

Corporate Governance Report 2012

Indutrade applies the Swedish Code of Corporate Governance (the Code) since 1 July 2006. The Code is a component of self-regulation in Swedish industry and is based on the “comply or explain” principle. This means that companies that adhere to the Code can depart from individual rules, provided that they give an explanation for each departure. Indutrade has no departures to report for the 2012 financial year. The Corporate Governance Report has been reviewed by the Company’s auditors.

Delegation of responsibilities

Responsibility for management and control of the Group is delegated among the shareholders (via general meetings), the Board, its elected committees and the CEO in accordance with the Swedish Companies Act, other laws and regulations, applicable rules for listed companies, the Company’s Articles of Association and the Board’s internal governance documents.

Share capital and shareholders

The share capital amounts to SEK 40 million, divided among 40,000,000 shares with a share quota value of SEK 1. All shares have equal voting power. Indutrade, which was previously a wholly owned subsidiary of AB Industrivärden, was listed on the Stockholm Stock Exchange on 5 October 2005. At year-end 2012 Indutrade had 5,721 shareholders (5,025). The ten largest shareholders controlled 73% of the share capital. Swedish legal entities, including institutions such as insurance companies and mutual funds, held 78% of the share capital and votes at year-end. Foreign investors held 15% of the share capital and votes.

At year-end, two shareholders each controlled 10% or more of the share capital and votes:

- AB Industrivärden 36.8%
- L E Lundbergföretagen AB 13.8%

According to Ch. 6 § 2a of the Annual Accounts Act, listed companies are to provide disclosures about certain conditions that could affect opportunities to take over the company through a public takeover offer for shares in the company. No such conditions exist in Indutrade AB.

Articles of Association

Indutrade is a public company whose business is to “on its own or through subsidiaries, pursue trade in connection with the import and export of machines, raw materials and finished and semi-manufactured products as well as industrial necessities, including production, preferably within the plastics, mechanical and chemical industries, and activities compatible therewith.” The Board shall consist of a minimum of three and a maximum of eight directors, who are elected each year at the Annual General Meeting. Notices of general meetings of shareholders shall be made through advertisement in the Official Swedish Gazette (Post- och Inrikes Tidningar) and the Company’s website within the time frame prescribed by the Swedish Companies Act. An announcement shall be posted in the Swedish daily newspaper Dagens Nyheter that notice of the Annual General Meeting has been issued. In votes at general meetings of shareholders, there is no limitation on the number of votes for represented shares.

General meetings of shareholders

General meetings of shareholders are Indutrade’s highest governing body. At the Annual General Meeting (AGM), which is held within six months after the end of each financial year, the income statement and balance sheet are adopted, the dividend is set, the Board and auditors (where applicable) are elected, their fees are determined, other items of legally ordained business are conducted, and decisions are made on proposals submitted by the Board and shareholders.

All shareholders who are registered in the shareholder register on a specified record date and who have notified the Company in due time of their intention to participate at the general meeting are entitled to attend the meeting and vote for the total number of shares they have. Shareholders can be represented by proxy. More information about the 2013 AGM is provided on page 74 of this Annual Report and on the Company’s website.

The notice of the AGM scheduled for 6 May 2013 is expected to be published on 5 April 2013 in the Official Swedish Gazette and on Indutrade’s website. The notice will include a detailed proposed agenda including proposals for the dividend, the election of directors, directors’ fees (broken down by the Chairman and other directors), auditors’ fees, and proposed guidelines on compensation of the Company’s senior executives.

2012 Annual General Meeting

At the AGM on 3 May 2012, shareholders representing 72.1% of the shares and votes were in attendance. Attorney Klaes Edhall was appointed to serve as AGM chairman. At the AGM, the annual report and audit report were presented. In connection with this, Chairman of the Board Bengt Kjell provided information on the work of the Board and reported on the guidelines for compensation of the executive management and on the work of the Audit and Remuneration

Committees. In addition, CEO Johnny Alvarsson gave an address reviewing Indutrade's operations in 2011. The auditors reported on their audit work and presented relevant parts of their audit report for 2011.

The 2012 AGM made the following resolutions:

- to adopt the financial statements for 2011
- to set the dividend at SEK 6.75 per share
- to discharge the members of the Board of Directors and the President from liability for the past financial year
- to re-elect directors Eva Färnstrand, Bengt Kjell, Martin Lindqvist, Ulf Lundahl, Mats Olsson and Johnny Alvarsson, and to elect Krister Mellvé as a new director
- to re-elect Bengt Kjell as Chairman of the Board
- in accordance with the Nomination Committee's recommendation, that the Nomination Committee shall consist of representatives of four of the largest shareholders in terms of votes as well as the Chairman of the Board until the composition of the next year's nomination committee has been publicly announced
- that the Nomination Committee's composition shall be based on ownership data as per 31 August 2012 and announced not later than six months before the Annual General Meeting
- in accordance with the Board's recommendation, that Indutrade shall apply compensation levels for senior executives which mainly shall consist normally of a fixed and variable portion, shall be in line with the going rate in the market, and shall be commensurate with the executives' level of expertise, responsibility and performance.

Members of the Board of Directors

Indutrade's board of directors, which is elected by the AGM, consists of seven members including the President and CEO. Indutrade has not set any specific age limit for the board members, nor any term limit for how long a director may sit on the Board. Except for Michael Bertorp, the board members elected by the 2011 AGM were re-elected by the 2012 AGM. In addition, Krister Mellvé was elected as a new director.

The Chairman of the Board, Bengt Kjell, is a former Executive Vice President of Industrivärden and is currently CEO of AB Handel och Industri. Eva Färnstrand is a former Site Manager at Södra Cell Mönsterås and is currently Chairman of Profilgruppen and Infranord. Martin Lindqvist is President and CEO of SSAB and has previously served in other executive positions in the SSAB Group. Ulf Lundahl is an Executive Vice President of L E Lundbergföretagen. Krister Mellvé has been active in the Robert Bosch Group. Mats Olsson is Chairman of Know IT and has been active in Investment AB D Carnegie, among other companies. Johnny Alvarsson is President and CEO of Indutrade.

A presentation of the current assignments of the members of the Board can be found on page 27 of this Annual Report. The Company's CFO serves as company secretary. Other executives participate at board meetings in a reporting role when necessary.

All of the directors, except for Johnny Alvarsson, are independent in relation to Indutrade. Johnny Alvarsson, Eva Färnstrand, Bengt Kjell, Martin Lindqvist, Krister Mellvé and Mats Olsson are independent in relation to Indutrade's major shareholders. The Board thereby meets the requirement that at least two of the directors who are independent in relation to the Company shall also be independent in relation to the major shareholders. Only one director, Johnny Alvarsson, has an operational role in the Company.

ATTENDANCE AT BOARD AND COMMITTEE MEETINGS IN 2012

Board member	Year Elected	Board meetings	Remuneration committee	Audit committee	Independent in relation to company	Independent in relation to major shareholders
Johnny Alvarsson	2004	12			No	Yes
Eva Färnstrand	1998	12		3	Yes	Yes
Bengt Kjell (Chairman of the Board)	2002	12	4	3	Yes	Yes
Martin Lindqvist	2011	11		3	Yes	Yes
Ulf Lundahl	2006	11	4	2	Yes	No
Krister Mellvé ¹⁾	2012	7		2	Yes	Yes
Mats Olsson	2010	11		2	Yes	Yes
1) Elected at 2012 AGM						

The work of the Board of Directors

Each year, the Board adopts a written work plan that governs the Board's work and its internal delegation of duties including the committees, decision-making procedures within the Board, meeting procedure and duties of the Chairman. The Board has also issued instructions for the CEO and instructions on financial reporting to the Board.

In addition, the Board has adopted numerous policies, including a finance policy and an investment policy.

The Board is responsible for the Company's organisation and for the administration of its affairs. This entails ensuring that the organisation is suited for its purpose and designed in such a way so as to ensure satisfactory control of its bookkeeping, treasury management and financial conditions in general. In addition, the Board is responsible for ensuring that the Company has satisfactory internal control and continuously evaluates the extent to which the Company's system for internal control works. The Board is also responsible for developing and following up the Company's strategies by drawing up plans and setting objectives. The Board oversees and evaluates the CEO's and operative management's work on a continuous basis. This particular matter is addressed yearly without any members of the executive management present.

In accordance with the adopted work plan, the Board holds at least five regular meetings each year, including the statutory meeting after the AGM, and on any other occasions when demanded by the situation.

In 2012 the Board held a total of twelve meetings including the statutory meeting. The Board conducted its work in 2012 in accordance with the Board's work plan. Matters requiring special attention by the Board during the year pertained to strategy, finance and acquisitions.

As part of the Board's work during the year, a number of subsidiary presidents and all of the business area presidents gave in-depth presentations of their businesses.

All decisions made by the Board during the year were unanimous.

The Chairman's role

The Chairman organises and leads the work of the Board to ensure that it is carried out in compliance with the Swedish Companies Act, other laws and regulations, applicable rules for listed companies (including the Code), and the Board's internal governance documents. The Chairman monitors business activities through regular contact with the CEO and ensures that the other directors are provided with adequate information and decision-making documentation. The Chairman is also responsible for making sure that an annual evaluation is conducted of the Board's and the CEO's work and that the results of this evaluation are presented to the Nomination Committee. The Chairman represents the Company on ownership matters.

Remuneration Committee

The Board has appointed a remuneration committee consisting of the Chairman, Bengt Kjell, and one other director, Ulf Lundahl. The Remuneration Committee draws up "the Board's proposed guidelines for compensation and other terms of employment for senior executives". This proposal is discussed by the Board and submitted to the AGM for approval.

The Remuneration Committee attends to and conducts preparatory work for matters pertaining to compensation for members of the executive management, for decision by the Board. The Remuneration Committee thus conducts preparatory work and drafts a recommendation for decision regarding the terms of employment for the CEO. The CEO consults with the Remuneration Committee on the terms of employment for the other members of the executive management. The Remuneration Committee met on four occasions during the year.

Audit Committee

The Board has appointed an audit committee, consisting of the entire board except for the CEO. Mats Olsson is Audit Committee chair.

The Audit Committee has an oversight role with respect to the Company's risk management, governance and control, and financial reporting. The committee maintains regular contact with the Company's auditor to ensure that the Company's internal and external reporting satisfies the requirements made on market-listed companies and to discuss the scope and focus of auditing work. The Audit Committee evaluates completed audit activities and informs the Company's nomination committee about the results of its evaluation and assists the Nomination Committee on drawing up recommendations for auditors and fees for their auditing work. The Audit Committee held three meetings in 2012. At one of these meetings, two members were not present.

On two occasions in 2012 the committee performed reviews and received reports from the Company's external auditors. The auditors' reports did not give rise to any special action by the Audit Committee.

Directors' fees

Fees are payable to the Chairman of the Board and directors in accordance with a resolution by the AGM. The Chairman receives a fee of SEK 450,000, and the other directors receive a fee of SEK 225,000 each. However, no fee is payable to directors who are employed by a company within the Indutrade Group. The Audit Committee chair is paid a fee of SEK 50,000, while no special fee is payable for other committee work. Total fees payable pursuant to the AGM resolution amount to SEK 1,625,000.

Nomination Committee

On 3 May 2012 the AGM resolved that the Nomination Committee shall consist of representatives of four of the largest shareholders in terms of votes as well as the Chairman of the Board, who shall also convene the first meeting of the Nomination Committee. The member representing the largest shareholder shall be appointed as committee chair. The composition of the Nomination Committee ahead of the 2013 Annual General Meeting is to be based on ownership data as per 31 August 2012 and is to be publicly announced not later than six months prior to the AGM. The composition of the Nomination Committee ahead of the 2013 AGM was announced on 5 October 2012.

Ahead of the 2013 AGM, the Nomination Committee was composed of the following members:

- Anders Nyberg, Industrivärden (committee chair)
- Claes Boustedt, LE Lundbergföretagen
- Anders Algotsson, AFA Insurance
- Håkan Sandberg, Handelsbanken Pension Foundation, Handelsbanken Pension Fund and Handelsbanken Employee Foundation
- Bengt Kjell, Chairman of the Board of Indutrade.

The Nomination Committee held two meetings during the year, at which – among other items of business – the evaluation of the Board's work during the past year was presented and the Board's composition was discussed. The Nomination Committee is tasked with drawing up recommendations to be presented to the AGM for resolutions regarding a person to serve as AGM chairman, the Chairman of the Board and other directors, directors' fees, auditors' fees and, where applicable, election of the auditor, and the principles for the appointment of the new Nomination Committee.

Based on the results of the Board's evaluation and the current directors' availability for re-election – among other things – the Nomination Committee makes an assessment of whether the sitting board currently meets the requirements that will be made for the Board in view of the Company's situation and future orientation, or if the composition of expertise and experience needs to be changed.

Ahead of the 2013 AGM, the Nomination Committee has proposed the re-election of directors Bengt Kjell, Eva Färnstrand, Martin Lindqvist, Ulf Lundahl, Krister Mellvé, Mats Olsson and Johnny Alvarsson. Bengt Kjell has been nominated for re-election as Chairman of the Board. The Nomination Committee's proposal entails that the number of directors on the Board will be unchanged during the coming mandate period and that the Board will thereby have a total of seven members. A more detailed presentation of the members of the Board is provided on page 27 of this Annual Report.

Operating activities

The CEO is responsible for the administration of Indutrade's day-to-day affairs, which are managed by the Company's executive management team. The CEO's decision-making authority regarding investments and financing matters is governed by rules set by the Board.

President and CEO

Indutrade's President and CEO, Johnny Alvarsson, has been employed by Indutrade since 2004. He was CEO of Elektronikgruppen from 2001 to 2004, CEO of Zeteco AB from 1988 to 2000, and held various management positions at Ericsson from 1975 to 1987. Johnny Alvarsson owns 8,050 shares of Indutrade stock and 50,000 stock options issued by Industrivärden.

Auditors

At the 2010 Annual General Meeting, the chartered accounting firm PricewaterhouseCoopers AB ("PwC") was appointed as auditor for a term extending through the 2014 Annual General Meeting.

The auditors maintain regular contact with the Chairman of the Board, the Audit Committee and the executive management.

Lennart Danielsson, Authorised Public Accountant, is chief auditor and has been in charge of Indutrade's audits since 2006. He will be leaving his assignment as chief auditor in connection with the 2013 AGM. PwC intends to appoint Michael Bengtsson, Authorised Public Accountant, as the new chief auditor. In 2012 PwC had a total of 100 audit assignments for companies listed on Nasdaq OMX Stockholm and seven auditing assignments for companies listed on NGM Equity. Auditors' fees are reported in Note 13 on page 55 of the Annual Report.

Quarterly review by the auditors

During the 2012 financial year, Indutrade's nine-month interim report was reviewed by the external auditors.

INTERNAL CONTROL OVER FINANCIAL REPORTING

As prescribed by the Swedish Companies Act, the Board is responsible for internal control. This report has been prepared in accordance with the Annual Accounts Act and describes how the internal control over financial reporting is organised.

Control environment

Effective board work is the foundation for good internal control. The Board's work plan and the instructions for the CEO and the Board's committees ensure a clear delegation of roles and responsibilities to the benefit of effective management of risks in the Company's operations.

In addition, the Board has adopted a number of fundamental guidelines and policies designed to create the conditions for a good control environment. These include, among other things, a policy for social responsibility and environmental work, a policy for economic and financial reporting, a finance policy and an investment policy. These policies are followed up and revised as needed. The executive management continuously draws up instructions for the Group's financial reporting which, together with the policies adopted by the Board, are included in the Group's financial manual.

The Group has a joint reporting system that serves as the base for the Group's monthly reporting, consolidation work and earnings follow-up.

Risk assessment

The Company has implemented a structured process for assessing risks that could affect financial reporting. This is an annually recurring process and is evaluated by the Audit Committee and the Board.

Through this risk assessment it has been ascertained that the Group's structure, consisting of a multitude of standalone companies of varying size that are independent from each other in various sectors and geographic markets, entails a considerable diversification of risk. The risk assessment also covered the Group's income statement and balance sheet items to identify areas in which the aggregate risk for error and the effects of these would be greatest. The areas identified consisted primarily of revenue recognition, trade accounts receivable and inventories.

In addition, continuous risk assessment is conducted in connection with strategic planning, budgeting, forecasts and acquisition activities, aimed at identifying events in the market or operations that could give rise to changes in e.g., revenue streams and valuations of assets or liabilities.

Control activities

As from the start of 2013 the Group's companies are organised in five business areas. In addition to a business area president, the respective business area management teams include a controller. The controller plays a central role in analysing and monitoring the business area's financial reporting and in ensuring compliance by the companies in the business area with Group policies that have an impact on financial reporting. The Parent Company has additional functions for continuous analysis and monitoring of financial reporting by the Group, the business areas and subsidiaries. The Parent Company's finance department also initiates work on the annual self-assessment routine regarding the internal control over financial reporting. This is a process that involves several parts.

In this evaluation, the Group's companies have been grouped into three categories, based on the nature and scope of the respective companies' businesses. For each group of companies, a questionnaire for evaluation of internal control has been prepared based on the performed risk analysis. A minimum acceptable level of internal control has been determined for each respective group, which served as the baseline for the evaluation.

All companies owned by Indutrade at the start of 2012 were required to respond to the assessment questionnaire. The responses were compiled and evaluated per group of companies and for the Group as a whole. As a complement to this work, the auditors validated parts of the respective companies' completed questionnaires. Both the evaluation performed by the Company and the result of the auditors' validation have been reported and discussed with the Audit Committee. Feedback is provided to the companies in the Group where a need for improved routines has been identified. The overall evaluation of the assessment of internal control over the Group's financial reporting will serve as documentation for the subsequent years' self assessment and work on further strengthening internal control.

Information and communication

The Company's governing documents, consisting of policies, guidelines and manuals – to the extent that these pertain to financial reporting – are updated on a regular basis and communicated to the companies within the Group. Systems and routines have been established to provide management with reports on the results of operations and financial position in relation to set targets.

Monitoring

The Board conducts a monthly evaluation of business development, earnings, position and cash flow using a report pack containing comments on outcomes and certain key factors.

The Audit Committee has an oversight role regarding the Company's financial reporting, risk management, and governance and control. In addition, the Audit Committee maintains regular contact with the Company's auditors to ensure that the Company's internal and external reporting satisfies requirements made on market-listed companies and to monitor any observations that emerge from the audit.

INTERNAL AUDIT

The Company has a simple operative structure consisting primarily of small and medium-sized standalone businesses that are independent of each other, with varying conditions for internal control. Compliance with governance and internal control systems that have been drawn up by the Company is checked by the controllers on a regular basis at the business area and Parent Company level. In addition, the controllers perform continuing analyses of the companies' reporting and financial outcomes to verify their performance. Added to this is the routine for annual self assessment of internal control over the financial reporting. In view of the above, the Board has opted to not have any special internal audit function.