

Q1 2026

Consistent execution of a solid business model

Audiocast, May 5th, 2026

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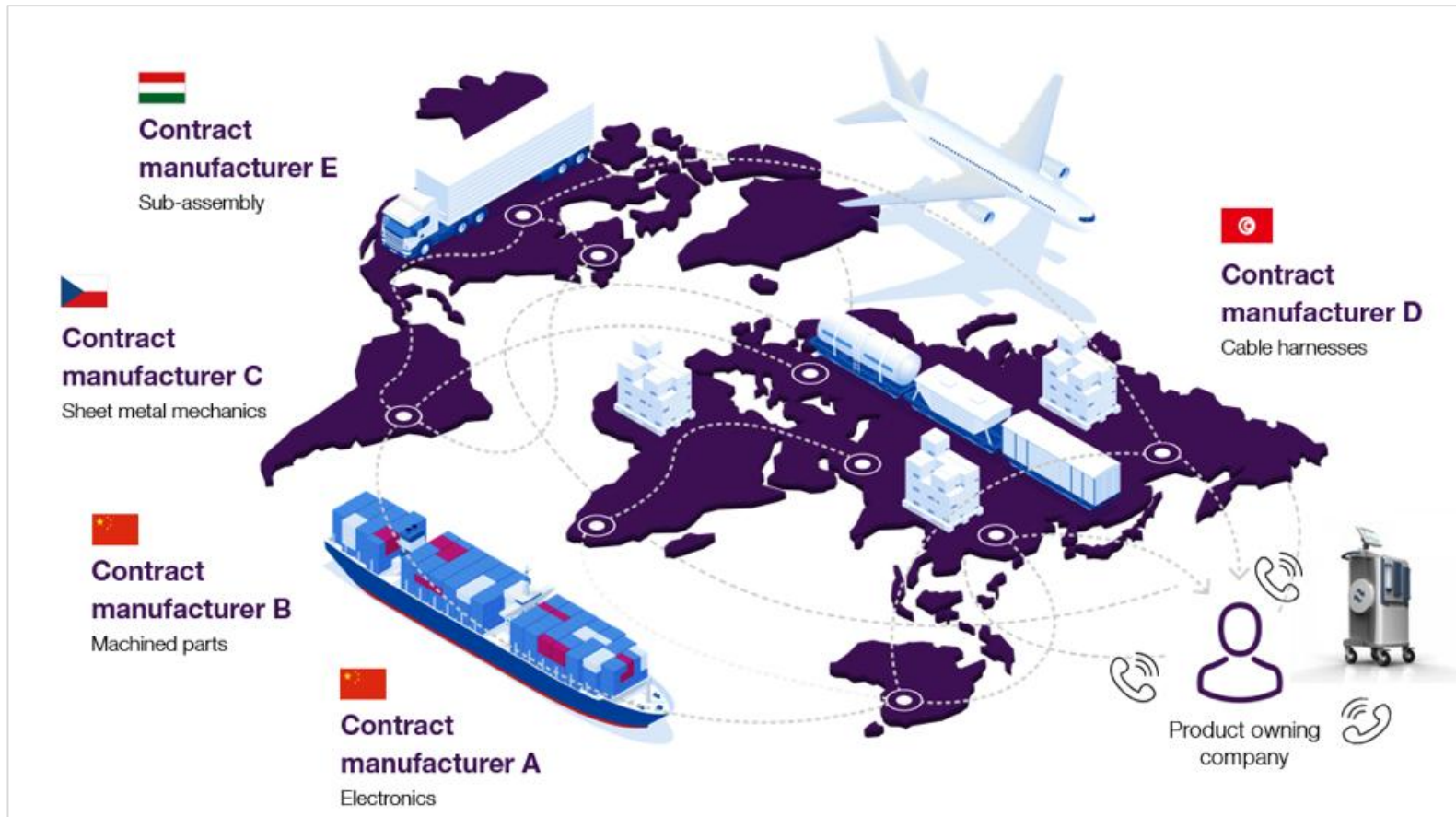
Agenda

- **HANZA: Concept and execution model**
- **Execution in Q1**
- **ESG and financial development**
- **Conclusion and outlook**
- **Q&A**



THE COMPLEXITY CHALLENGE

Traditionally one manufacturer per part (electronics, sheet metal mechanics, cabling, etc.)



Complexity leads to costs, delays, and risks. And makes scaling difficult.



MANUFACTURING MADE EASY™

Removing complexity from supply chains



ALL YOU NEED IS ONE™

One partner. Full responsibility. Less complexity.

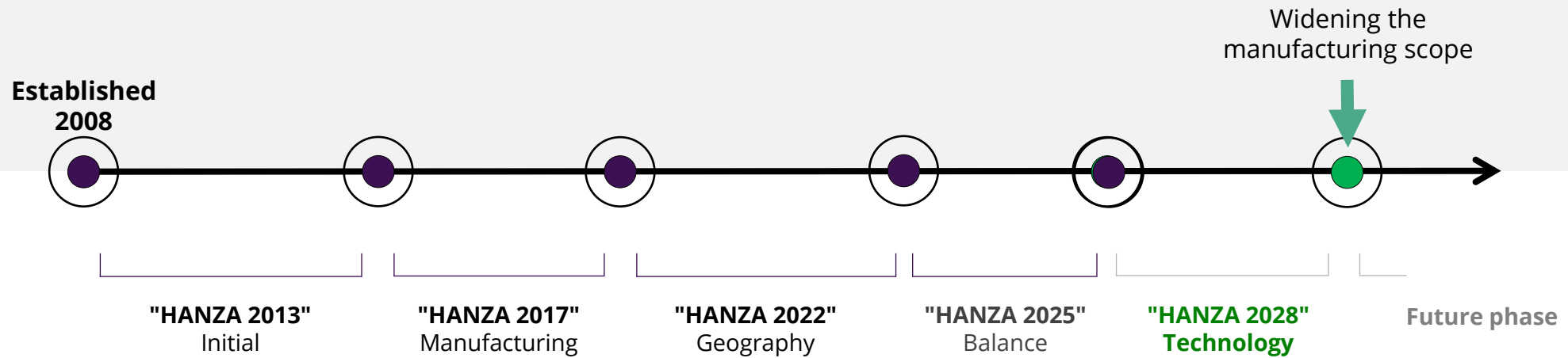


HANZA 2028

Predictability through a proven model of structured execution



Launching HANZA 2028 at HANZA's Capital Markets Day. View it at www.hanza.com



Execution in Q1

- **Strategy: HANZA 2028 launched, increased financial targets**
Based on operational targets, HANZA aims to reach, at least, SEK 14bn in sales and 9% operating margin in 2028.
- **BMK: Integration on track, synergy work initiated**
According to one of HANZA's core competencies, *identify* suitable companies, *systematically* integrate them, *rapidly* introduce synergies. Positive customer feedback. Sales in Germany is developing well – expected to contribute to BMK growth already at the end of 2026.
- **Customer validation: Supplier of the Year by 3M and Saab**
 - Jan/26: HANZA awarded Supplier of the Year by 3M
 - Apr/26: HANZA awarded Supplier of the Year by Saab Surveillance
- **Capacity expansion: Driven by customer demand**
New factory in Sweden inaugurated in February 2026, which, among other things, provides special support for Siemens Energy



Above: BMK Augsburg, a leading EMS company. BMK Group adds ~1,500 p; and ~SEK 3.3 bn in sales

Below left: HANZA alongside representatives from 3M, as HANZA received the award for Supplier of the Year at a supplier summit in Minneapolis, USA.

Below center: New factory in Årjäng, Sweden. Inaugurated together with different representatives, including Siemens and the Swedish Minister of Defense.

Below right: HANZA together with representatives from Saab, as HANZA received the award for Supplier of the Year at a supplier summit in Gothenburg, Sweden.



Customer Segments in Q1

Demand supported by structural growth segments

1. Electrification & Energy Systems (Q1: 620 MSEK)

Products and systems related to electrification and energy infrastructure, such as power generation, power distribution, energy storage, and energy efficiency.

Strong demand from energy systems and data centers

2. Defense & Security (Q1: 200 MSEK)

Products and systems for defense and security, including military and civilian applications. Demand is very strong, driven by increased investments in defense and security solutions.

Very strong demand. BMK already secured new business

3. Heavy Equipment (360 MSEK)

The segment includes mobile machinery and industrial vehicles in sectors such as mining, construction, and material handling.

Positive order intake, particularly mining

4. Industrial & Professional Products (790 MSEK)

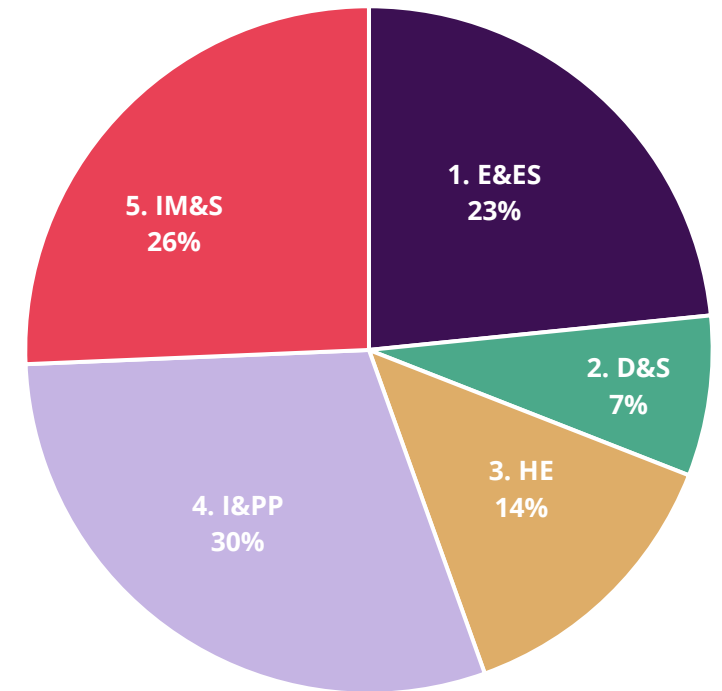
The segment includes industrial and professional products, primarily standalone equipment for commercial and specialized applications.

Stable demand

5. Industrial Machinery & Systems (680 MSEK)

The segment comprises fixed industrial equipment and integrated systems for manufacturing and material flows.

Strong activity from automation and material handling systems



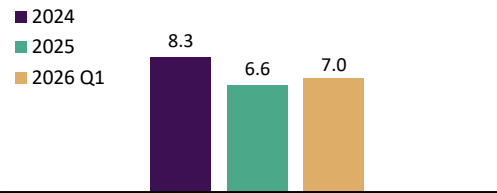
Customers are classified based on the primary end-market in which the delivered product is used.



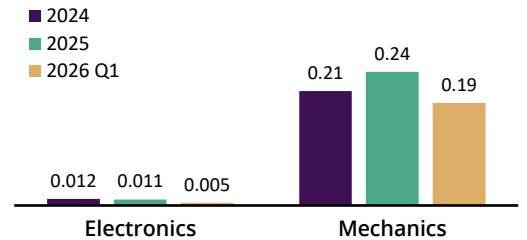
Sustainability in Q1

- In Q1, the 2025 Sustainability Report was finalized and published, marking HANZA's first reporting in accordance with the CSRD.
- The integration of the recently acquired companies BMK and Milectria is underway and also encompasses the sustainability area.

Energy use (MWh/MSEK)

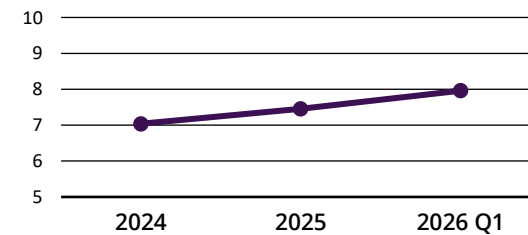


Hazardous waste (ton/MSEK)



LTIFR (Lost Time Injury Frequency Rate)

No. of work-related injuries resulting in lost time/ M hours worked



The graphs above do not include BMK, which was acquired in January 2026 and Milectria acquired in October 2025.



Q1 Financials

Growth and margin in line with the model

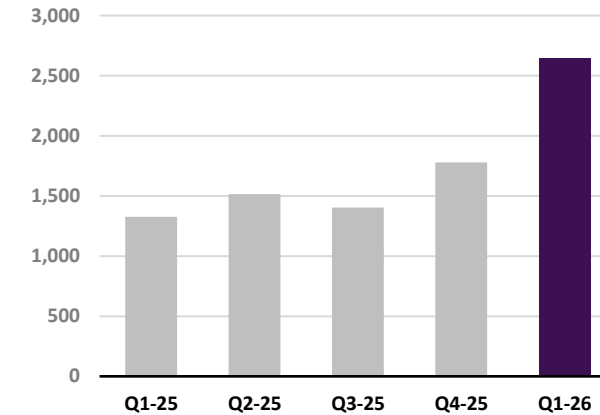
- Sales growth of 100 % to **2,646 MSEK** (1 326)
Organic growth of **20%**
- Operating margin for comparable units: **9.7%** (7,3)
- BMK: operating margin of **7.3%**,
in line with previous announcements.
- A structured integration and synergy program is
launched. BMK's margin is expected to increase over
time, in line with previous acquisitions.
- Including BMK, the Group's adjusted operating
margin was **8.6%**

→ **HANZA excluding BMK**
is well above the previous financial targets (HANZA 2025)

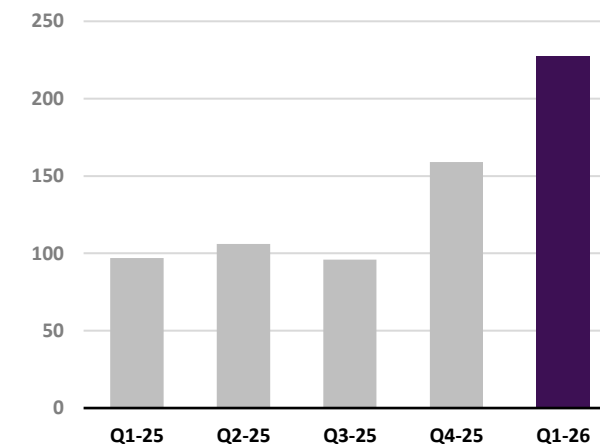
Q1 2026: Sales: 1,821 MSEK. Margin: 9.7 %

HANZA 2025 12 m target: 6.5bn SEK at 8% margin

Sales (MSEK)



Operating profit (MSEK)



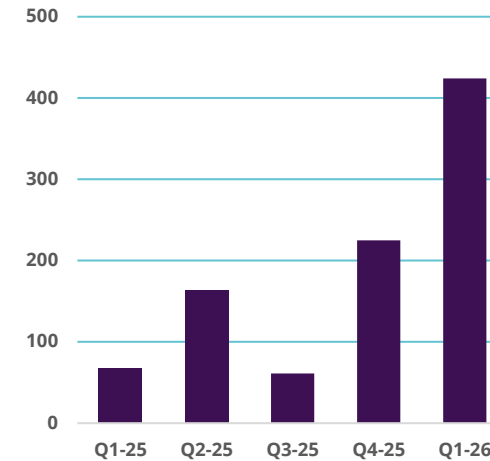
Q1 Financials

Growth converted into cash flow

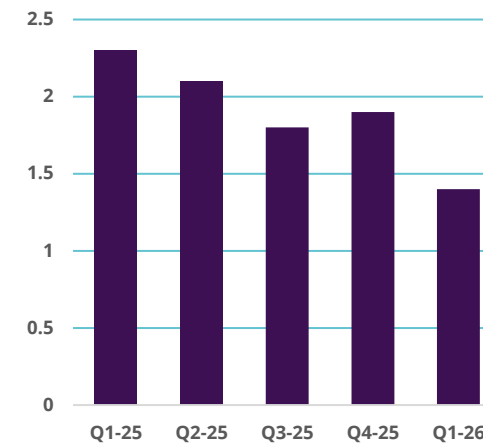
- Cash flow: **424 MSEK**, driven by profitability and continued working capital discipline.
- Net debt/adjusted EBITDA: **1.4x**
- Cash and cash equivalents totaled **831 MSEK** at the end of the period.
- Equity ratio strengthened to **45.2 %**
- EPS in Q1 increased to **2.08** (0.90).
EPS in Q4, excluding BMK, was 1.65.

→ *A strong financial position provides flexibility for continued growth.*

Cashflow from operations



Net debt to EBITDA ratio development



Net interest-bearing debt divided by adjusted EBITDA, including acquisitions, by quarter



Q1 Financials

General

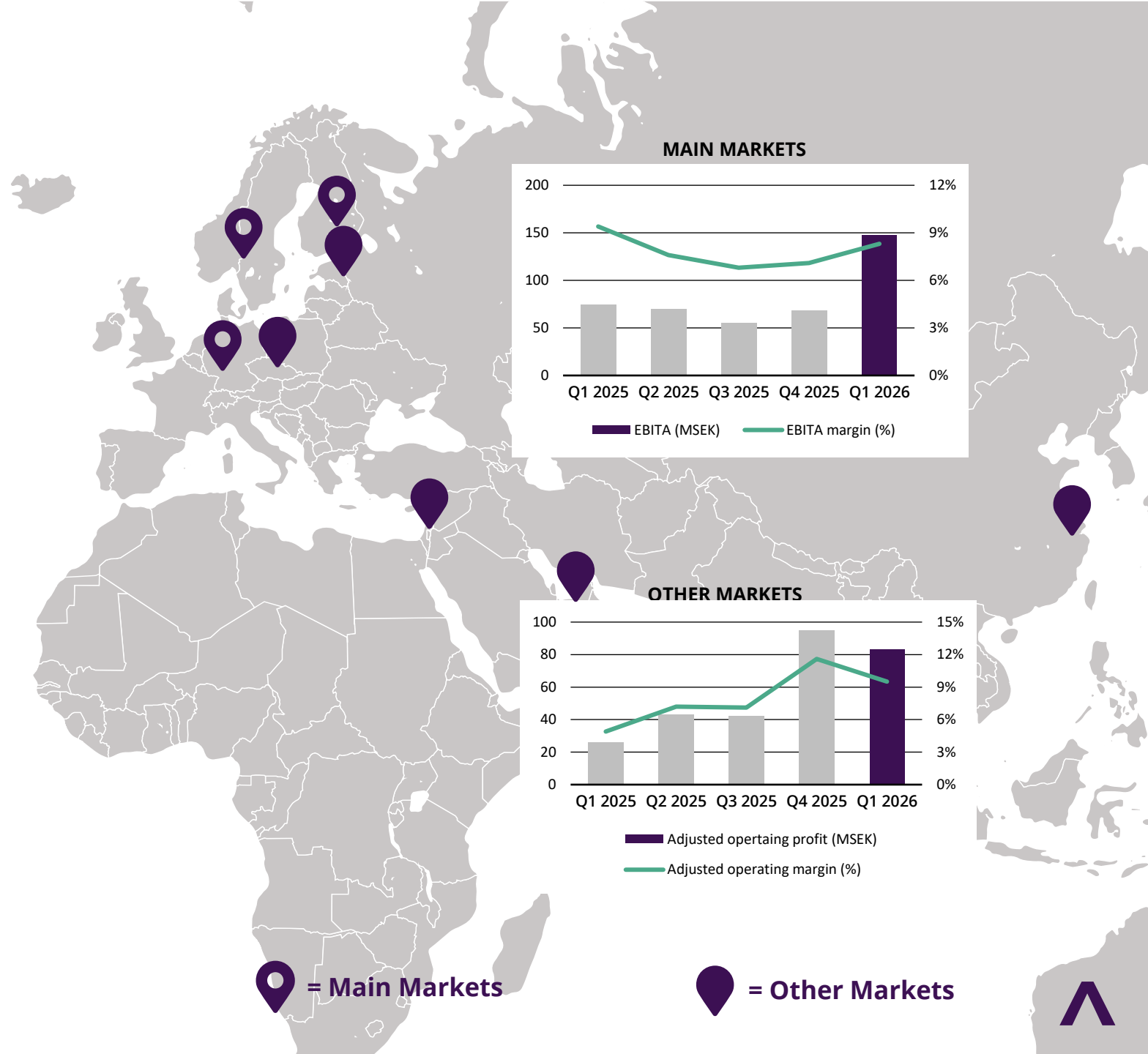
→ Developments in the segment are affected by how production in various customer assignments is distributed among collaborating manufacturing clusters during different periods, without changing the scope of the business or customer relationships.

Segment Main markets

- Strong scale-up with BMK, total sales growth 124%. Organic growth 11%
- EBITA margin 8.3% (9.4). For comparable units 9.4%.

Segment Other markets

- Sales growth 64%. Organic growth 34%
- EBITA margin 9.5% (4.9). For comparable units 10.7%.



Ownership structure in Q1

Largest shareholder

Name	Capital & votes
Gerald Engström	16.46%
Alois Knöferle	9.00%
Stephan Baur	9.00%
Dieter Müller	9.00%
Francesco Franzé	5.59%
Third Swedish National Pension Fund	3.64%
Nordnet Pension Insurance	2.70%
Indépendance AM	1.89%
Norges Bank Investment Management	1.88%
Fourth Swedish National Pension Fund	1.81%
Sum	60.96%
Others	39.04%
Total	100.00%

Aligned ownership for long-term value creation

- The sellers of BMK (Knöferle, Baur and Müller) received 100% of the consideration in HANZA shares. A strong confirmation of HANZA's business model.
- The main owner, chairman and CEO increased their ownership in Q1





Conclusions and Outlook

- **Q1 confirms the model:** Growth, margin and cash flow delivered together.
- **End of a phase:** HANZA's performance is not driven by single events, but by a unique concept, structured execution, disciplined acquisitions and a strong company culture.
- **Start of a new phase:** Q1 closes HANZA 2025 and opens HANZA 2028 from a stronger platform



Q&A



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