

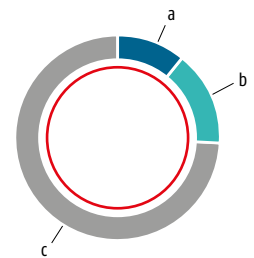
Key Figures 2020

in EUR million	2020	2019	2018
Sales	1,558.6	1,742.8	1,710.8
EBITDA	157.7	225.7	218.1
EBIT before impairment	65.7	135.2	150.5
EBIT margin before impairment (in %)	4.2	7.8	8.8
Impairments*	40.6	17.3	16.1
EBIT	25.1	117.9	134.4
EBIT margin (in %)	1.6	6.8	7.9
Group net income for the year (earnings after taxes)	-26.9	60.1	71.2
Operating cash flow	174.4	167.7	96.0
Cash flow from operating activities	155.2	147.3	74.7
Cash flow from investing activities	-52.4	-76.2	-98.3
Cash flow from financing activities	-42.0	-46.1	-2.8
Earnings per share (in EUR)	-1.10	2.43	2.90
Cash flow per share (in EUR)	6.35	6.02	3.05
Dividend per share (in EUR)	0.80**	0.80	1.50
Dividend yield (in %)	2.5**	2.1	3.8
Payout ratio (in %)	54.6**	24.6	48.0
	Dec. 31, 2020	Dec. 31, 2019	Dec. 31, 2018
Total assets	1,728.8	1,808.2	1,720.0
Equity	676.4	727.7	709.8
Equity ratio (in %)	39.1	40.2	41.3
Working capital	410.5	478.3	472.1
Net debt	518.9	546.2	482.8
Cash and cash equivalents	194.7	135.1	109.6
Total assets of INDUS Holding AG	1,650.1	1,593.0	1,551.3
Equity of INDUS Holding AG	950.0	934.7	893.5
Equity ratio INDUS Holding AG (in %)	57.6	58.7	57.6
Portfolio companies (number as of Dec. 31)	46	47	45
Employees within the Group (on average)	10,654	10,856	10,714

* Impairments of goodwill and property, plant, and equipment

** Subject to approval at Annual Shareholders' Meeting on May 26, 2021

PORTFOLIO STRUCTURE 2020 BY YEARS (in % / number of portfolio companies)

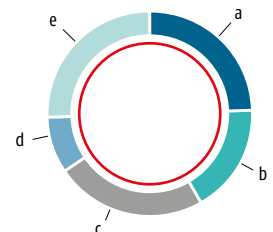


a
1 to 5 years – 11 / 5

b
5 to 10 years – 15 / 7

c
More than 10 years – 74 / 34

2020 SALES BREAKDOWN BY SEGMENT (in % / EUR million)



a
Construction/Infrastructure –
24.6 / 384.0

b
Automotive Technology 17.3 / 269.2

c
Engineering – 23.7 / 370.0

d
Medical Engineering/Life Science –
9.1 / 142.1

e
Metals Technology 25.3 / 393.6

Goals

- Profitable Growth
- Value Enhancement
- Balanced Portfolio Structure

Added Value

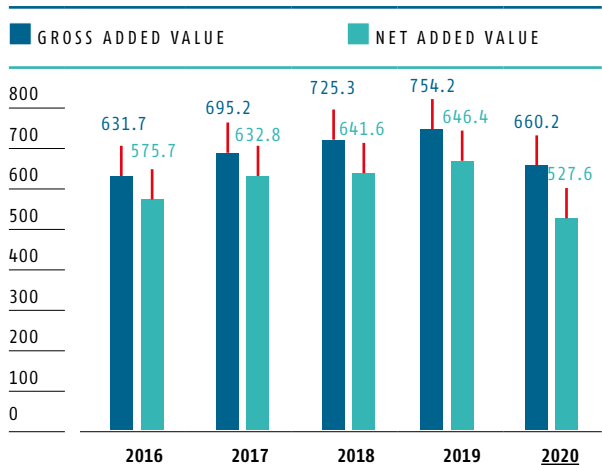
BUSINESS PERFORMANCE (in EUR million)

	2020	2019
Revenue	1,558.6	1,742.8
Other operating income	22.1	34.4
Own work capitalized	6.4	7.6
Change in inventories	-27.6	-22.9
Remaining income	1.5	1.0
Business performance	1,561.0	1,762.9

ADDED VALUE (in EUR million)

	2020	2019
Business performance	1,561.0	1,763
Cost of materials	-690.1	-782.4
Other operating expenses	-210.7	-226.3
Gross added value	660.2	754.2
Depreciation/amortization	-132.6	-107.8
Net added value	527.6	646.4

DEVELOPMENT OF ADDED VALUE IN 2020 (in EUR million)



UTILIZATION OF NET ADDED VALUE IN 2020 (in EUR million)

