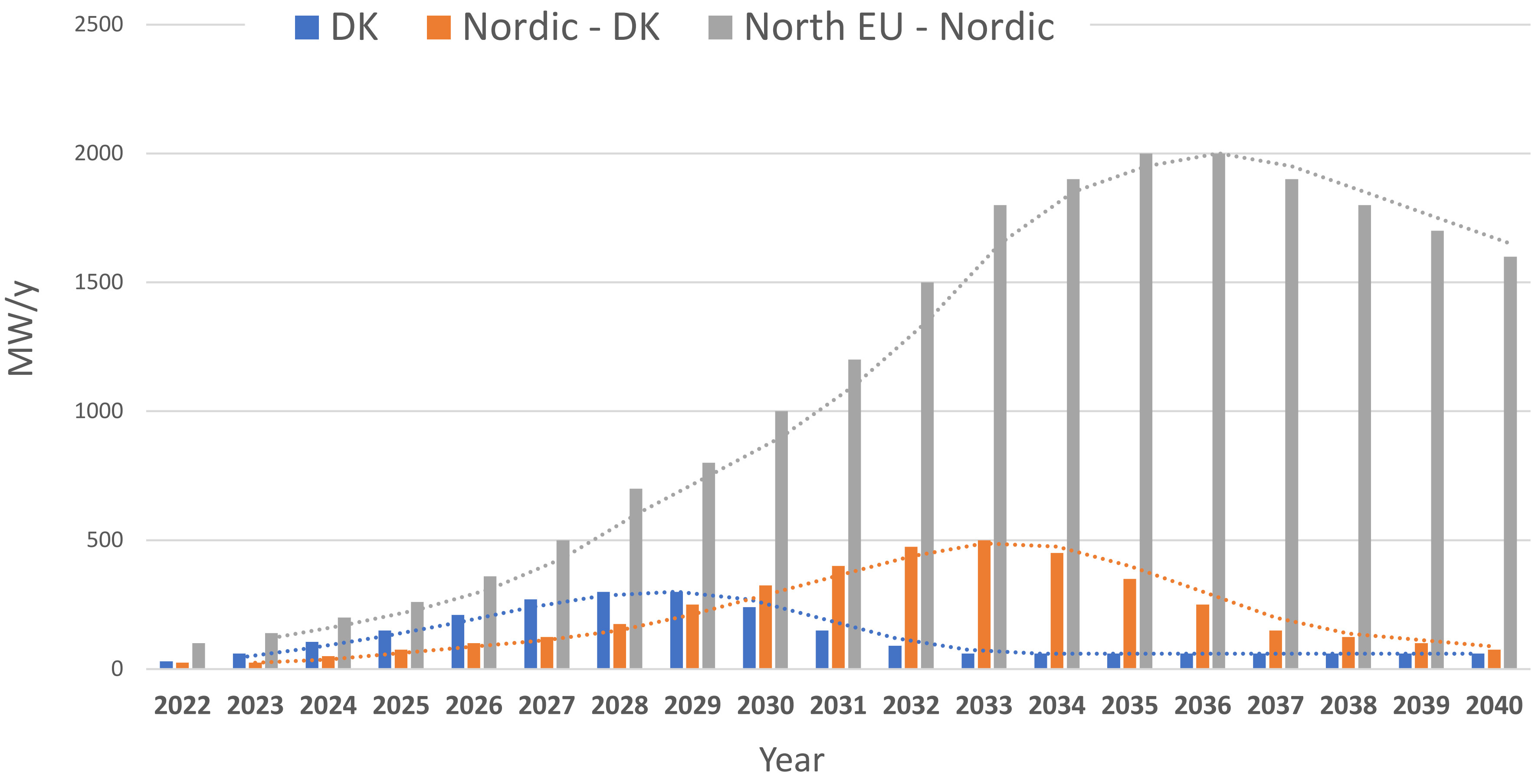
Status district heating





Source: Heat Roadmap Europe 4 – publication date 2018
(Aalborg University Denmark, supported by EU HORIZON program)

Market size and development (industrial HP's in DH networks)



- 2 GW/y (2024-2040)
- Delay for Europe
- Starting in DK
- Nordics
- UK
- NL/BEL
- EU

Applications for industrial heat pumps

District heating (natural heat source, sewage/ wastewater or industrial waste heat)

Heat pumps for the future heating systems **= No fossil fuels**

Decarbonize and reduce CO_2 emissions

Market size: 2 B€a
Customer ROI: 7-10 y

Energy sector (PtX, biogas, CCS/U, geothermal)

Sector coupling **= Efficiency of energy**
Balance og electrical grid

Market size: 0,5 B€a
Customer ROI: 3-5 y

Industrial processes (cooling/ heating, food, textile, chemical, pharma etc)

Combined heat and cooling **= No waste, CO2-footprint**
Reuse waste heat and waste cooling

Market size: 1 B€a
Customer ROI: -

HVAC/ logistic sector

Electrification of the industry **= Save money, no risk**
No oil or gas

Market size: 0,5 B€a
Customer ROI: 5-7 y

Fenagy – a solution provider

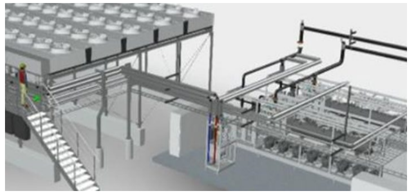
An example within district heating

Hot water storage

Evaporators

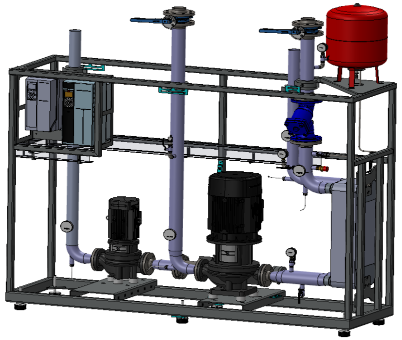
Controls

Machine room



HP rack

Defrost and pumps



Fenagy – a solution provider
An example within combined heating and cooling

Cooling demand

HP rack

Heat for the city

Evaporators

Pump station

The most visionary heating and cooling systems in the world

H-RANGE | HEAT PUMP | District heating

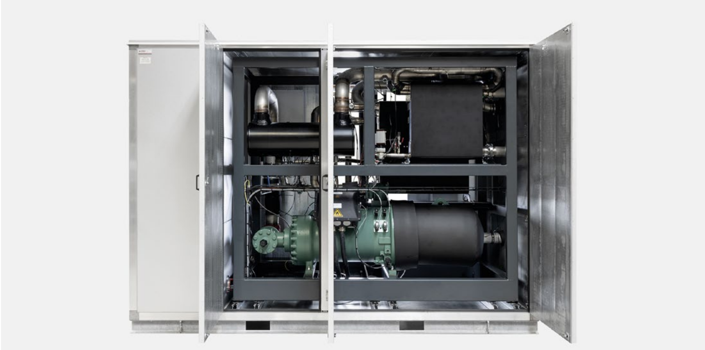
CAPACITY: 600-3000 kW PU
SOURCE: AIR OR WATER
REFRIGERANT: CO_2
SINK: WATER

C-RANGE | CHILLER | Industrial

CAPACITY: 800-2600 kW PU
AIR COOLED GAS COOLER
REFRIGERANT: CO_2
HEAT RECOVERY

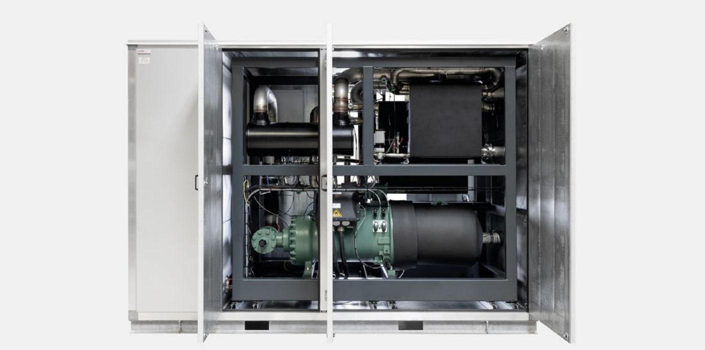
HC-RANGE | COMBINED HEAT & COOLING | Industrial

CAPACITY: 600-3000 KW PU
SOURCE: WATER AND AIR EVAPORATOR
SINK: WATER AND AIR GAS COOLER
SINK: WATER



HCI-RANGE | HEAT PUMP | District heating

CAPACITY: 1000-3000 kW PU
SOURCE: WATER
REFRIGERANT: R600a
SINK: WATER



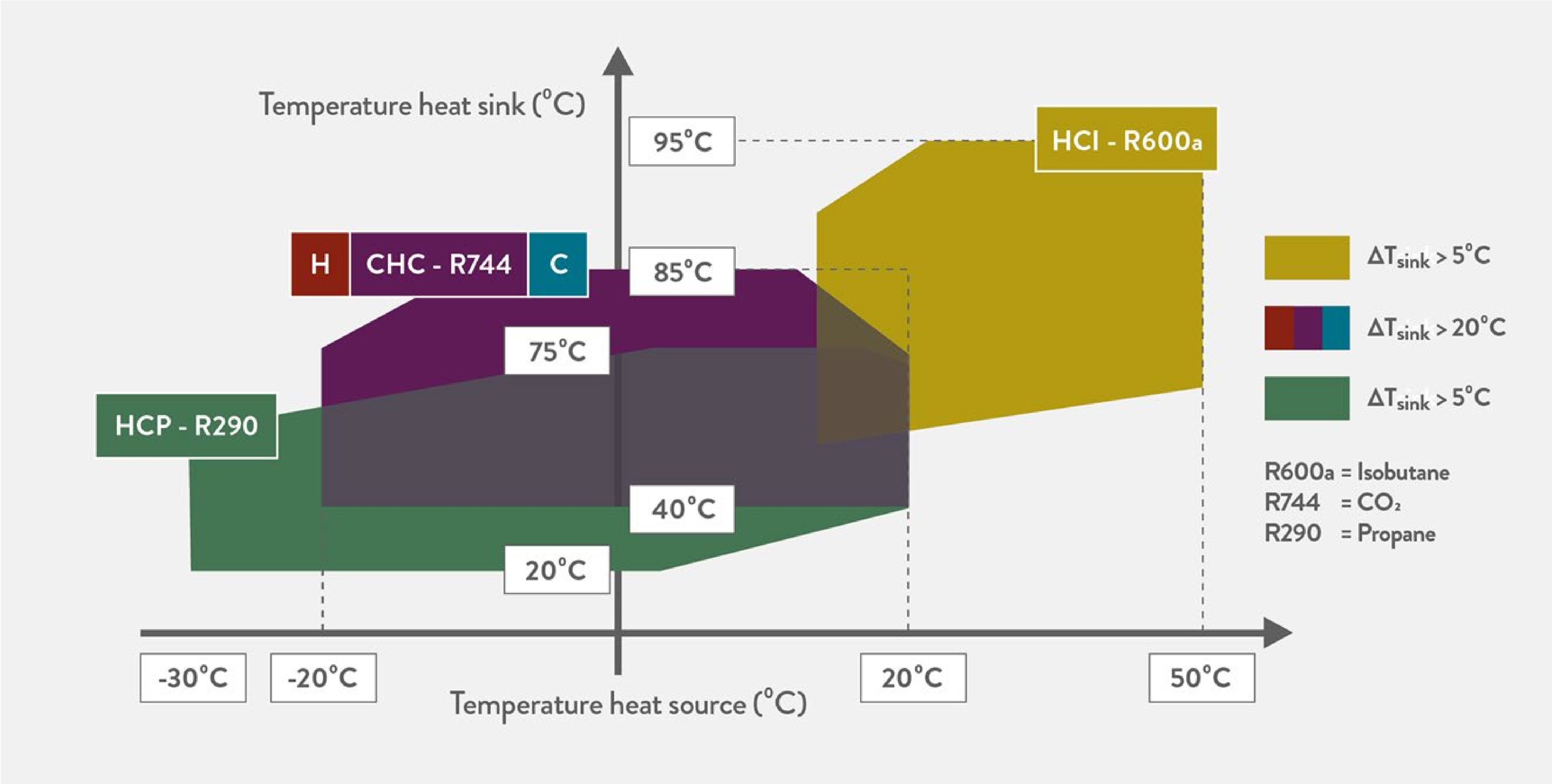
HCP-RANGE | HEAT PUMP & CHILLER | Industrial

CAPACITY: 1000-3000 kW PU
SOURCE: WATER
REFRIGERANT: R290
SINK: WATER

Design for long life and reuse when scraped

Reduce environment impact during operation
1) Use of natural refrigerants only
2) Energy efficiency
3) Customized, innovative and intelligent

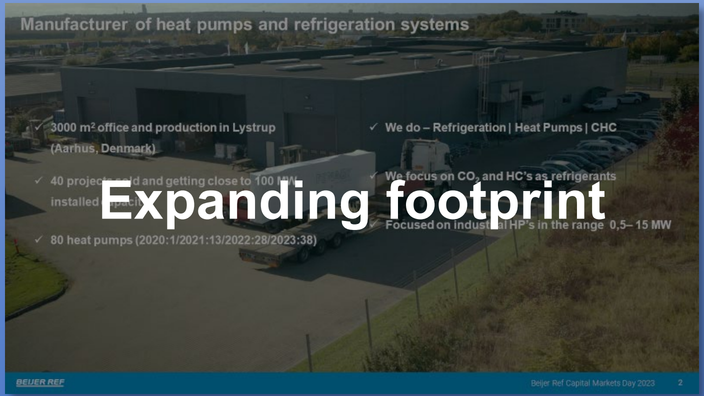
The most visionary heating and cooling systems in the world



Future market for heat pumps

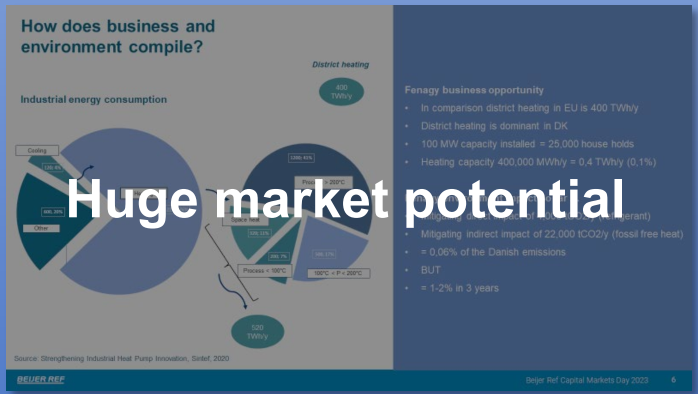
- ✓ Supported by subsidiaries and regulation
- ✓ Fast growing - Fenagy growth 150% YOY
- ✓ Early stage
- ✓ Limited competition
- ✓ Fast developing with new technologies
- ✓ Services around the product

Summary



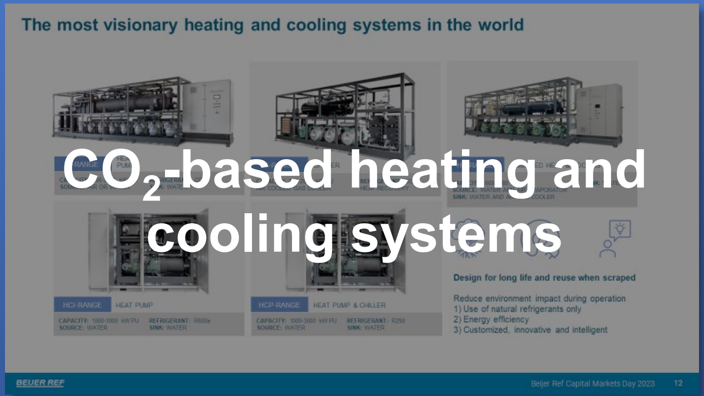
Expanding footprint

Electrification of heating



Huge market potential

Solution provider



CO_2-based heating and cooling systems

The future is bright

Financial targets

Demonstrating our commitment

Joel Davidsson
CFO

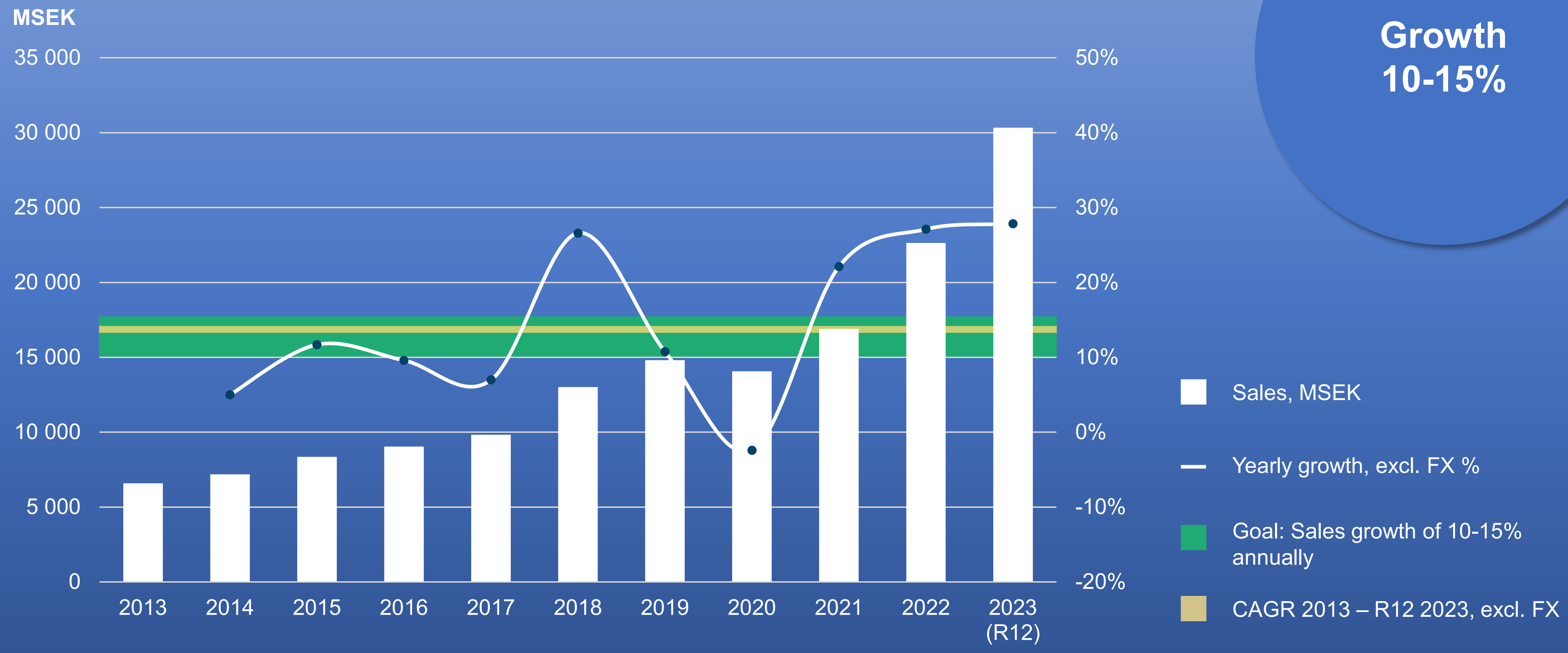
Master of Science in Economics and Business Administration, with a major in Finance. Previously served as Group CFO of Rosti Group, Head of Group Finance and Investor Relations (Alfa Laval), CFO roles within Entrance Systems (Assa Abloy), Head of Group Business Control (BE Group).

Redefining success with updated financial targets for the next 5 years

	Old targets	New targets
Growth	Grow more quickly than the market	Sales growth of 10-15% annually
Profitability	No external target today	EBITA margin of 10-12%
Capital efficiency	Return on Operating Capital shall be at least 12%	Return on Operating Capital (ROOC*) shall amount to at least 12%
Capital structure	Equity/assets ratio of at least 30%	Net debt shall not exceed 3 x EBITDA over time, excluding the impact of IFRS 16 and pension debt
Dividend policy	Distribute more than 30% of the net profit after tax	Aim to distribute at least 30% of net profit after tax

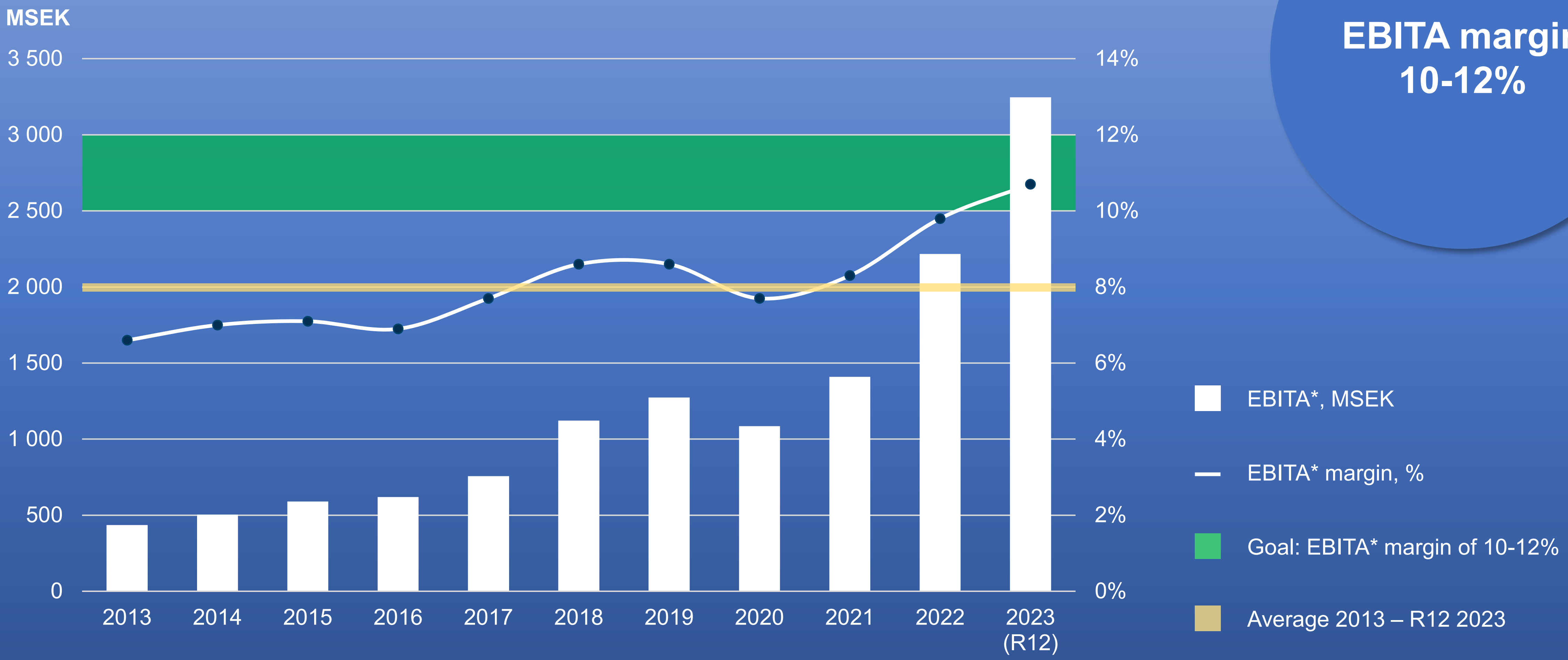
*R12 EBITA excluding items comparability in relation to average operating capital over the last four quarters

Continued focus on growth with the ambition to double the company within the next 5-7 years



Growth 10-15%

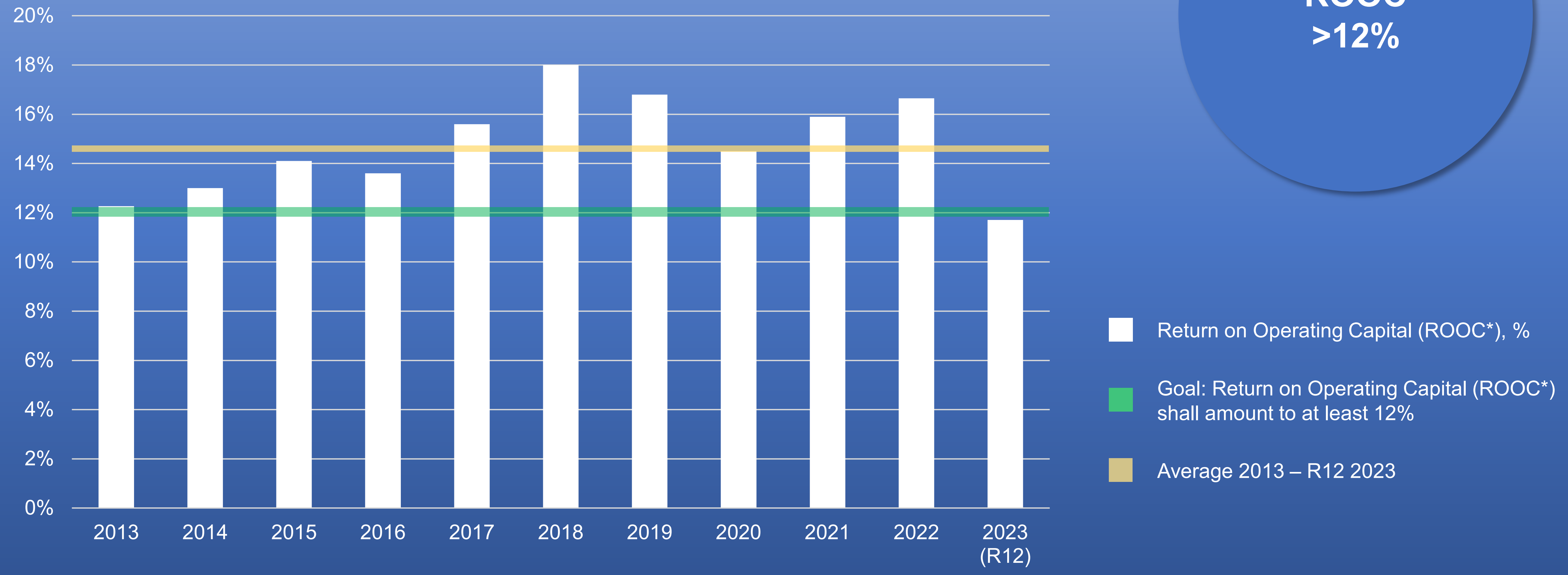
Deliver an EBITA margin in the range of 10 - 12%



*EBITA excluding items affecting comparability

EBITA margin 10-12%

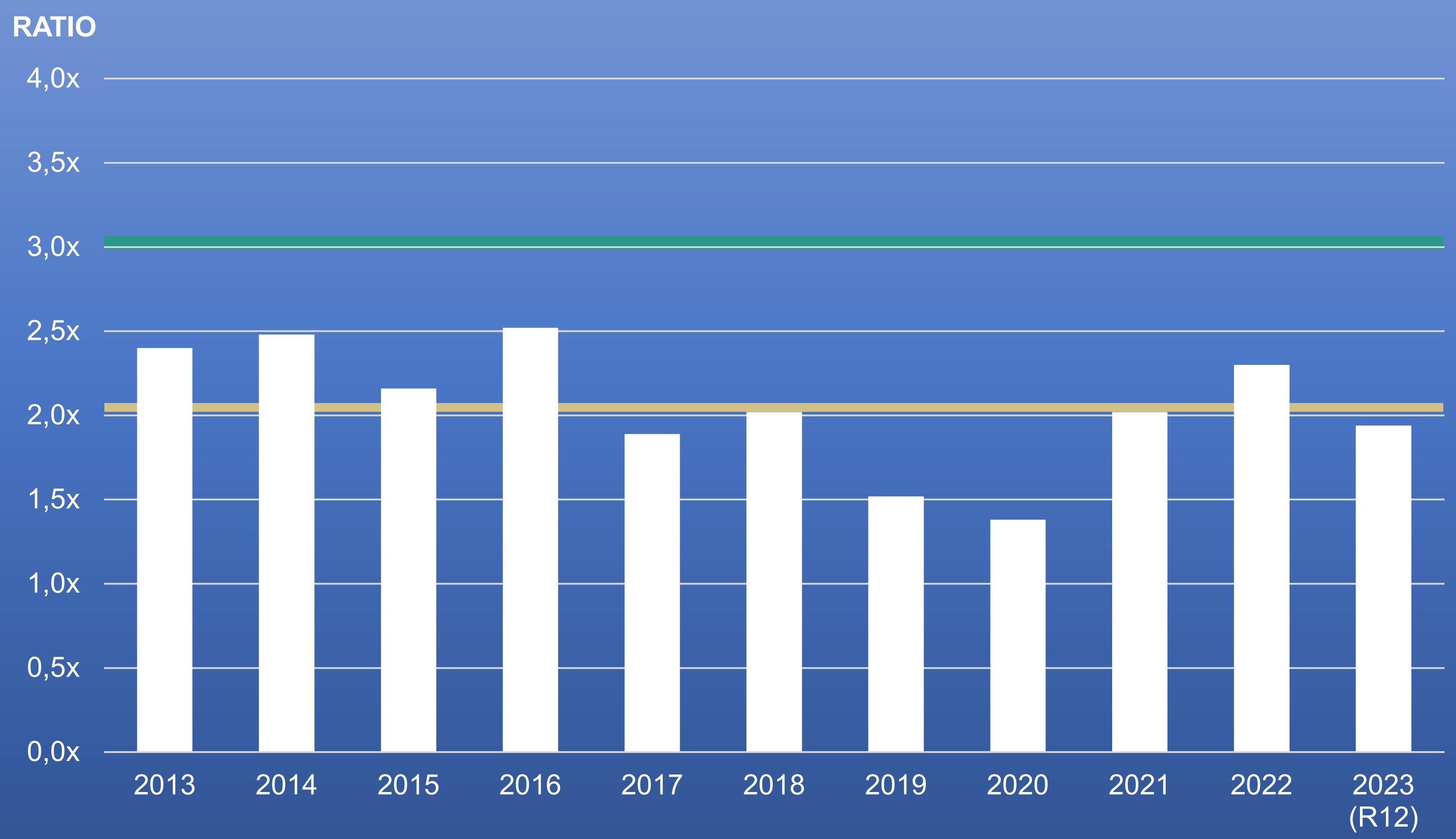
Generating a Return on Operating Capital above 12%



ROOC
>12%

**R12 EBITA excluding items comparability in relation to average operating capital over the last four quarters*

Continue to utilize our strong balance sheet managing leverage not to exceed 3.0x over time

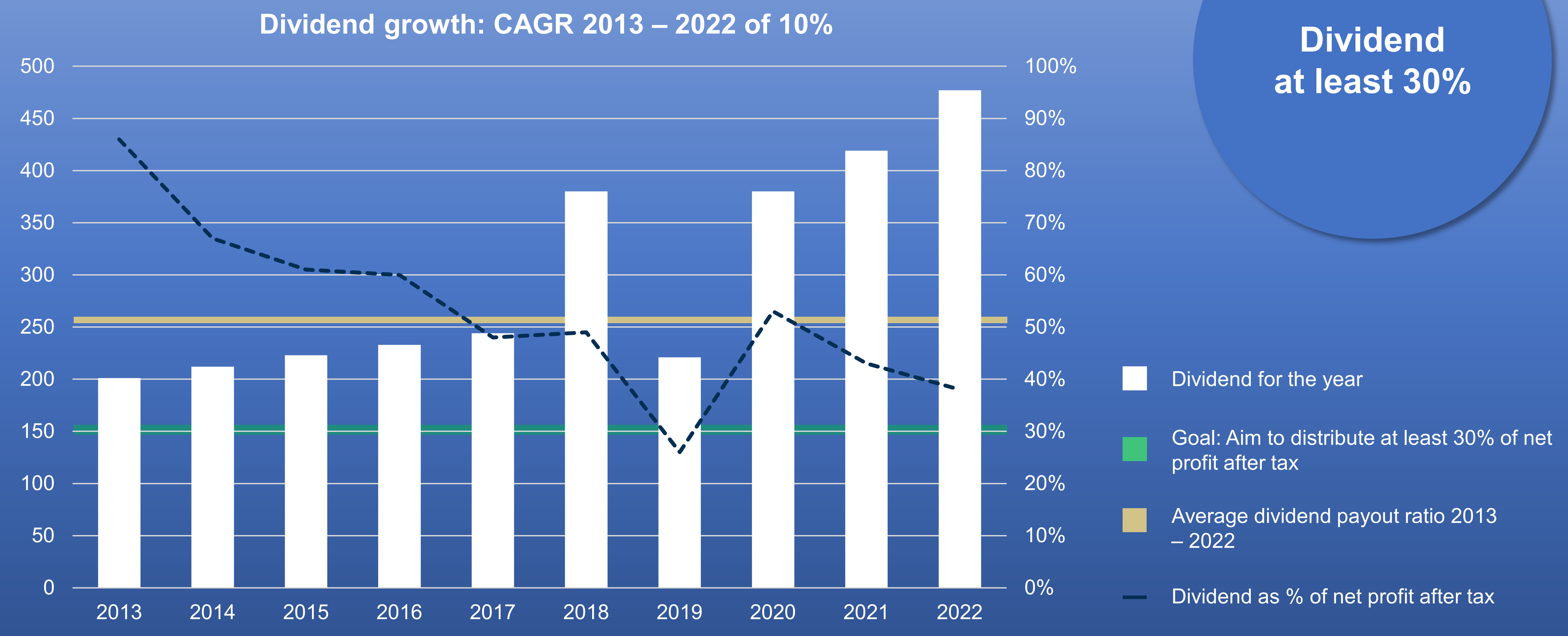


**Net debt in relation to EBITDA excluding items affecting comparability, leasing and pensions for previous 12-month period.*

Net debt Not exceed 3.0x

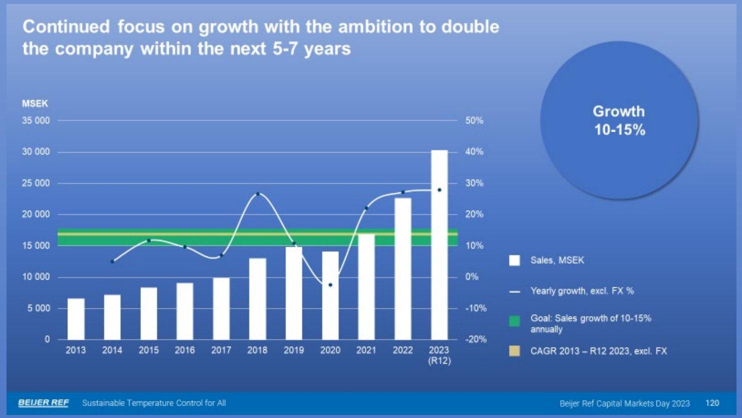
- Net debt / EBITDA*
- Goal: Net debt shall not exceed 3 x EBITDA over time, excluding the impact of IFRS 16 and pension debt
- Average 2013 – R12 2023

Continue to aim to distribute at least 30% of net profit after tax



Dividend at least 30%

Summary



Continued focus on growth with the ambition to double the company within the next 5-7 years
Growth
10-15%
MSEK
Sales, MSEK
Yearly growth, excl. FX %
Goal: Sales growth of 10-15% annually
CAGR 2013 – R12 2023, excl. FX
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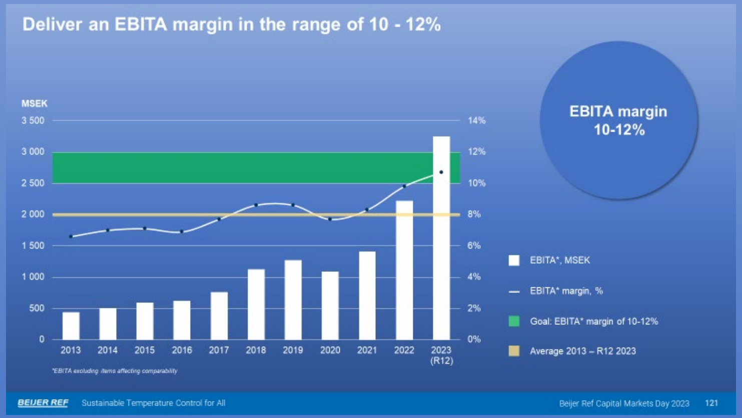

Deliver an EBITA margin in the range of 10 - 12%
EBITA margin
10-12%
MSEK
EBITA*, MSEK
EBITA* margin, %
Goal: EBITA* margin of 10-12%
Average 2013 – R12 2023
*EBITA excluding items affecting comparability
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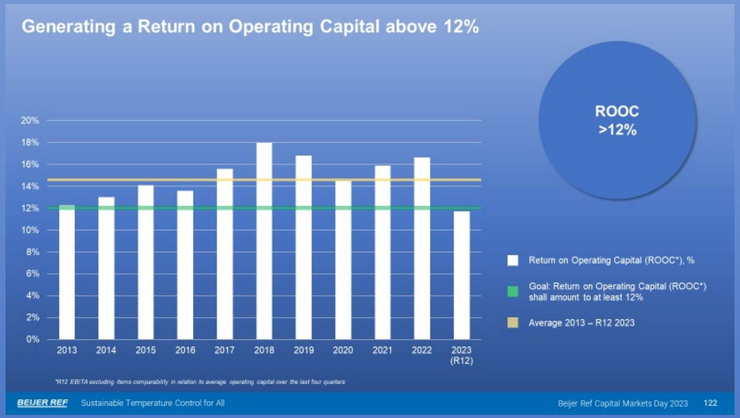

Generating a Return on Operating Capital above 12%
ROOC
>12%
Return on Operating Capital (ROOC*), %
Goal: Return on Operating Capital (ROOC*) shall amount to at least 12%
Average 2013 – R12 2023
BEIJER REF
Sustainable Temperature Control for All
Beijer Ref Capital Markets Day 2023
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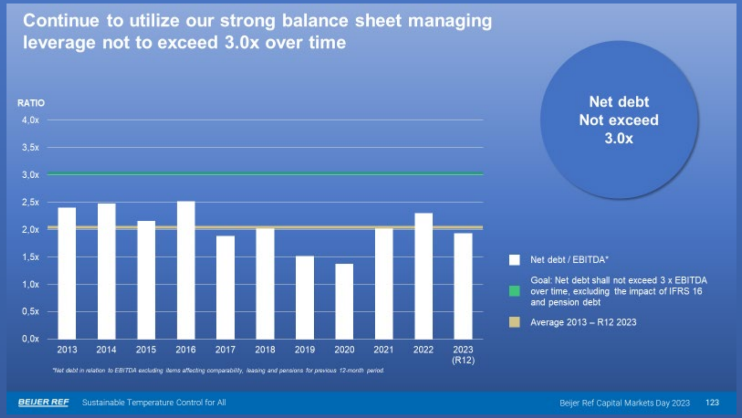
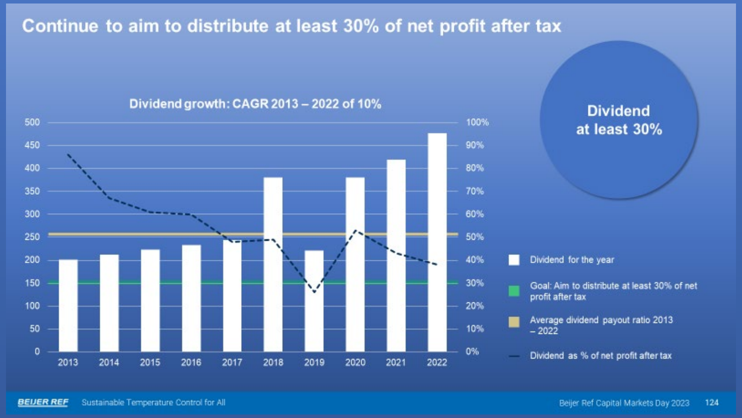


Continue to utilize our strong balance sheet managing leverage not to exceed 3.0x over time
Net debt
Not exceed
3.0x
RATIO
Net debt / EBITDA*
Goal: Net debt shall not exceed 3 x EBITDA over time, excluding the impact of IFRS 16 and pension debt
Average 2013 – R12 2023
BEIJER REF
Sustainable Temperature Control for All
Beijer Ref Capital Markets Day 2023
123



Continue to aim to distribute at least 30% of net profit after tax
Dividend
at least 30%
Dividend growth: CAGR 2013 – 2022 of 10%
Dividend for the year
Goal: Aim to distribute at least 30% of net profit after tax
Average dividend payout ratio 2013 – 2022
Dividend as % of net profit after tax
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Sustainable Temperature Control for All
Beijer Ref Capital Markets Day 2023
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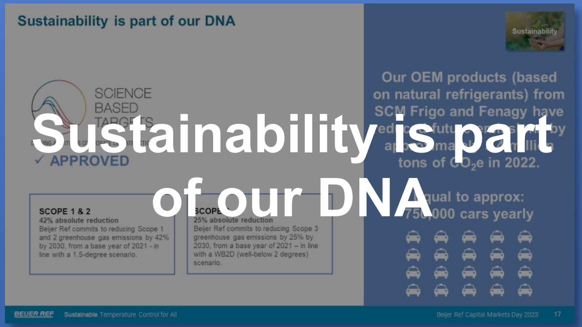
Beijer Ref – a business model that stands the test of time



Q&A