



Stille

Surgical Perfection.  
For Life.

Oct 2024




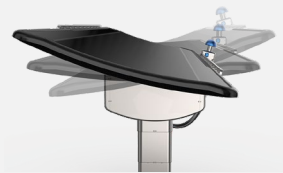
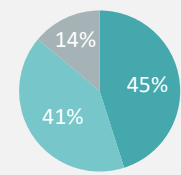
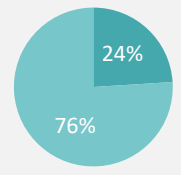
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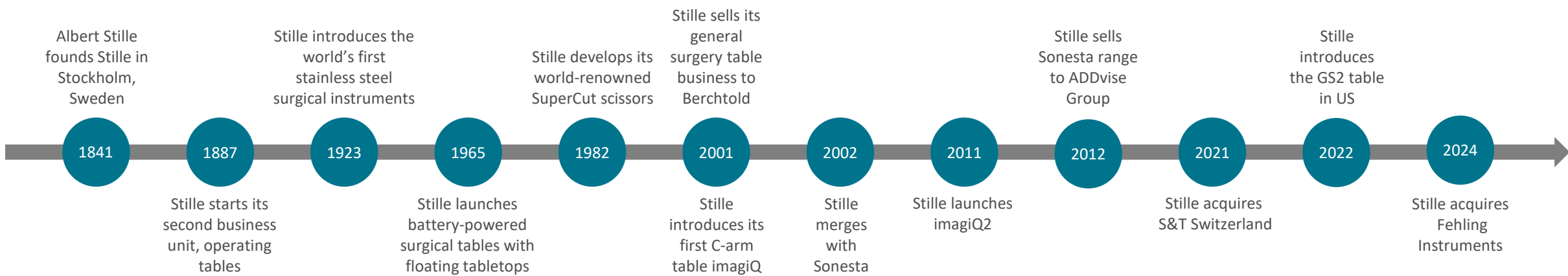
*Stille meets the clinical need when there is no room for compromise.*

*Stille offers market leading products with a focus on the cardiovascular, plastic and microsurgical disciplines. Clinical segments where product quality allows for premium pricing.*

# SPECIALISING IN NICHE SURGICAL INSTRUMENTS & TABLES

STILLE IN BRIEF	BUSINESS UNITS		KEY STATISTICS 2024	
<p>World leading manufacturer of premium surgical instruments and advanced surgical tables</p> <p>Product portfolio under the Stille group: Stille, S&amp;T, Fehling, imagiQ, Medstone, GS2</p> <p>Subsidiaries in US, Germany, Switzerland, Malaysia &amp; UAE</p> <p>Partnership with world leading healthcare companies</p> <p>Strong global distribution channels</p> <p>Publicly traded on Nasdaq OMX First North (STIL.SE) with long term institutional shareholder base</p>	<p><b>Surgical instruments</b></p> 	<p><b>Advanced surgical tables</b></p> 	<p>Headquarters</p>	<p>Torshälla, Sweden</p>
	<p><b>Sales by geography</b> FY 2023</p>  <p>■ US ■ EMEA ■ RoW</p>	<p><b>Sales by product group</b> H1 2024</p>  <p>■ Tables ■ Instruments</p>	<p>Revenues<sup>1</sup></p>	<p>SEK 487m</p>
			<p>Organic sales growth<sup>2</sup></p>	<p>12,0%</p>
			<p>Gross margin<sup>3</sup></p>	<p>49,8%</p>
			<p>EBITDA (adj) margin<sup>3</sup></p>	<p>24,3%</p>
			<p>Market Cap (30/9)</p>	<p>SEK 1 950m</p>
			<p>No employees</p>	<p>151</p>

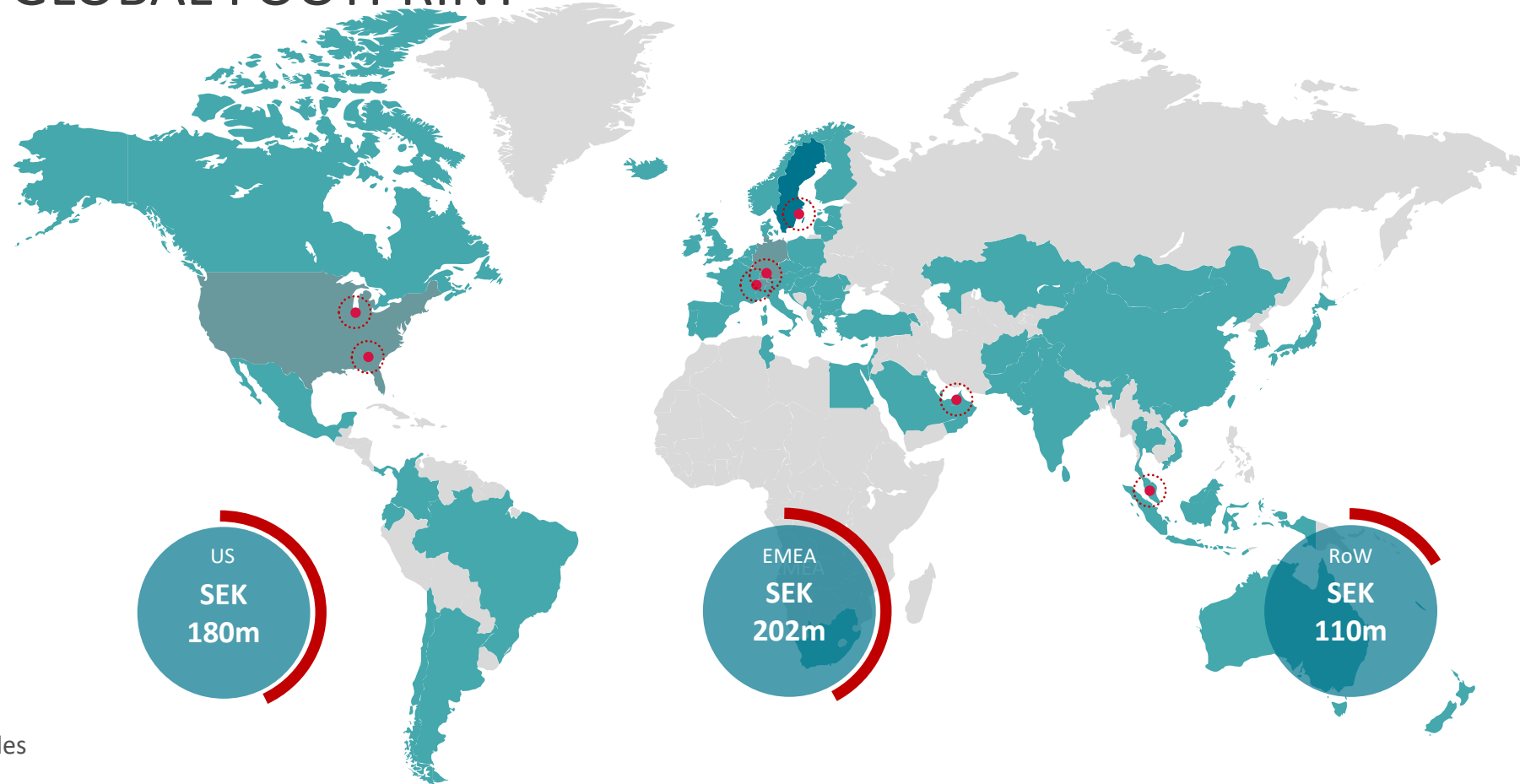
## Trusted by generations of surgeons



<sup>1</sup> Stille Sept 2024 LTM + Fehling Q1-Q3; <sup>2</sup> Legacy Stille Sept 2024 LTM; <sup>3</sup> Acc Q3 2024



# STILLE'S GLOBAL FOOTPRINT



- Direct sales
- Distributor sales
- Hybrid sales

## LOCAL OFFICES



Sweden	HQ, R&D & production
USA	Sales & assembly
Germany	Sales & R&D
Switzerland	Sales & production
UAE & Malaysia	Sales

## MAIN PARTNERS



## DISTRIBUTORS

> 95

Note: Stille FY 2023 + Fehling LTM (06/2023) from press release Nov 29<sup>th</sup>, 2023.

# STILLE'S COMMITMENT TO PREMIUM QUALITY SPANS CENTURIES

” *At the heart of our operations, manufacturing stands as the cornerstone of Stille’s business. Stille is the only medical instrument manufacturer in the world that produces handcrafted instruments from tubular steel in the company’s own forge.*



**+3,000**

m<sup>2</sup> production facilities

**3**

manufacturing sites

**c.70**

production employees

**>65,000**

instruments made each year

**60**

steps to reach a final instrument

*Manufacturing is supported by the collective strength of Stille’s various departments including:*

## R&D

Dedicated, highly experienced teams and development collaborations with leading C-arm providers such as GE and Ziehm

Track-record of surgical table innovation with True Free Float® technology

## QUALITY & REGULATORY

Quality Management System, ISO 13485:2016 and FDA (QSR 820)

Transition to MDR on track for certification 2027



# DRIVING GROWTH WITH CLEAR STRATEGIC OBJECTIVES



1

## PRODUCT LEADERSHIP

Premium offering within cardiac, cardiovascular, micro, neuro, plastic and spine surgery disciplines



2

## MARKET EXPANSION

Continuous growth and sales development with strategic partners  
Maintain and develop strong global sales and service channels



3

## OPERATIONAL EXCELLENCE

Efficient and scalable manufacturing processes  
Continuous improvement of operational expenditures  
Continuous investment in R&D



4

## ACQUISITIONS

Additional growth through strategic acquisitions of products & sales channels

# STILLE OFFERS A PREMIUM & DIVERSIFIED SURGICAL PORTFOLIO

## SURGICAL INSTRUMENTS

Stille's craftsmanship and unique manufacturing process yields instruments of unparalleled quality



## C-ARM TABLES




Stille's C-arm tables, developed for specialized use during minimally invasive surgery, are among the most advanced operating tables in the world



# BRIEF INTRODUCTION TO SURGICAL INSTRUMENTS

Stille offers a wide range of premium instruments with exceptional quality. Focus is on select attractive clinical niches and segments where Stille offers unique value to its customers and maintains premium pricing power

Products are developed in close cooperation with leading surgeons, based on the latest innovate technologies. Stille’s surgical instruments are sold through a global network of professional distributors.

STILLE’S PREMIUM BRANDS		
 <p>Stille specializes in premium, highly-durable, hand-crafted instruments</p> <p>Product catalogue of &gt; 1,000 unique surgical instruments, including &gt; 200 varieties of scissors</p> <p>Categories include scissors, clamps, forceps, retractors &amp; skin hooks and more</p>	 <p>S&amp;T focuses on premium microsurgical instruments</p> <p>Product catalogue of 400 different micro surgical instruments</p> <p>State-of-the-art product lines ranging from forceps, to needle holders, scissors, vessel clamps as well as special instrumentation</p>	 <p>Fehling offers state of the art products focused on neuro, spine and cardiac surgery</p> <p>Developments in fast growing segments</p> <p>Minimally Invasive Cardiac Surgery (MICS) and Video Assisted Thoracic Surgery (VATS)</p>



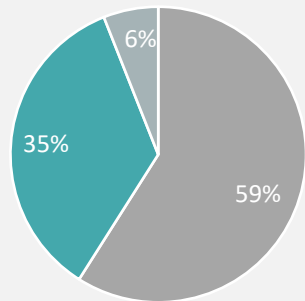
” *Stille scissors are very precise and very reliable. They perform better than any other scissor. It’s really the perfect scissor. An extremely precise instrument is no longer a luxury, it is a necessity.*

UNIQUE HAND-CRAFTED MANUFACTURING PROCESS	INTRUMENT CARE & EDUCATION PROVIDER	PREMIUM PRODUCT OFFERING
FOCUSED ON DEMANDING NICHE SPECIALTIES	AMONG TOP GLOBAL RECOGNIZED MEDTECH BRANDS	~100,000 INSTRUMENTS SOLD EACH YEAR

# SALES DISTRIBUTION OF SURGICAL INSTRUMENTS

## PRODUCT TYPE

% of 2023 sales (SEK 360m) <sup>1</sup>

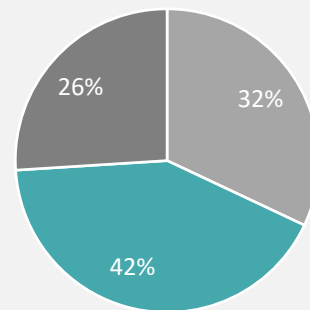


- Traditional instruments
- Micro instruments
- MICS

*Stille's product portfolio includes premium instruments such as scissors, forceps, artery forceps, clamps and dilators, both for general as well as for microsurgery.*

## GEOGRAPHY

% of 2023 sales (SEK 360m) <sup>1</sup>

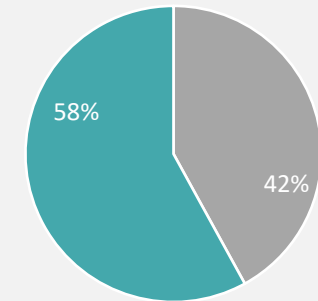


- US
- EMEA
- RoW

*Stille instruments have strong market share in EMEA and significant growth potential in attractive regions like US.*

## SALES CHANNEL

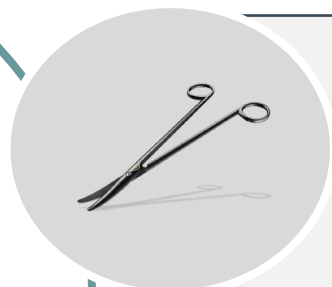
% of 2023 sales (SEK 360m) <sup>1</sup>



- Direct
- Distributors

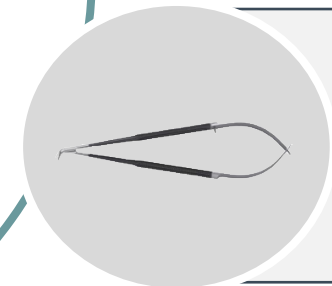
*Stille has a robust global network of esteemed distributors combined with direct sales channels in selective key markets, with the potential to expand further.*

# MARKET OPPORTUNITES SURGICAL INSTRUMENTS



## MARKET CONSOLIDATION PAVES THE WAY FOR ACQUISITION OPPORTUNITIES

*The instrument market is fragmented with numerous small and medium-sized companies across various regions, often focusing on niche high-growth surgical segments – Stille is well positioned to capitalize on the consolidation opportunity.*



## CAPTURING HIGHER MARGINS: SELECTIVE TRANSITION FROM DISTRIBUTOR TO DIRECT SALES

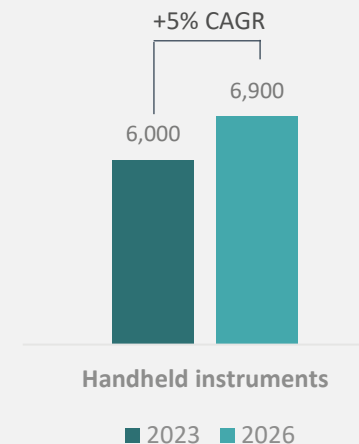
*Stille focuses on clinical segments where product quality allows for premium pricing – opportunity to shift from distributor led sales model to direct sales as volumes grow, capturing distributor margins.*



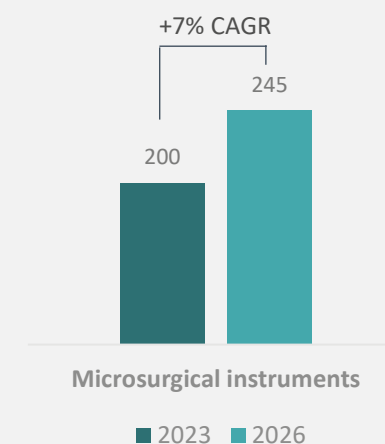
## MARKET TRENDS & DRIVERS:

- > Higher demands on instrument quality and precision in premium, high-end clinical niches including plastics, vascular, cardiothoracic, selected neuro / spine and microsurgery segments
- > More focus on sustainability to reduce hospitals' environmental impact (e.g., single use scissors vs. high quality scissors)
- > Increased prevalence of MIS and robotic surgeries
- > Increased number of surgical procedures done overall
- > Key competitors vary by segment and specialty and include B.Braun, Symmetry, Integra, Steris and Scanlan

Handheld instruments global market (USD m)



Microsurgical instruments global market (USD m)






# BRIEF INTRODUCTION TO SURGICAL TABLES

Stille’s market leading C-arm tables are specifically designed for minimally invasive procedures where precision and high-quality imaging are critical.

The product range is developed in close cooperation with leading surgeons, based on latest innovate technologies.

Stille’s surgical tables are sold through a global network of distributors & world leading C-arm providers.

IMAGIQ	MEDSTONE	GS2
 <p>True Free Float® technology enabling full flexibility, and cutting operating times by up to 40%</p> <p>Carbon fiber top enabling higher image quality and lower radiation dose on patient and surgeon</p>	 <p>C-arm surgical imaging tables enhancing efficiency during procedures at an economical price</p> <p>Vast selection of models supporting an extensive array of surgical interventions</p>	 <p>Premium mobile general surgery table, used across a wide spectrum of procedures</p> <p>GE Healthcare is the exclusive distributor, selling GS2® with their OEC C-arms in the US</p>



” *The True Free Float technology offered by Stille gives total freedom of movement and control, which both reduce procedure time as well as enhance procedure efficiency.*

STRONG GLOBAL SALES NETWORK	INTEGRATED SOLUTIONS WITH WORLD-LEADING C-ARM PROVIDERS	PRODUCT LEADERSHIP
IN-HOUSE PRODUCTION & R&D	SUB-ASSEMBLY OPERATIONS IN US	INSTALLED BASE OF >3000 TABLES

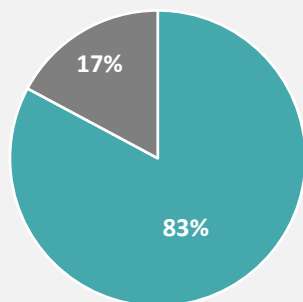


# SALES DISTRIBUTION OF SURGICAL TABLES



## PRODUCT TYPE

% of 2023 sales (132 MSEK)

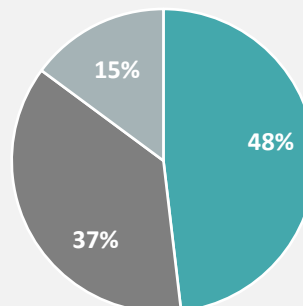


- Advanced Radiolucent Tables
- Other Tables

*Stille's advanced imaging tables are tailored for minimally invasive procedures e.g., endovascular and cardiovascular surgery*

## GEOGRAPHY

% of 2023 sales (132 MSEK)

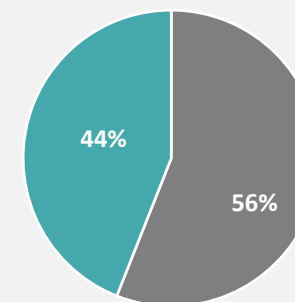


- US
- EMEA
- RoW

*Majority of Stille's Table revenue is generated from the US, the world's largest and most attractive surgical table market*

## SALES CHANNEL

% of 2023 sales (132 MSEK)



- Partners
- Distributors

*A balanced mix of partners and distributors enables global access to customers and ability to ensure a competitive offering*

# MARKET OPPORTUNITES SURGICAL TABLES

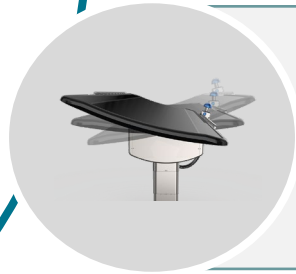


imagiQ2 / GE Healthcare



## UNLOCKING NEW BUSINESS OPPORTUNITIES IN HIGH-GROWTH, HIGH-PROFIT SEGMENTS

Stille leads the market through in-house development and partnerships with leading C-arm manufacturers. Innovations in technology and software, as well as increased requirements for versatility and functionality, will drive new business opportunities and expansion into new high-growth clinical segments.



## SCALING SALES GROWTH WITHOUT PROPORTIONAL COST INCREASES

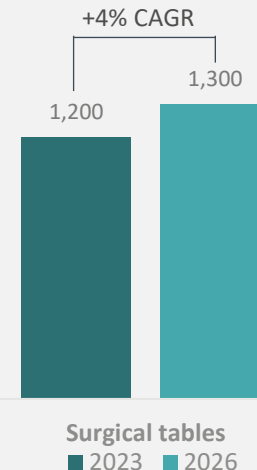
Stille's surgical tables are complementary to C-arms. C-arm providers sell a combined solution, limiting the need for Stille to maintain an expensive sales and marketing organization. Increased sales volumes will thereby quickly generate increased profit.



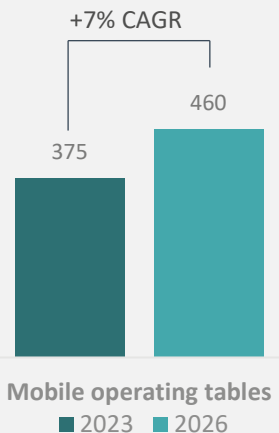
## MARKET TRENDS & DRIVERS:

- > Global market for fluoroscopy and C-arms reached approx. USD 2.6bn in 2022, and is estimated to grow between 5-6% annually by 2028
- > Shift of clinical procedures from the hospital environment into outpatient surgery centers and office-based facilities
- > Move towards flexible, mobile and hybrid operating rooms, utilized for many different clinical purposes, requires versatile mobile surgical imaging tables that are compatible with multiple accessories
- > Growing cost of ownership and demand for one-stop-shop delivery promoting strategic portfolio alliances

Surgical tables global market (USD m)



Mobile operating tables global market (USD m)



# UNLOCKING GROWTH POTENTIAL THROUGH ACQUISITIONS

” *During its history, Stille has undertaken several M&A activities to grow its reach and capabilities. The S&T acquisition highlights Stille’s potential for inorganic growth and competence in deal execution.*

## CASE STUDY: SUCCESSFUL ACQUISITION OF S&T AG in 2021

### S&T OVERVIEW

- S&T is a **Swiss, family-owned company** that develops, manufactures and sells microsurgical instruments in the **absolute premium segment**
- Founded in 1966, with HQ and manufacturing site in Neuhausen, Switzerland, and 20 FTEs
- **Pioneer in microsurgical needle suture combinations**, first to manufacture such tools in smaller dimensions
- **Lifetime warranty on all instruments**
- **World leading developer of surgical instruments for the growing “Super Micro” sector**, enabling operations on vessels down to 0.3 mm in diameter
- **Global network of ≈ 50 distributors**, with the US, UK and Germany being the most important markets

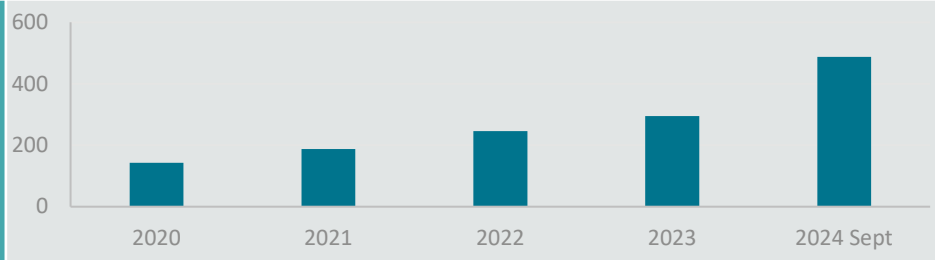
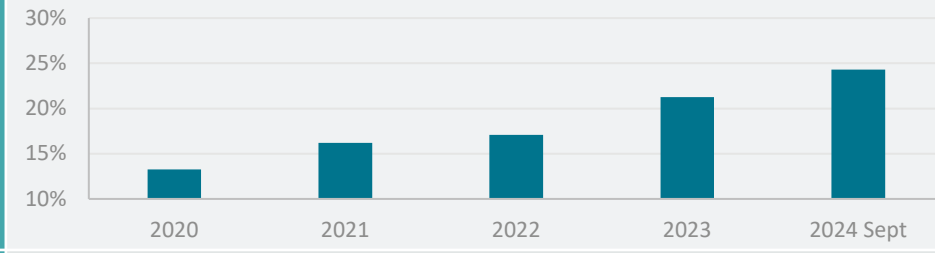
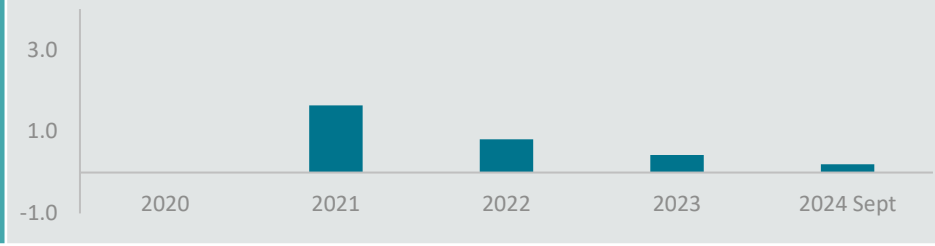
### ACQUISITION RATIONALE

- **Complementary to Stille’s portfolio of premium, differentiated, and high-quality surgical instruments**
- Similar DNA to Stille’s – a **well-known brand**, with **established sales channels** in the DACH region
- **Attractive profitability and growth** while serving a niche segment
- **S&T demanded an established and well-known acquirer**, with long-standing history within surgical instruments
- Through the acquisition, **Stille increased its presence in high-value markets**, and extended its portfolio into a relevant and growing segment

### TRANSACTION DETAILS

- At the time of the acquisition, S&T’s turnover was **CHF 6.1m** with an adjusted **EBITDA of CHF 1.6m**
- The size of the acquisition was **CHF 11.5m**, paid as follows:
  - CHF 6m paid in cash financed through Stille’s existing liquidity and bank loans
  - CHF 2.5m through shares issued in kind
  - Earnout payment of a maximum of CHF 3m after 18 months of the acquisition based on the achievement of certain company goals
- After the acquisition, **S&T continues its operation as a standalone subsidiary of Stille**
- Through the S&T acquisition, **Stille’s Surgical Instruments business unit doubled in size**

# FINANCIAL KPIs & CURRENT PERFORMANCE

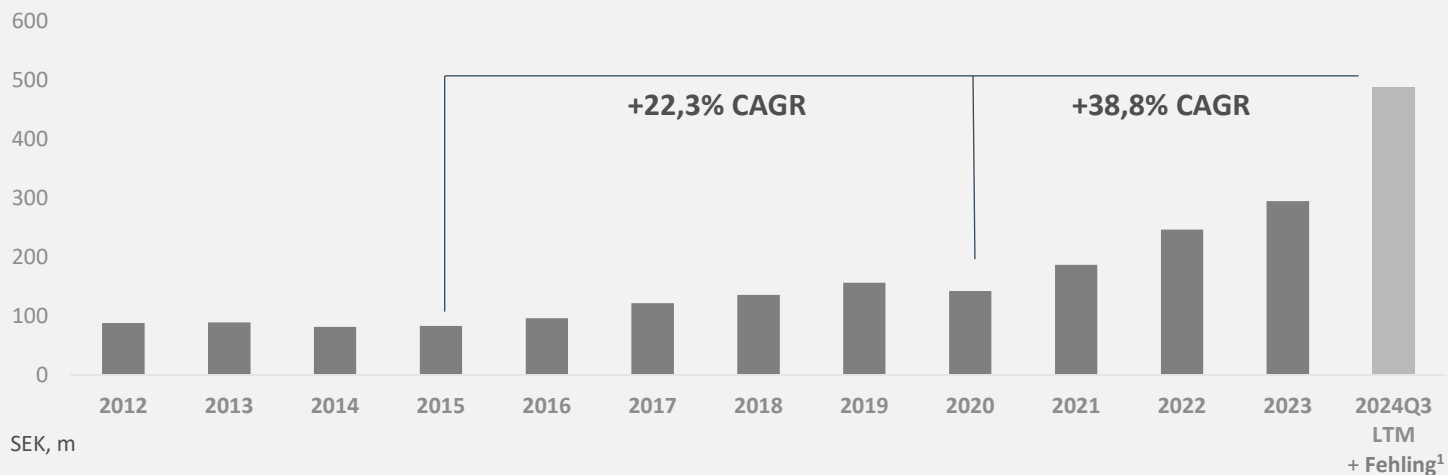
	OBJECTIVE	ACTUAL 2024	ACTUAL 2020-2024 <sup>3, 4</sup>
ORGANIC SALES GROWTH <sup>1</sup>	> 10%	12,0%	
EBITDA <sup>2</sup>	> 25%	24,3%	
NET DEBT/EBITDA <sup>2</sup> (Long term)	< 3	0,2	

Note: 1) Latest 12 months excluding Fehling; 2) Excluding one-time costs; 3) Including Fehling 2024 Q1-Q3; 4) Including S&T from 8/7-2021.

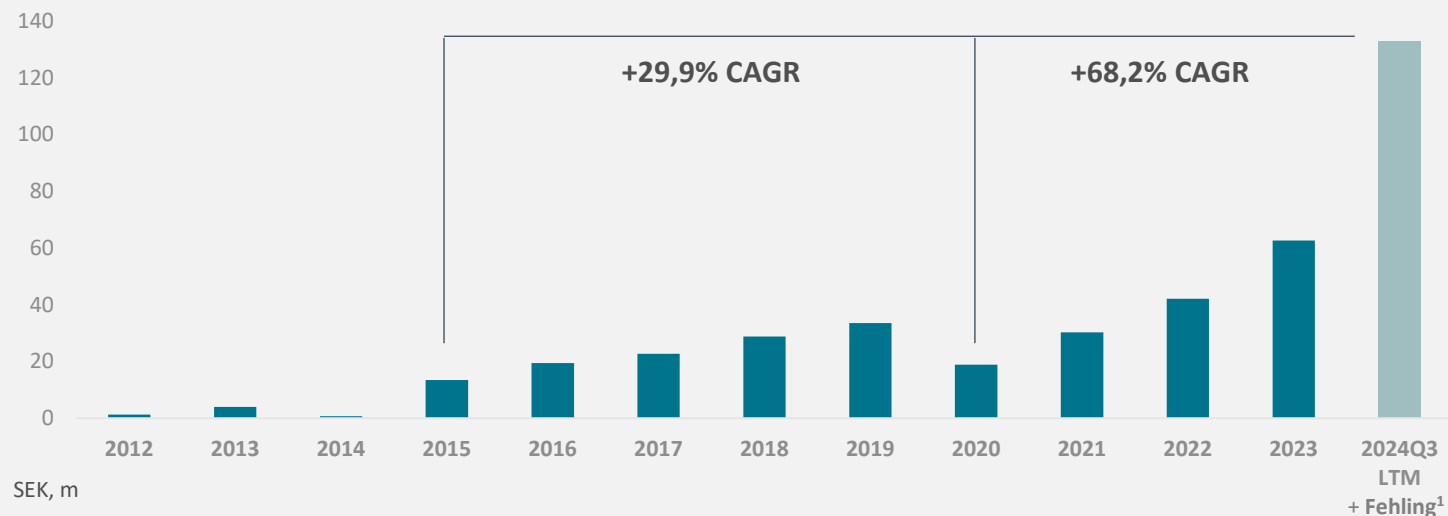


# SALES AND PROFITABILITY DEVELOPMENT

## SALES DEVELOPMENT



## EBITDA DEVELOPMENT (adj)



## FINANCIAL HIGHLIGHTS

*Strong long-term profitable growth in both business units*

*Reduced OPEX ratio vs sales, 28% 2023 vs. 35% FY 2021*

*2024 Stille Group EBITDA% (adj) 24,3%*

<sup>1</sup> Legacy Stille 2024Q3 LTM + Fehling 2024 Q1-Q3

# MANAGEMENT TEAM AND BOARD OF DIRECTORS



**Torbjörn Sköld**  
CEO



**Niklas Carlén**  
CFO



**Markus Spingler**  
Business Unit Manager  
Surgical Instruments



**Johan Lundholm**  
Business Unit Manager  
Surgical Tables



**Brian Anderson**  
General Manager  
Stille US



**Gerald Fehling**  
General Manager  
Fehling



**Lars Kvarnhem**  
Chairman



**Victor Steien**  
Board Member



**Jens Viebke**  
Board Member



**Yonna Olsson**  
Board Member



**Per Carlsson**  
Board Member



**Sirpa Mäkipää**  
Board Member



# TOP 10 SHAREHOLDERS

Name	Total Shares <sup>1</sup>	Votes %
1. Impilo AB	2 056 075	22,9%
2. Linc AB	2 056 075	22,9%
3. SEB Funds	579 068	6,4%
4. Lannebo Funds	558 031	6,2%
5. ShapeQ GmbH	418 884	4,7%
6. Aktia Asset Management	380 353	4,2%
7. Berenberg Funds	357 426	4,0%
8. Ramhill AB	328 145	3,7%
9. Avanza Pension	207 399	2,3%
10. Fondita Fund Management	180 000	2,0%
<b>Top 10 largest shareholders</b>	<b>7 121 456</b>	<b>79,3%</b>
<b>Total number of shares</b>	<b>8 985 447</b>	<b>100 %</b>



Surgical perfection. For life.



# STILLE – LONG STANDING, TRUSTED SURGICAL SPECIALISTS

<b><i>A tradition of excellence</i></b>	<b>&gt;180 years of expertise and innovation, trusted by generations of surgeons</b>
<b><i>Unparalleled craftsmanship</i></b>	<b>Unique, premium offering in surgical tables and instruments of the highest quality standards</b>
<b><i>Niche market specialists</i></b>	<b>Strong global partner &amp; distributor network serving high-end, high-growth specialty segments, enabling premium pricing</b>
<b><i>Growth opportunities</i></b>	<b>Clear growth strategy for organic and inorganic growth, with focus on product leadership, market expansion, operational excellence, and acquisitions</b>
<b><i>Strong financials</i></b>	<b>Demonstrated financial performance with strong organic growth of 12,0%, gross margin of 49,8% and EBITDA margin of 24,3%</b>



Surgical perfection. For life.



# STILLE GROUP IN THIRD QUARTER 2024

” *Continued growth with improved gross margin and revised financial targets.*

## HIGHLIGHTS

- Net sales MSEK 127.9 (70.1), +82.4 percent, of which +7.4 percent was organic.
- The gross profit margin 51.8 percent (46.7).
- EBITDA\* margin 23.6 percent (22.1).
- Surgical Instruments sales MSEK 96.1 (38.2), +151.2 percent, of which +13.7 percent was organic.
- Net sales in Surgical Tables MSEK 31.8 (31.9), -0.2 percent.
- Revised financial targets:
  1. Organic growth >10%
  2. EBITDA\* >25%
  3. Net debt / LTM EBITDA\* over time <3
- Favorable conditions for value-creating acquisitions:

*“With MSEK 100 in cash, and a net debt / LTM EBITDA of 0.2, we have created a platform for future value-adding acquisition.”*



\*Before non-recurring items

**THANK YOU!**

