

**ESI Technologies  
&  
BA Flow Technology**

**Morgan O'Brien**  
Senior Vice President Flow Technology

# ESI – “More than equipment suppliers ...solution providers”

Pump  
Division



Valve &  
Actuation  
Division



Safety  
Division



Design & Build  
Vaccum systems



Control  
Valve  
Division



Aseptic &  
High Purity  
Division



Filtration  
Division



Instrumentation  
Division



Skid Design  
&  
Build Division



# The ESI Technologies Sales Journey

Total Sales units Euro 000s



# Quote Smart / Quote To Win

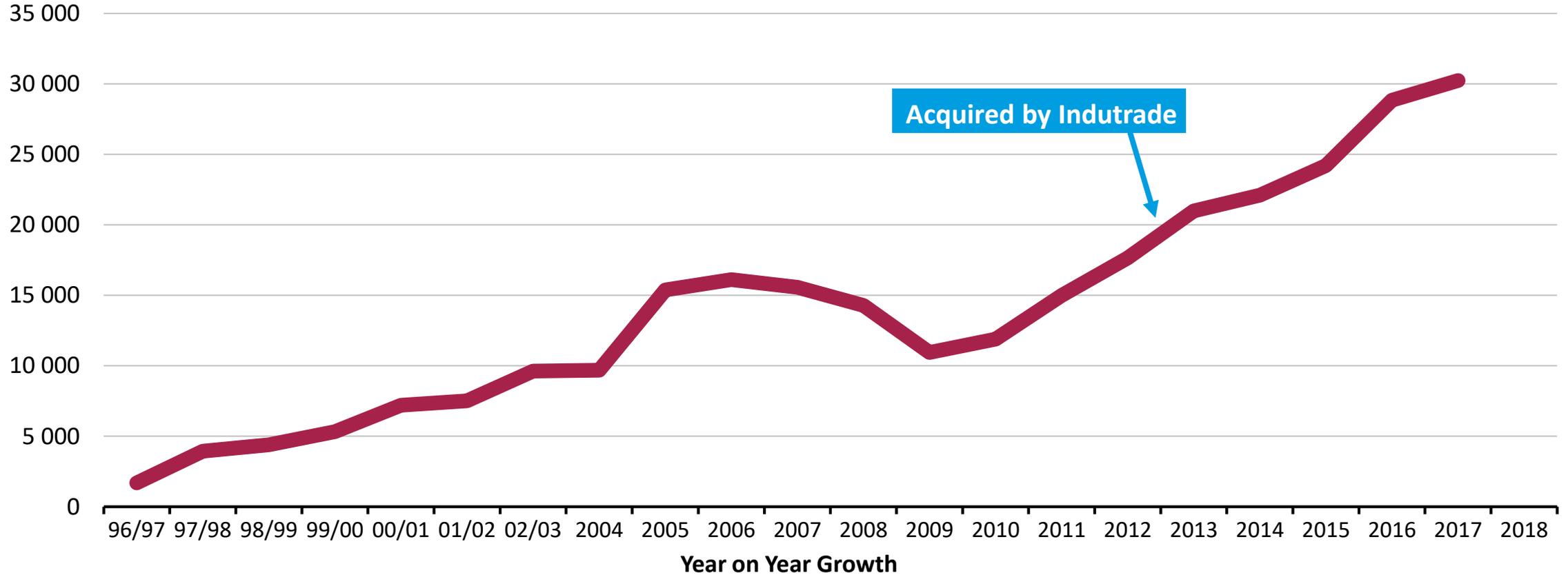
- Born out of the 2008 / 2009 recession
  - Conversion Ratio
  - Prioritise
  - Follow Up In Advance
  - Quote to Win
  - Fight for every %
  - Black Holes
- Winning habits formed /Became “Fit for Fight”
- In 3 years T/O was back to pre recession levels
- Continued & refined Quote Smart Toolbox, resulting in continued growth of over 200%

Winning is a Habit



# The ESI Technologies Sales Journey

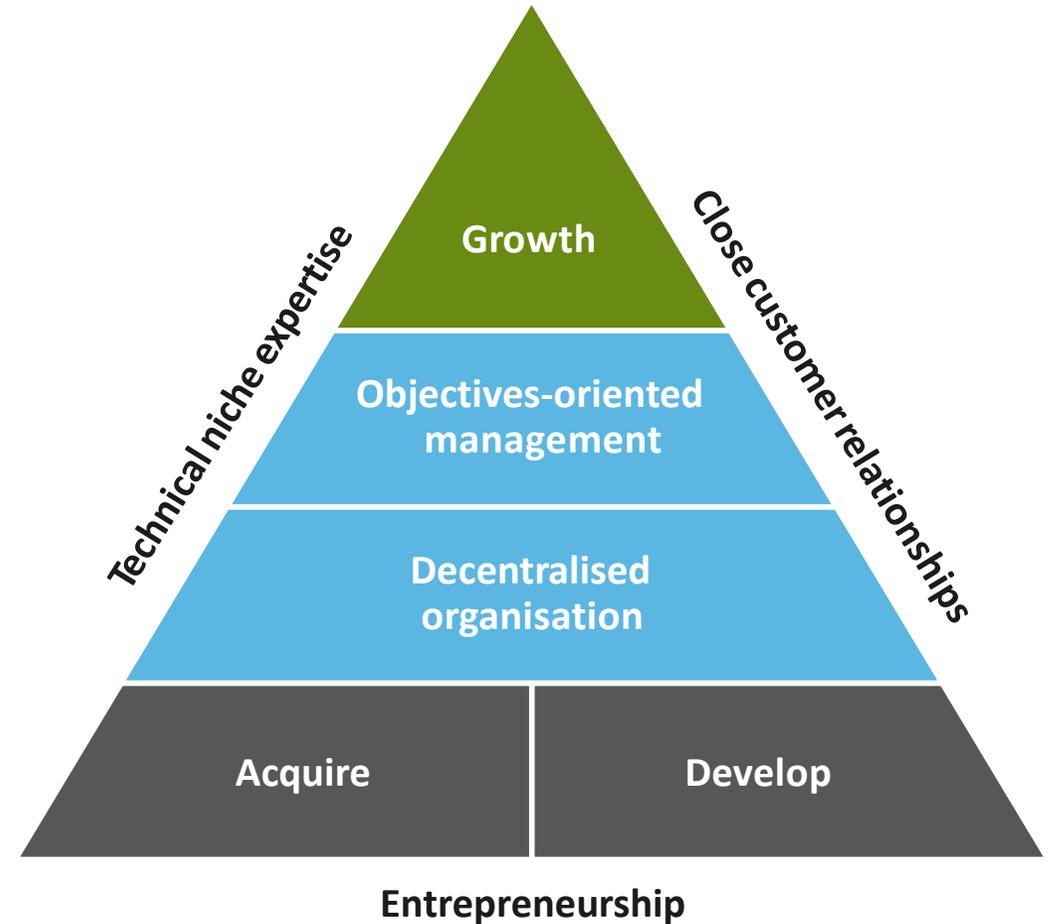
Total Sales units Euro 000s



# 2010 – First visit from Peter Eriksson Indutrade...

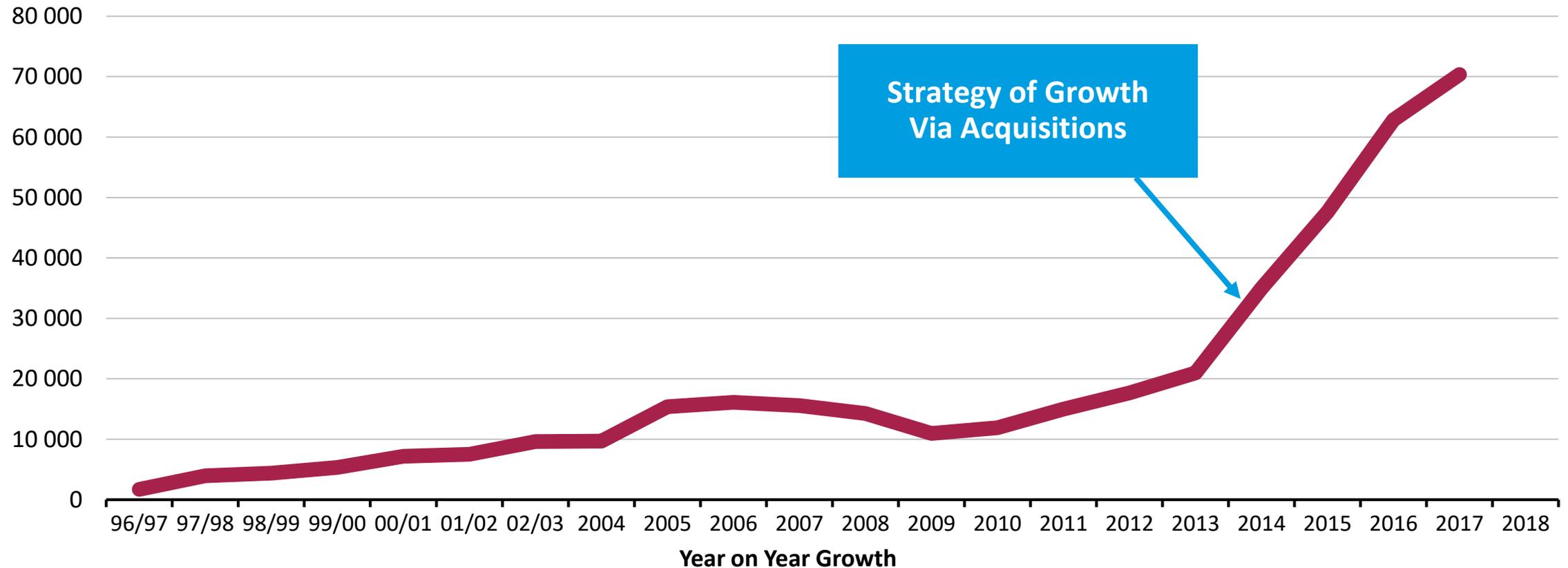
Already had experience of 2 previous approaches from Large Multi Nationals

“ The Indutrade model – too good to be true”



# ESI or ITG Adapted the Indutrade strategy of growth via acquisition

Total Sales units Euro 000s



# While continuing to grow organically we acquired

From 2013 to 2017 we had grown organically by 44%  
and via acquisition by 139% as we added



# BA Flow Technology – Succession

R12M 2018 Q3

**21%**  
of Indutrade's total net sales

Net sales  
**3,371 MSEK**

EBITA margin  
**11.2%**

 **GAVECO**

 **ProFlex**  
Slanger & kurlinger

 **Fluid Controls Ltd**  
Control & Instrumentation Solutions

 **ips**  
flow systems

 **MWS**  
VENTILSERVICE AB

 **PALMSTIERNAS**  
PALMSTIERNAS SVENSKA AB

 **SIGUM FAGERBERG**

 **filtration Ltd**  
Experts in Filtration Technology

 **crp**  
the corrosion expert

 **ESI**  
Technologies Group  
Process Equipment Specialists

 **EUROFLON**

 **ROBOTA**

 **IFTG**  
INDUTRADE COMPANY

 **FAGERBERG**  
FÖR MODERN PROCESSTEKNIK

 **GEFA**  
PROCESSTECHNIK GMBH

 **A.G. JOHANSSONS METALLFABRIK AB**

 **CORONA**  
CONTROL

 **TecaFlow**

 **PRECISION UK Ltd**

 **Colly FLOWTECH**  
INNOVATIV FLODESTEKNIK

 **AXELVALVES**

 **ROSSING JANSSON**

 **ARMATUR TEKNIK**

 **SANDERMARINE**  
MARINE + OFFSHORE EQUIPMENT

 **SANDERNAVY**  
NAVAL EQUIPMENT

 **ROSTFRJA VA-SYSTEM**

 **FAGERBERG**

 **Processpumpar AB**

 **LYMA KEMITEKNIK**

 **TORELL PUMP AB**

 **DOMINATOR PUMP AB**

 **MESON**

 **VENTIM**

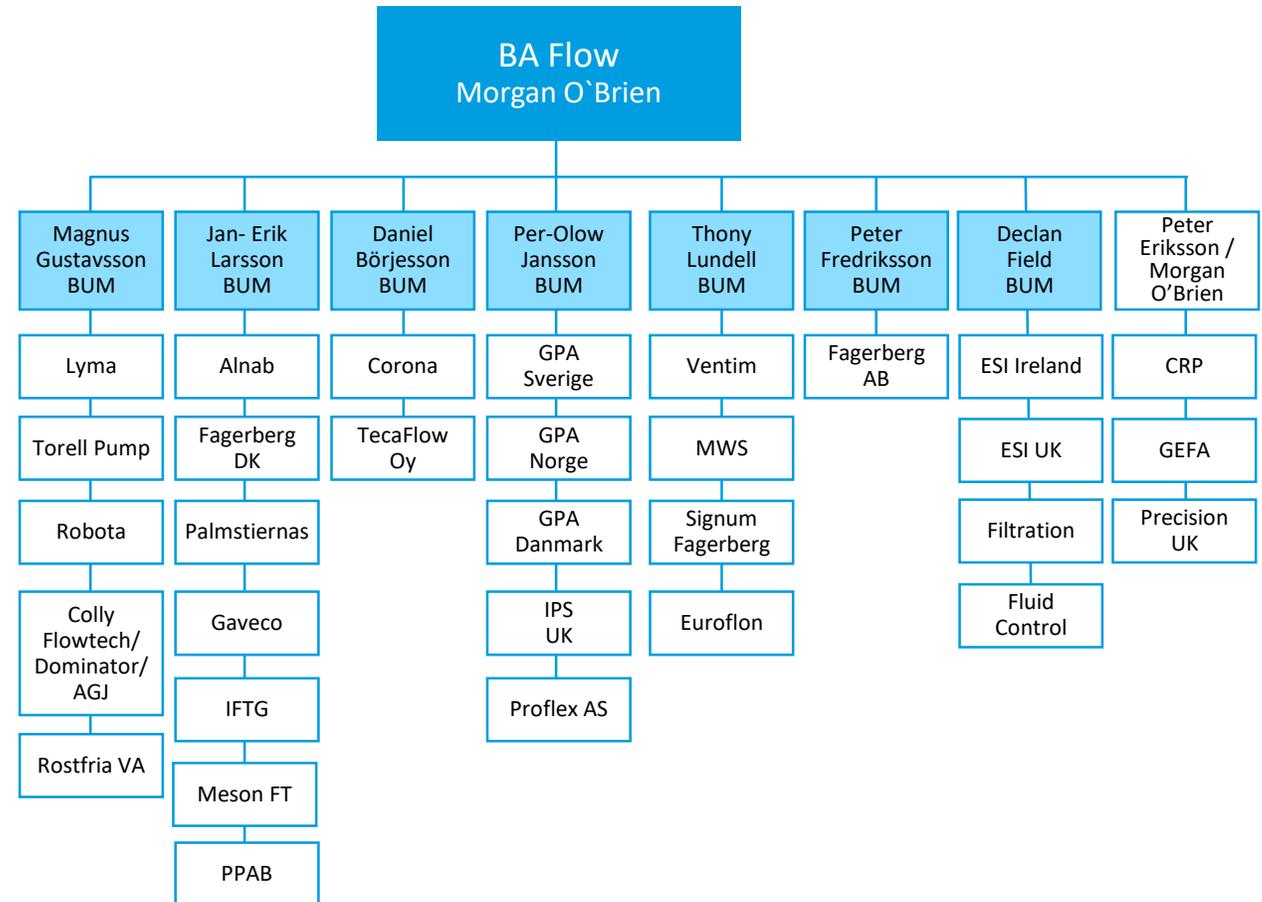
 **GPA**

 **alnab**

 **Flow Technology**

# BA Flow Group structure

- > 30 companies in total in the business area
- Business Area Financial Controller – Joachim Samuelsson (14 years in BA Flow)
- 8 ambitious Business Unit Managers responsible for 3-7 companies each
- Business Unit Managers also MD of a company



# Summary

## – key message

- Planned succession completed
- Organisation in place for future growth
  - Growth through Acquisitions
  - Each MD hunting for acquisitions & open to Stand alone & smaller add-on opportunities/acquisitions

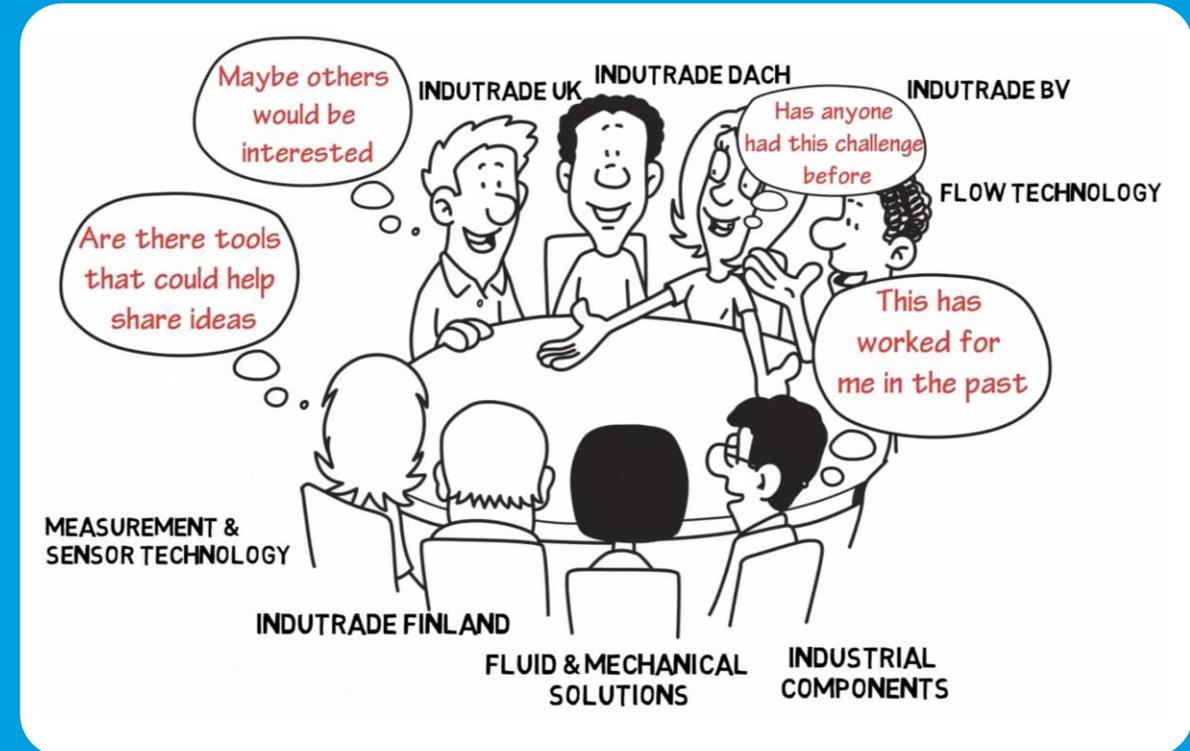


# Summary

## – key message

- Organic growth
  - Quote Smart / Fight For Every % tool box
- Working with our people to be the best they can be
  - Challenge / Best Practice / Copy with Pride
- Networking across Indutrade
  - China Cluster
  - Pump Cluster
  - Power Of Procurement

*BA Flow a Wining Team  
We will deliver a good  
return on investment*



The logo for Indutrade features a stylized icon on the left consisting of three parallel, slanted vertical bars of varying heights that merge into a horizontal bar at the top, resembling a stylized 'I' or 'IT'. To the right of this icon, the word "Indutrade" is written in a bold, white, sans-serif typeface.

**Indutrade**