CAPITAL MARKETS DAY 2025

Indutrade

13:05	Strategic update	Bo Annvik
13:50	Financial update	Patrik Johnson
14:15	Q&A	Bo Annvik, Patrik Johnson
14:30	*Break*	
14:50	Acquisition strategy	Gustav Ruda, Andrea Imbriani, Richard Denlin
15:30	Business Area perspective	Joakim Skantze
16:00	Panel discussion	Anders Hegaard, Declan Field, Fredrik Alexandersson, Jan-Erik Larsson, Mårten Svanberg
16:30	Q&A and summary	Bo Annvik

Bo Annvik
President and CEO
Board member

Group Management

Göte Mattsson
Industrial & Engineering

Juha Kujala
Infrastructure & Construction

Joakim Skantze
Life Science

Per-Olow Jansson*
Process, Energy & Water

Peter Laveson
Technology & Systems Solutions

Patrik Johnson
CFO

Bo Annvik
President & CEO

Åsa Wirsenius
People & Sustainability

Gustav Ruda
Acquisitions & Business Development

*Will retire from 1 April 2026. Per Lidström appointed as new head of the business area

Group Management

Per Lidström
From April 2026
Senior Vice President, Process, Energy & Water

Education: M.Sc. in Chemical Engineering
Previous experience: CEO of Cibes Lift Group and senior positions in Seco Tools and Sandvik (Alleima).

Born: 1976

Strong performance last five years…

Net sales

32.3

Billion SEK, R12Q3

Organic growth

+5%

p.a. last 5 years

No of companies added

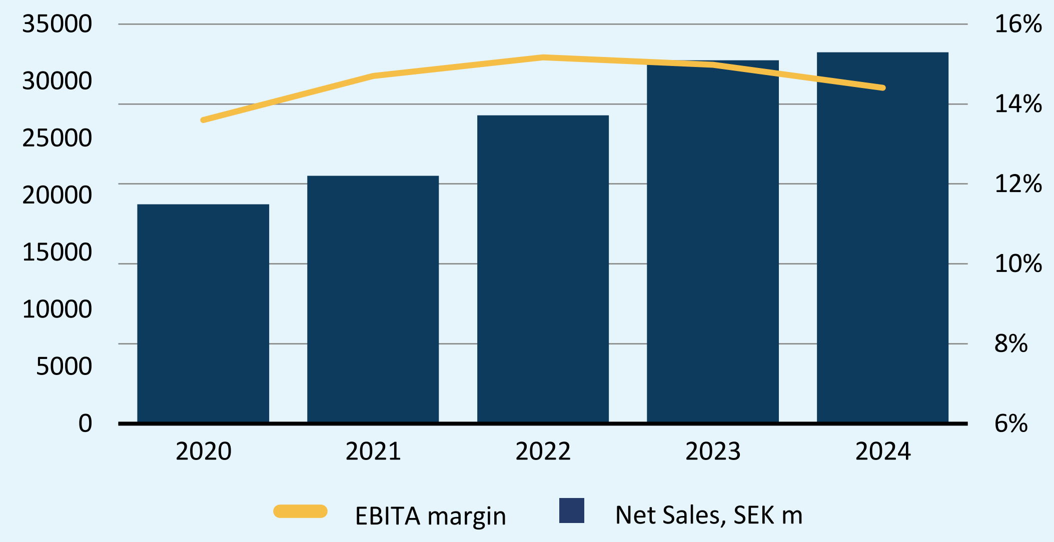
~70

2020-2024

EBITA margin

14.6%

5-year average



CAGR last 5 years:

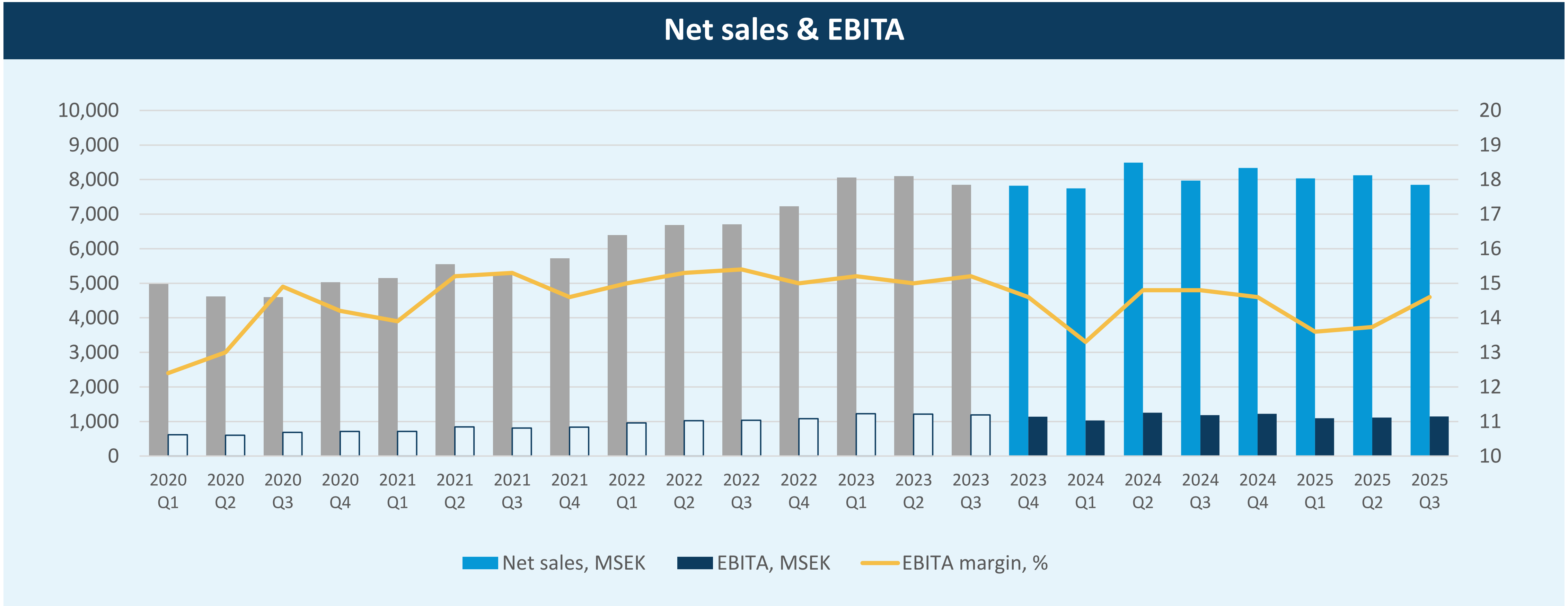
Sales

+12% p.a.

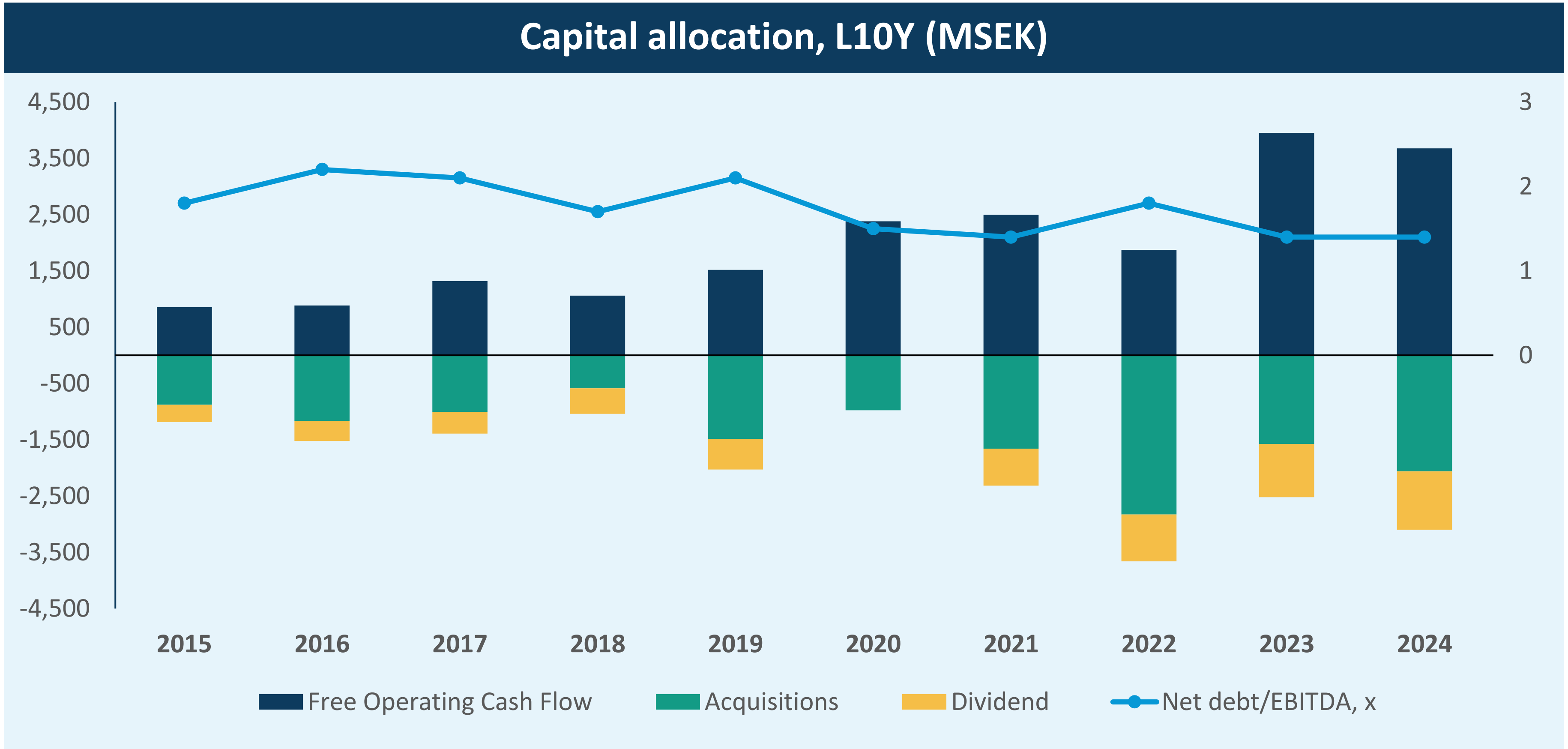
EBITA

+15% p.a.

…but a weaker demand impacting short term



The balancing act – successful capital allocation



Strong cash flows from our existing companies…

…enables company acquisitions at well-balanced valuations…

…and steadily growing dividends…

…while maintaining a stable and balanced risk profile.

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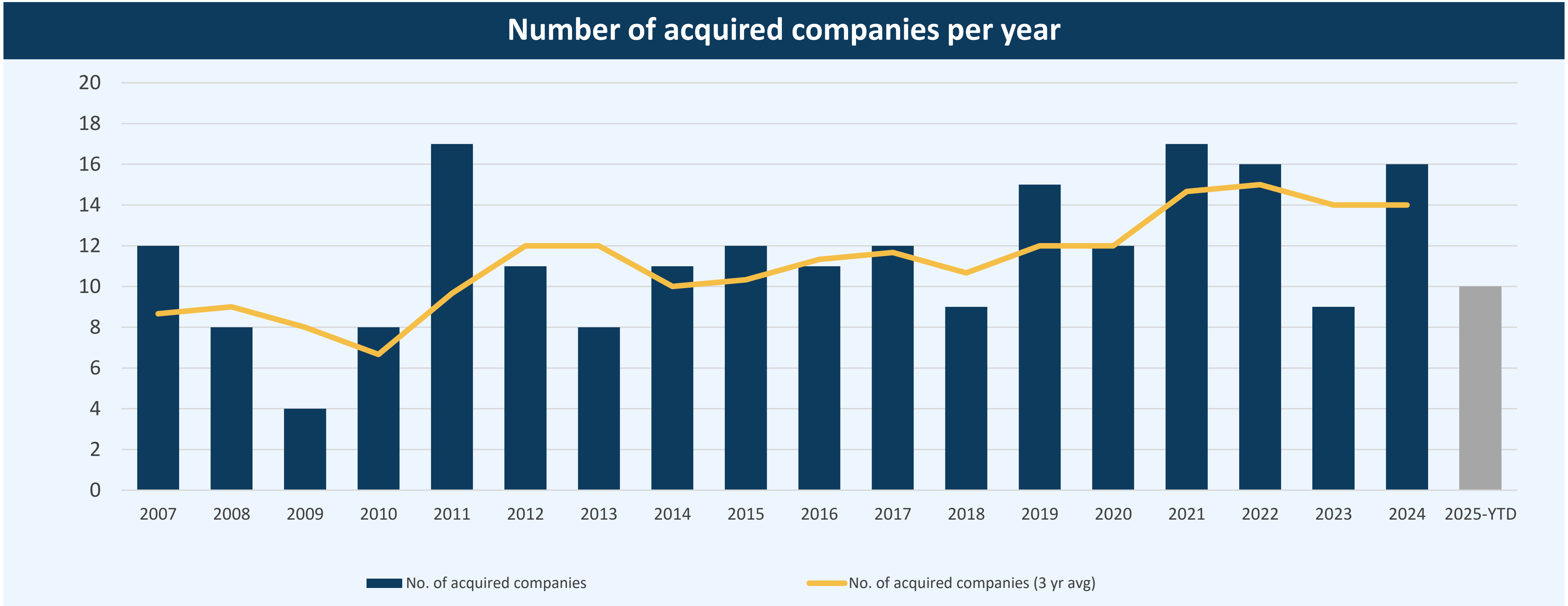
Gradually increased acquisition pace



Group evolution last 10 years

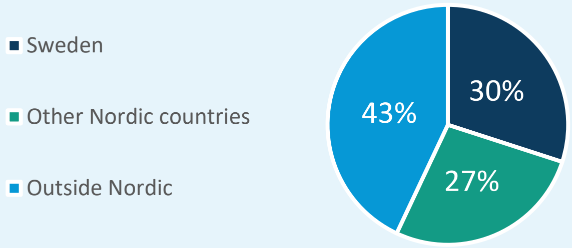
Share of net sales per category

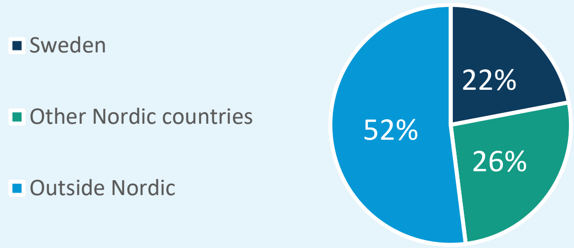
60% 40%

Technical trading companies **Companies with proprietary products**

57% 43%

Share of net sales per geographical region





Share of net sales, 10 largest companies

30%

19%

5 international Business Areas

Each Business Area is sector focused, addressing a distinct set of customer segments and technology/product areas

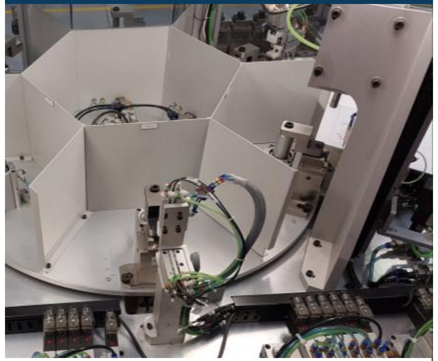
Industrial & Engineering

Infrastructure & Construction

Life Science

Process, Energy & Water

Technology & Systems Solutions



Strengthened conditions for organic and acquisitive growth

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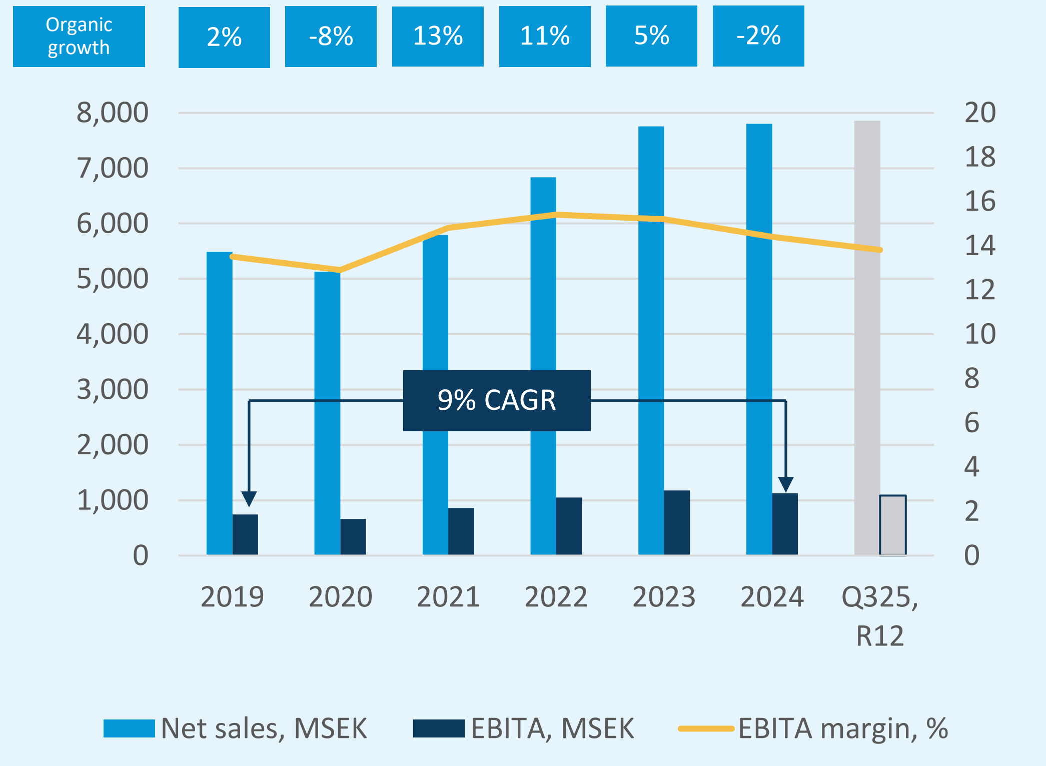
Industrial & Engineering

9
Business Segments

65
Companies

24%
Share of net sales, 2024

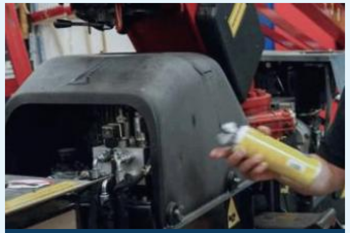
Net sales & EBITA

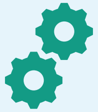


Product areas


Industrial components, filters, fasteners hydraulics and tools


Products and equipment for automation/ transmission


Chemical technology and consumables for industrial applications

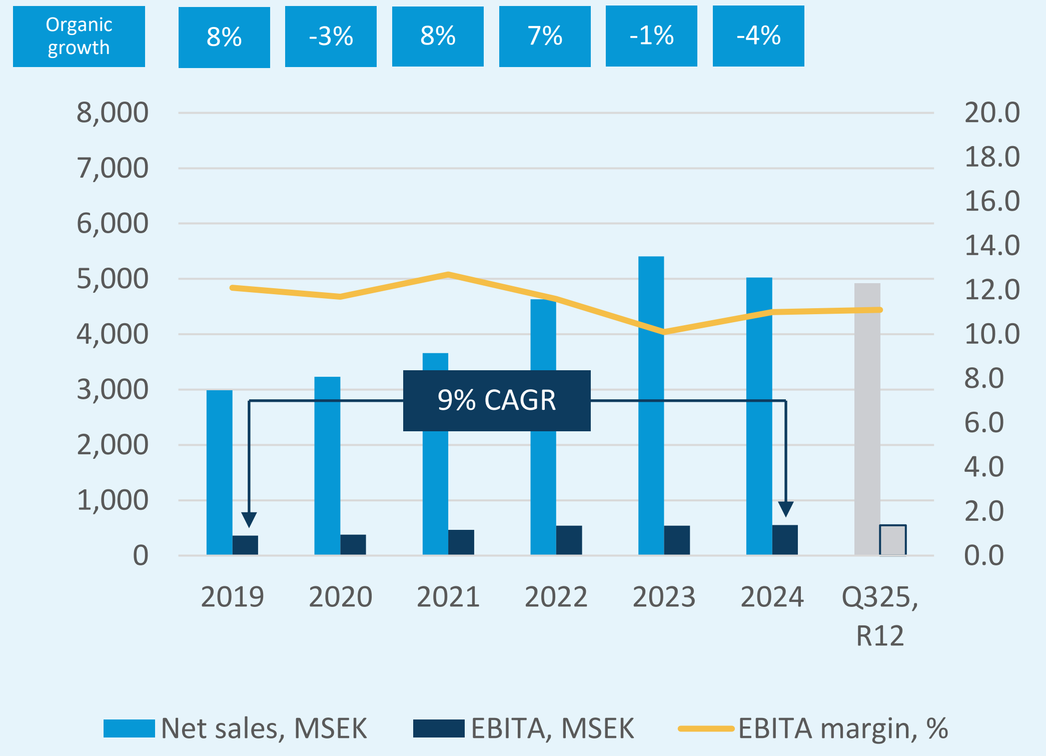

GENERAL MANUFACTURING


TRANSPORTATION


INFRASTRUCTURE CONSTRUCTION

Infrastructure & Construction

Net sales & EBITA



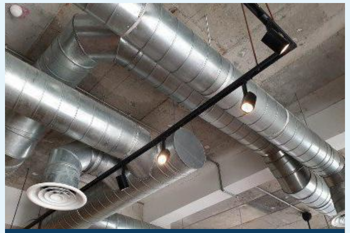
8
Business Segments

41
Companies

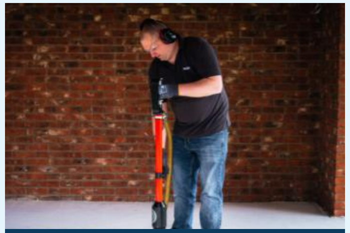
15%
Share of net sales, 2024

Product areas

Products for ground and infrastructure work



Input materials for buildings



Equipment, tools and consumables for construction companies

INFRASTRUCTURE

CONSTRUCTION

UTILITY DISTRIBUTION

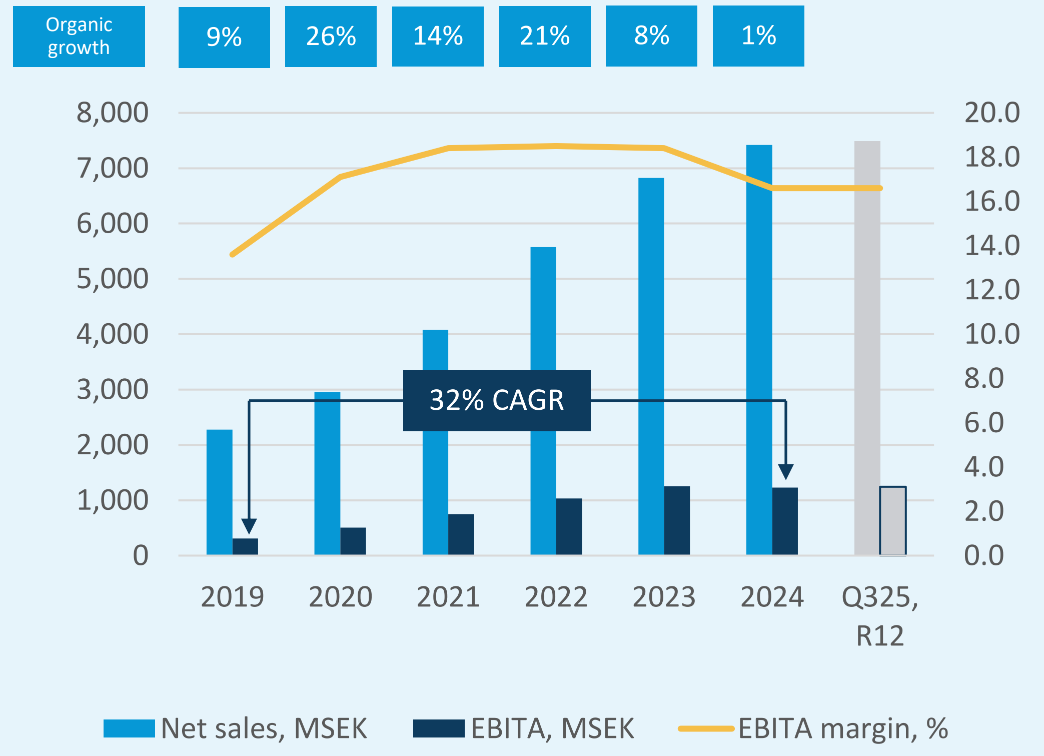
Life Science

7
Business Segments

35
Companies

23%
Share of net sales, 2024

Net sales & EBITA



Product areas

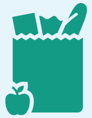
Single Use products and assemblies

Equipment and products for pharma production

Medical technology distribution

PHARMACEUTICALS

HEALTH CARE



FOOD & BEVERAGE

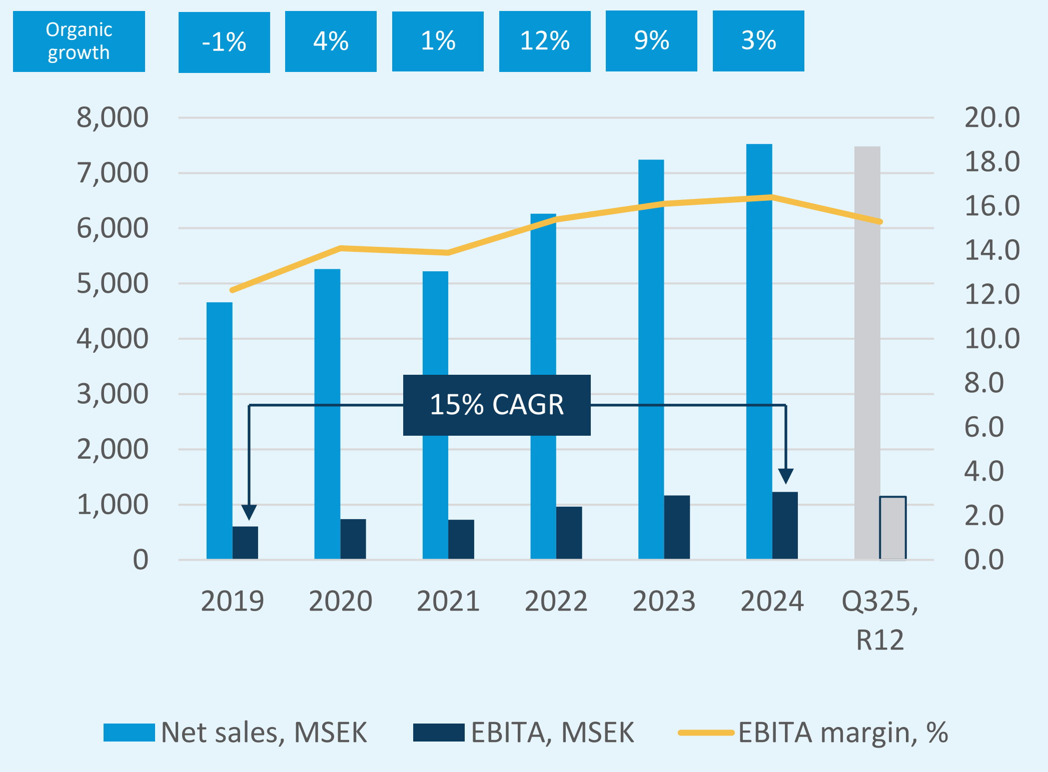
Process, Energy & Water

7
Business Segments

44
Companies

23%
Share of net sales, 2024

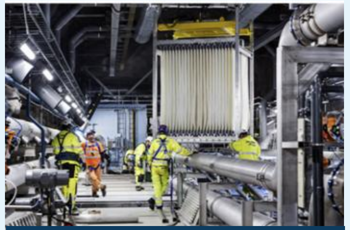
Net sales & EBITA



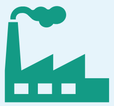
Product areas

Valves, pumps, pipe & pipe systems

Flow instrumentation and measurement



Water & chemical systems



PROCESS INDUSTRY

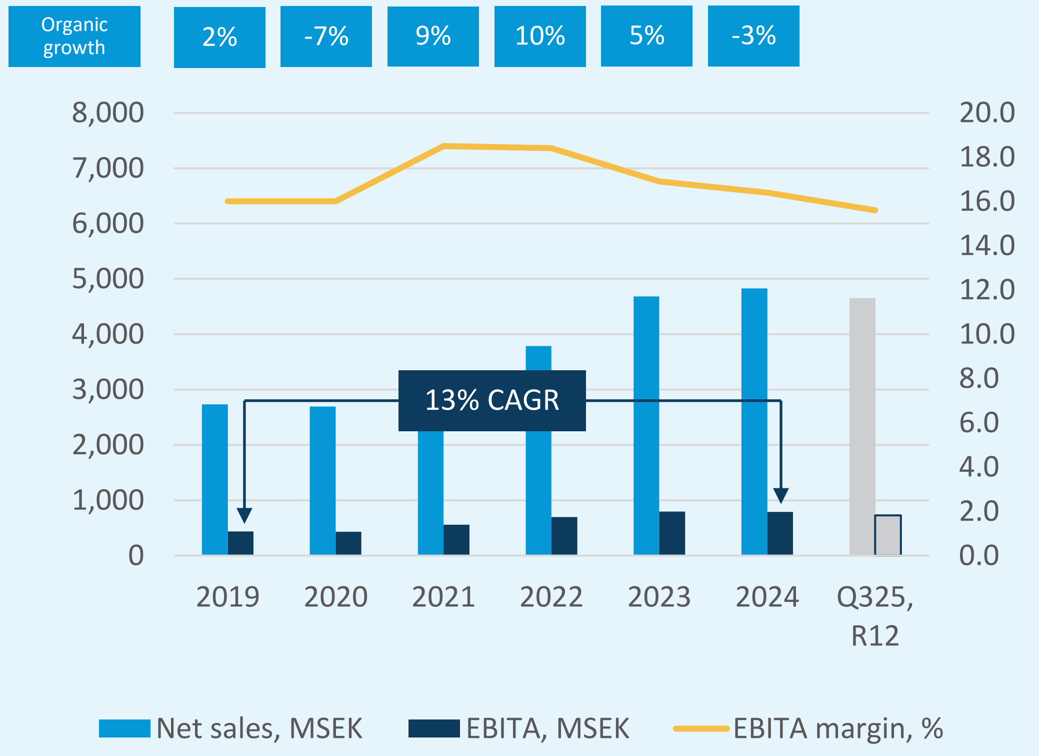
ENERGY

WATER/WASTEWATER

Technology & Systems Solutions

4	33	15%
Business Segments	Companies	Share of net sales, 2024

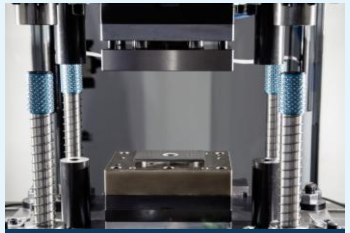
Net sales & EBITA



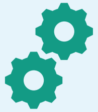
Product areas

Measurement technology for industrial applications

Instruments and sensors



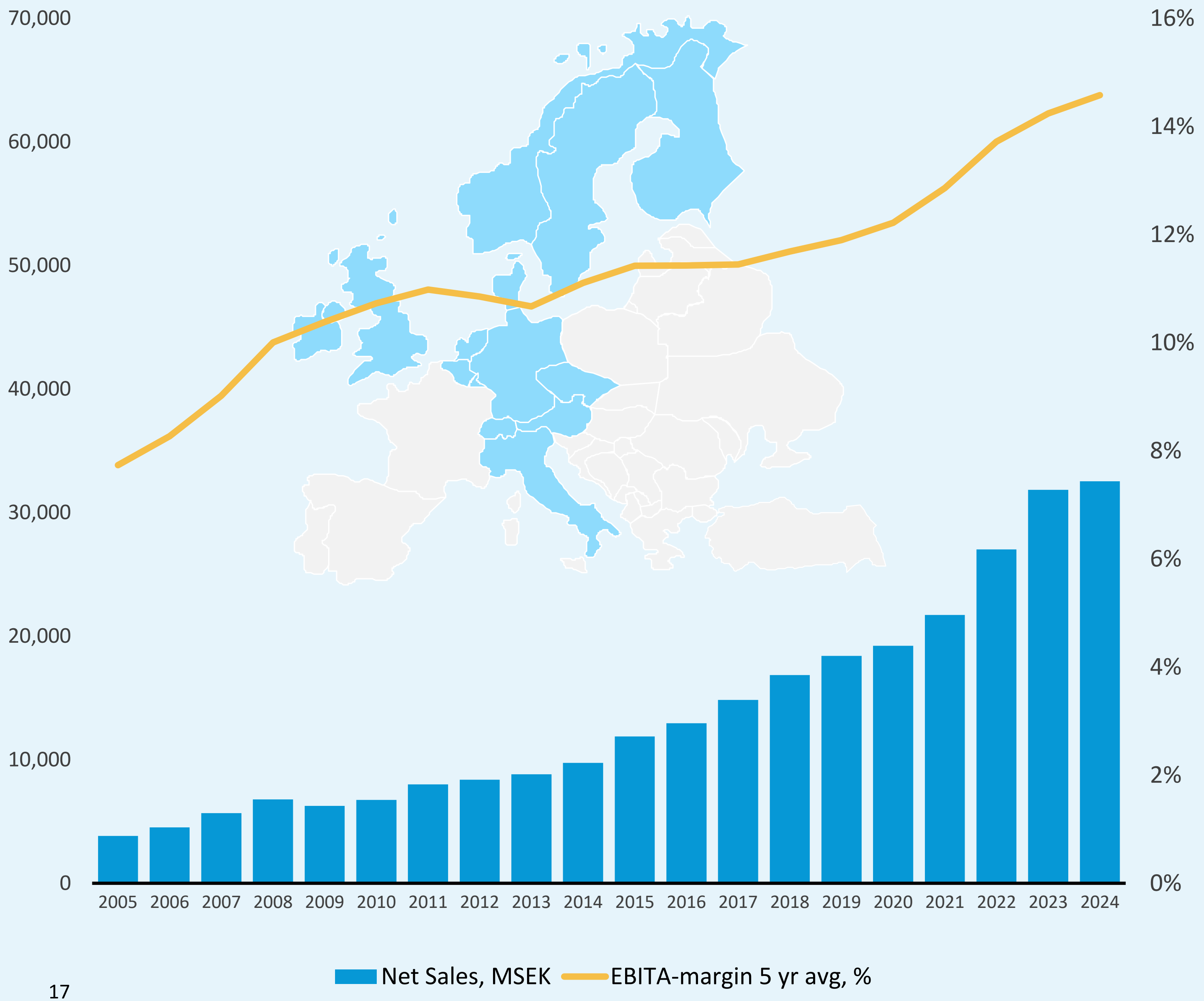
Force & weighing solutions



GENERAL MANUFACTURING

ENERGY

INFRASTRUCTURE



SET TO DOUBLE THE SIZE OF INDUTRADE

Investments made into a refined and strengthened platform

Decentralisation and entrepreneurship

Staying true to our core values and principles

Supporting our companies for organic improvements

KNOWLEDGE-SHARING

- Segments & Networks
- Indutrade Portal
- Conferences & events
- Benchmarking & awards

BOARD

- Dedicated Business segment leader
- Strategic engagement
- Structured governance

INDUTRADE ACADEMY

- Leadership development
- Functional trainings

MANAGING DIRECTOR

- Operationally independent
- Entrepreneurial mindset
    - Customer focus
    - Cost conscious

Strategic direction for acquisitions

- Opportunity-oriented approach
- Stepwise expanding geographical scope with focus on Western Europe
- Leverage new acquisition resources and segment structure
- Further strengthening of structured pro-active lead generation
- Continue to be prudent on pricing

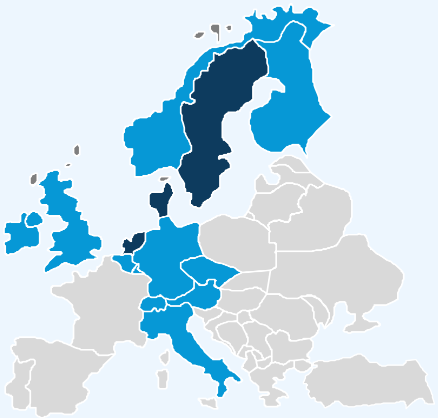
Leveraging the Business Segment structure

Strengthened conditions for organic growth

More market specific knowledge in the company boards

Enable knowledge-sharing between companies with similar businesses and challenges

Increase internal pipeline generation



Segment A

- SE: 3 companies
- DK: 2 companies
- NE: 1 company

How do we expand from only 3 markets?

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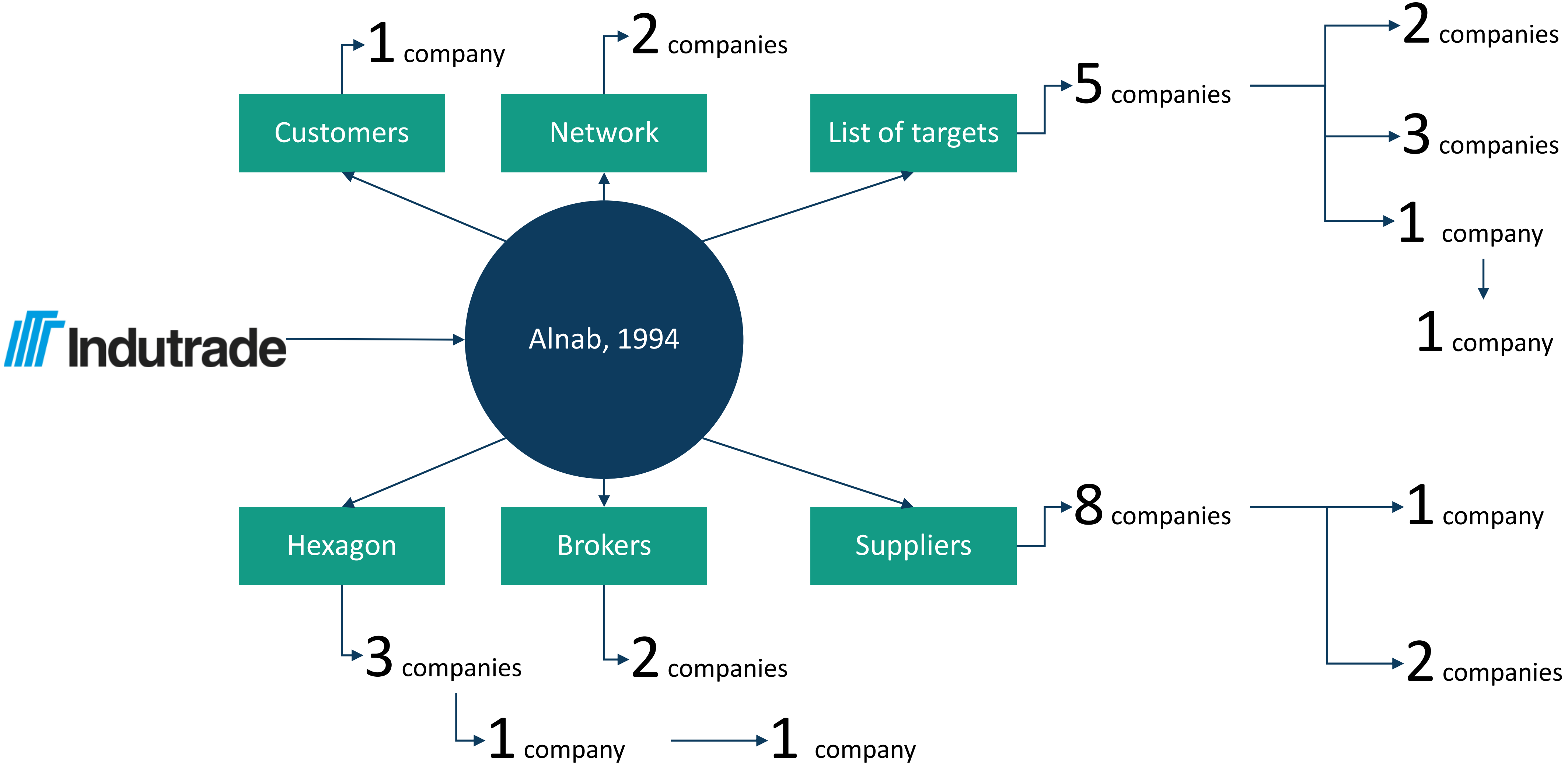
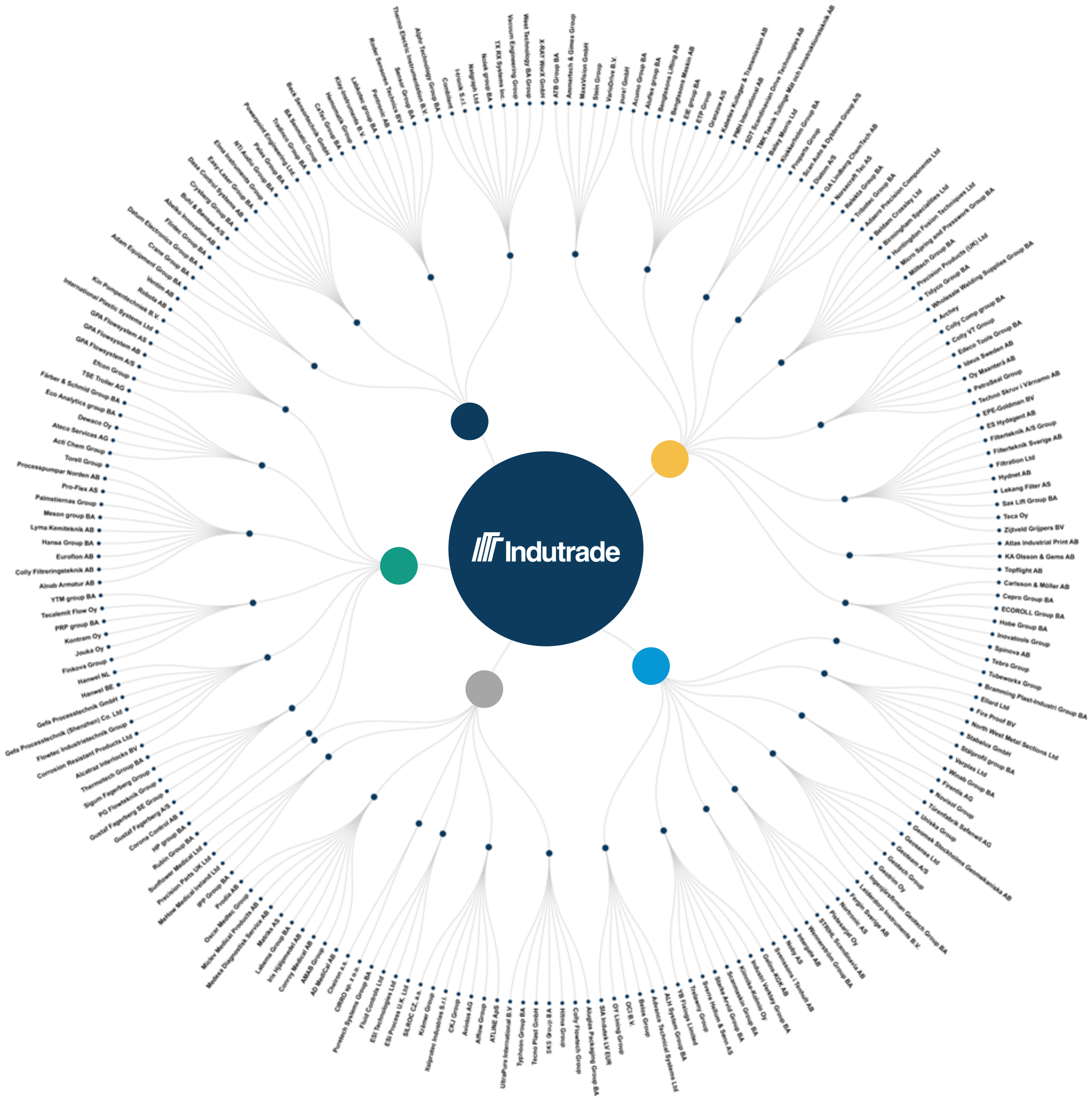


1 company
2 companies
Customers
Network
List of targets
5 companies
2 companies
3 companies
1 company
1 company
Indutrade
Alnab, 1994
Hexagon
Brokers
Suppliers
8 companies
1 company
2 companies
3 companies
2 companies
1 company
1 company



- Industrial & Engineering
- Infrastructure & Construction
- Life Science
- Process, Energy & Water
- Technology & Systems Solutions

Controlled organisational evolution and lean Group team to facilitate efficient decision-making

25

Parent company staff

55

Business Area staff and Business Segment Leaders

9,777

Total number of employees

Sustainability as a business opportunity

PEOPLE Engaged people that drive development and performance	OPERATIONS CO_2 and resource efficient operations	PRODUCTS & CUSTOMERS Increased customer value and reduced product footprint
• Engagement and leadership • Performance and competence • Health and safety • Diversity and inclusion	• CO_2 emissions • Renewable energy • Resource efficiency	• Low carbon and circular solutions • Product quality and innovation • Responsible supply chains

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Validated climate targets by SBTi

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Reconfirming financial objectives

Growth	EBITA margin	Return On Capital Employed	Net debt/Equity	Dividend payout ratio
≥10%	≥14%	≥20%	<100%	30%-50% of Net Profit
Last 5 years 12%	Last 5 years 14.6%	Last 5 years 21%	Last 5 years 49%-67%	Last 5 years 38%

Targets measured over a business cycle

"An Indutrade company has its own individual targets and should always have the ambition to improve year over year – a ***continuous improvement*** *culture"*

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Key takeaways

1. Staying true to our core values and principles
2. Investments made into a refined and strengthened platform
3. Increased internal pipeline generation through leveraging the Business segments
4. Decentralisation, entrepreneurship and high strategic engagement for organic improvements
5. Constantly developing our ability to generate sustainable, profitable growth!

SET TO DOUBLE THE SIZE OF INDUTRADE

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Patrik Johnson
CFO

Short term trends in the right direction

Book-to-bill

102%

Q325-YTD

Organic order intake growth

+3%

Q325

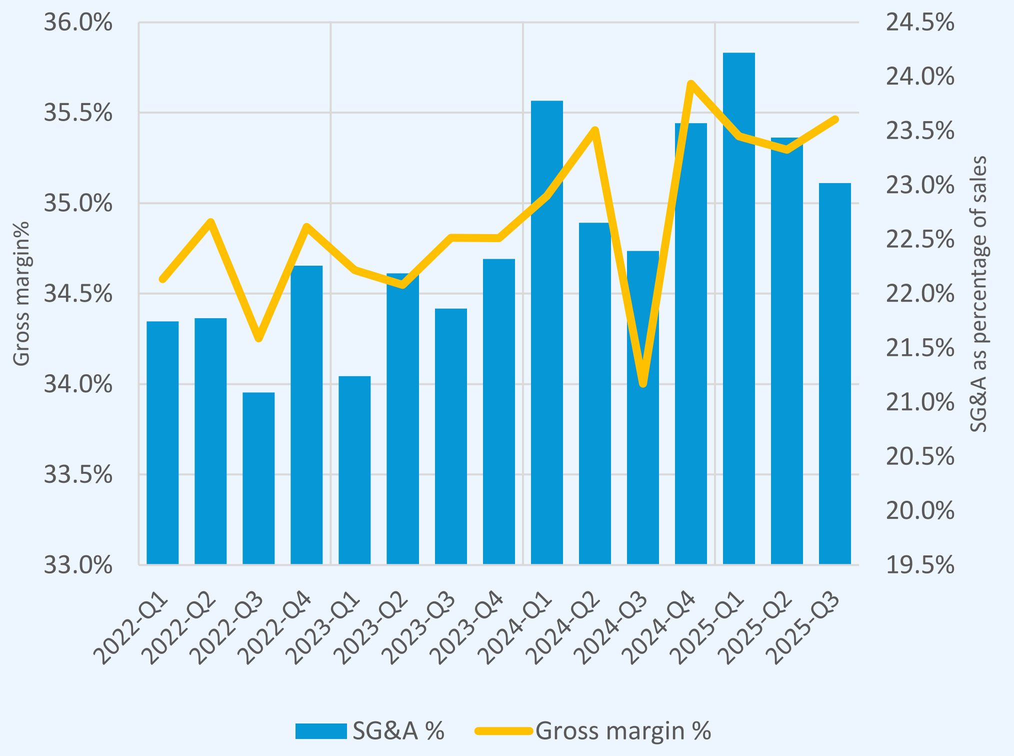
No of companies growing

>50%

Q325

Continued strong and improved gross margin, with costs under control

Gross margin and SG&A development



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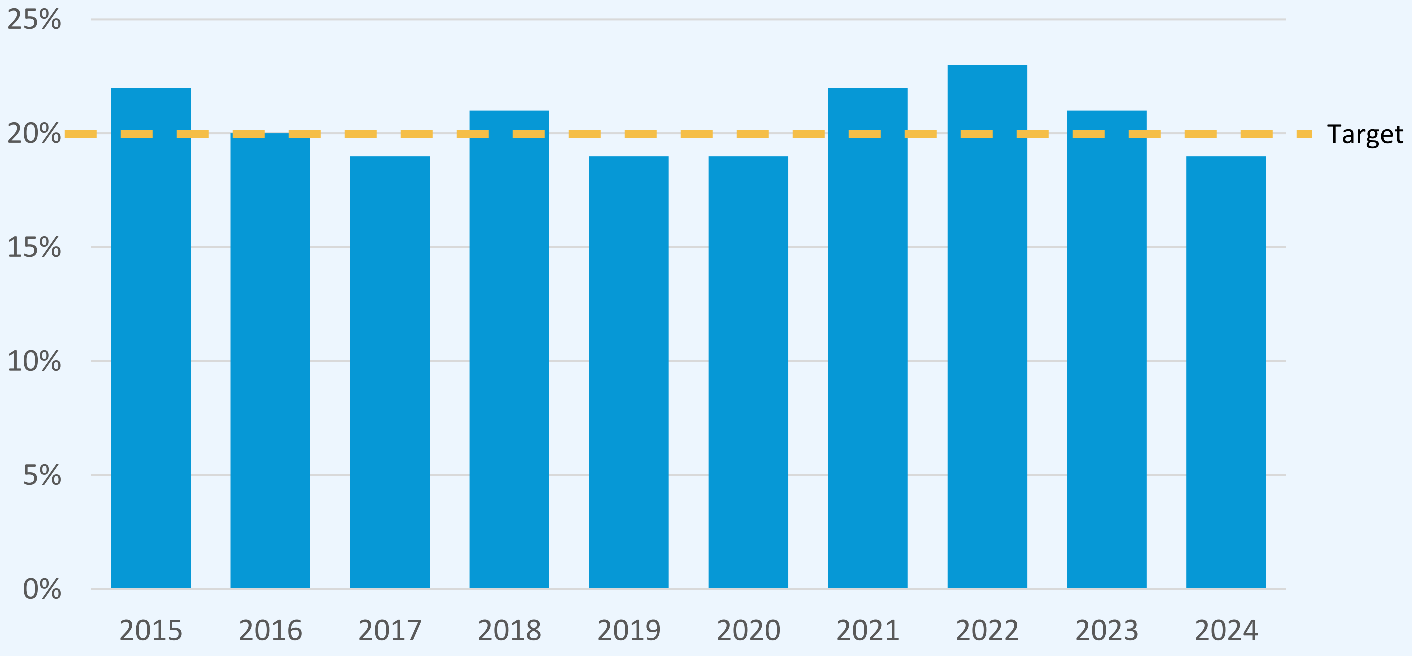
Value creation – growing with stable high return

ROCE development



- ✓ Smart capital allocation
- ✓ Balance between acquisition and organic growth
- ✓ Prudent acquisition pricing
- ✓ Organic operational return leverage

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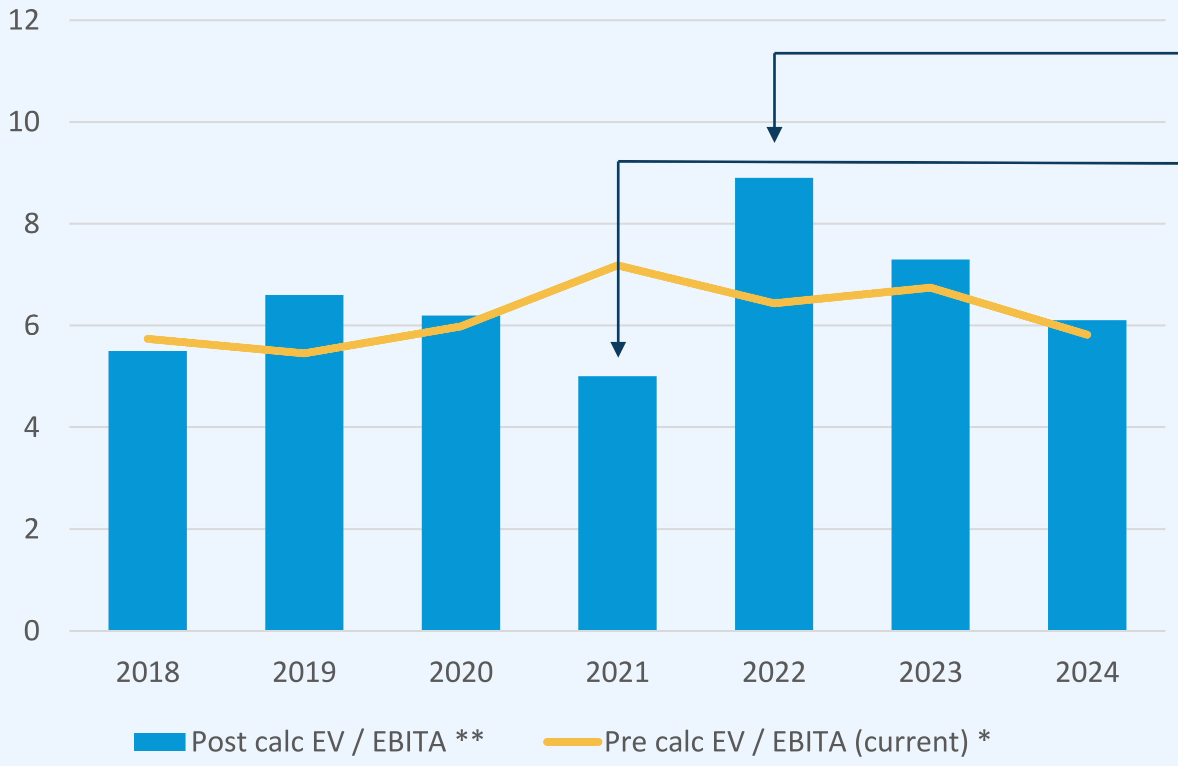
Acquisition pricing development

Acquisition multiples



Weak performance in first year in a couple of larger acquisitions create higher post acquisition multiple during 2022

Strong performance in first year in a couple of larger acquisitions create lower post acquisition multiple during 2021

Average pre calc acquisition multiples

stable at **6x-7x**

** Average pre calc multiples at time of acquisition*
*** Purchase price excluding earn-outs less acquired cash in relation to actual EBITA excluding acquisition costs the first year (based on published external reports)*

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A broadened performance perspective

Focus on working capital and investments

Profit

EBITA

/

Capital

Operating working capital + Machinery & Equipment

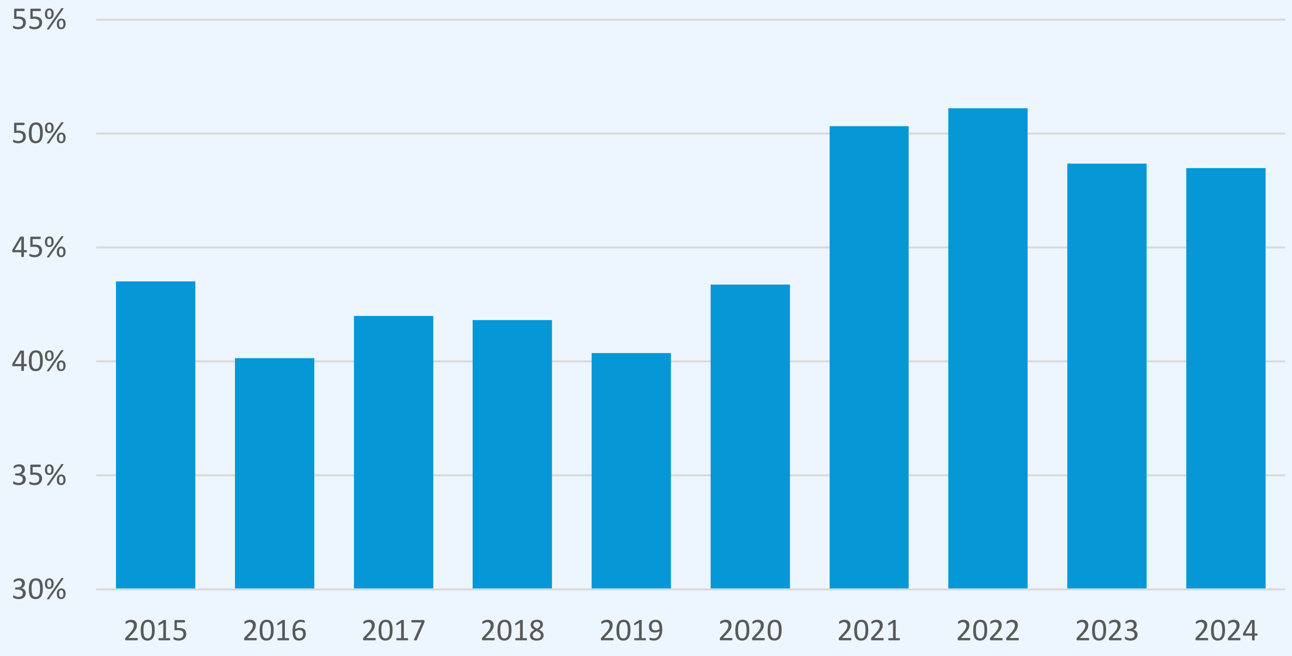
=

Value

The Indutrade measurement ROWC

Generating more operational return

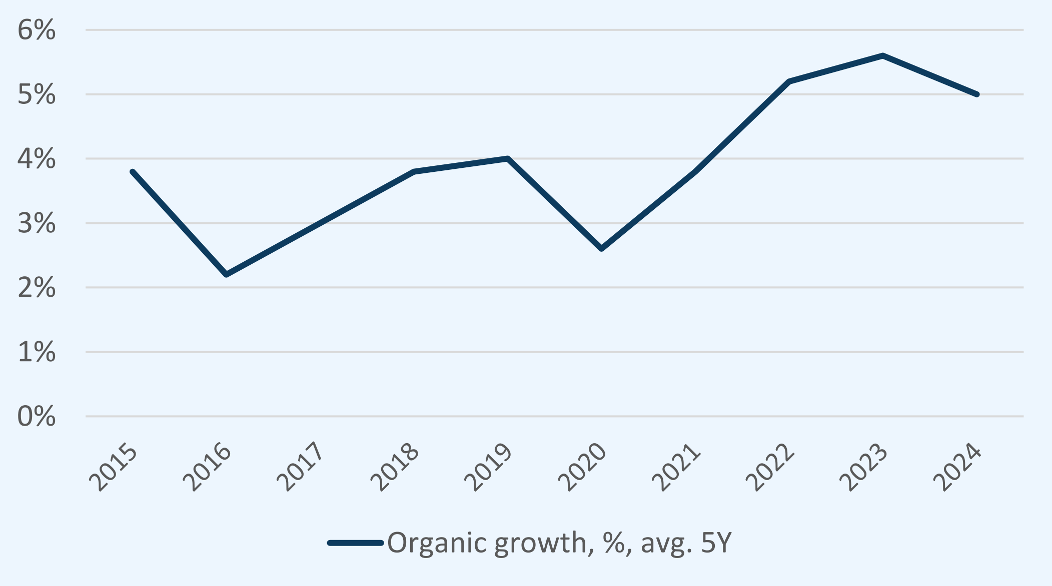
ROWC development



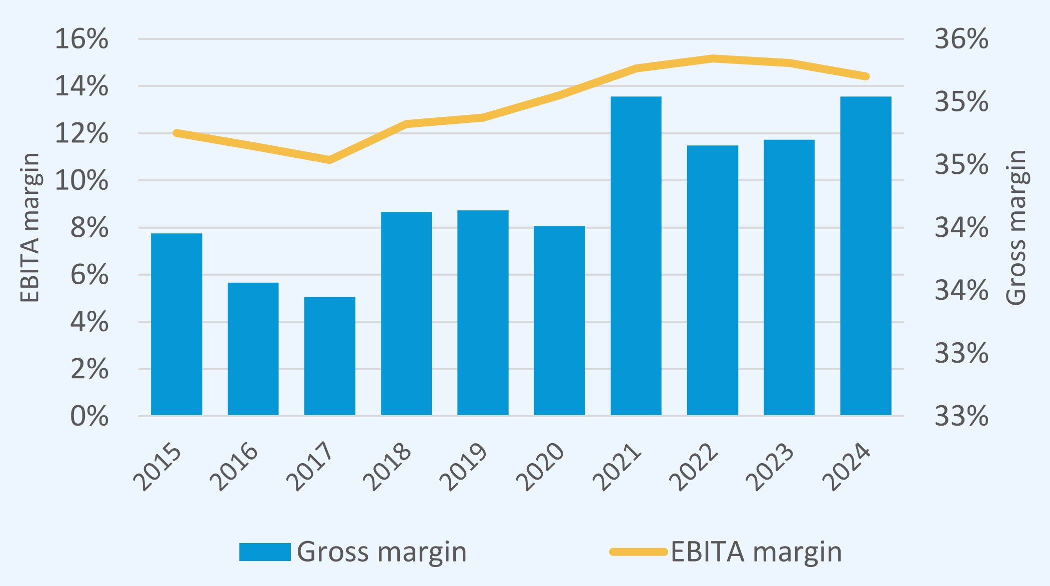
- ✓ Internal follow up
- ✓ Benchmark
- ✓ Training
- ✓ STI
- ✓ Acquisition criteria

Continuous improvement mindset

Organic growth trend

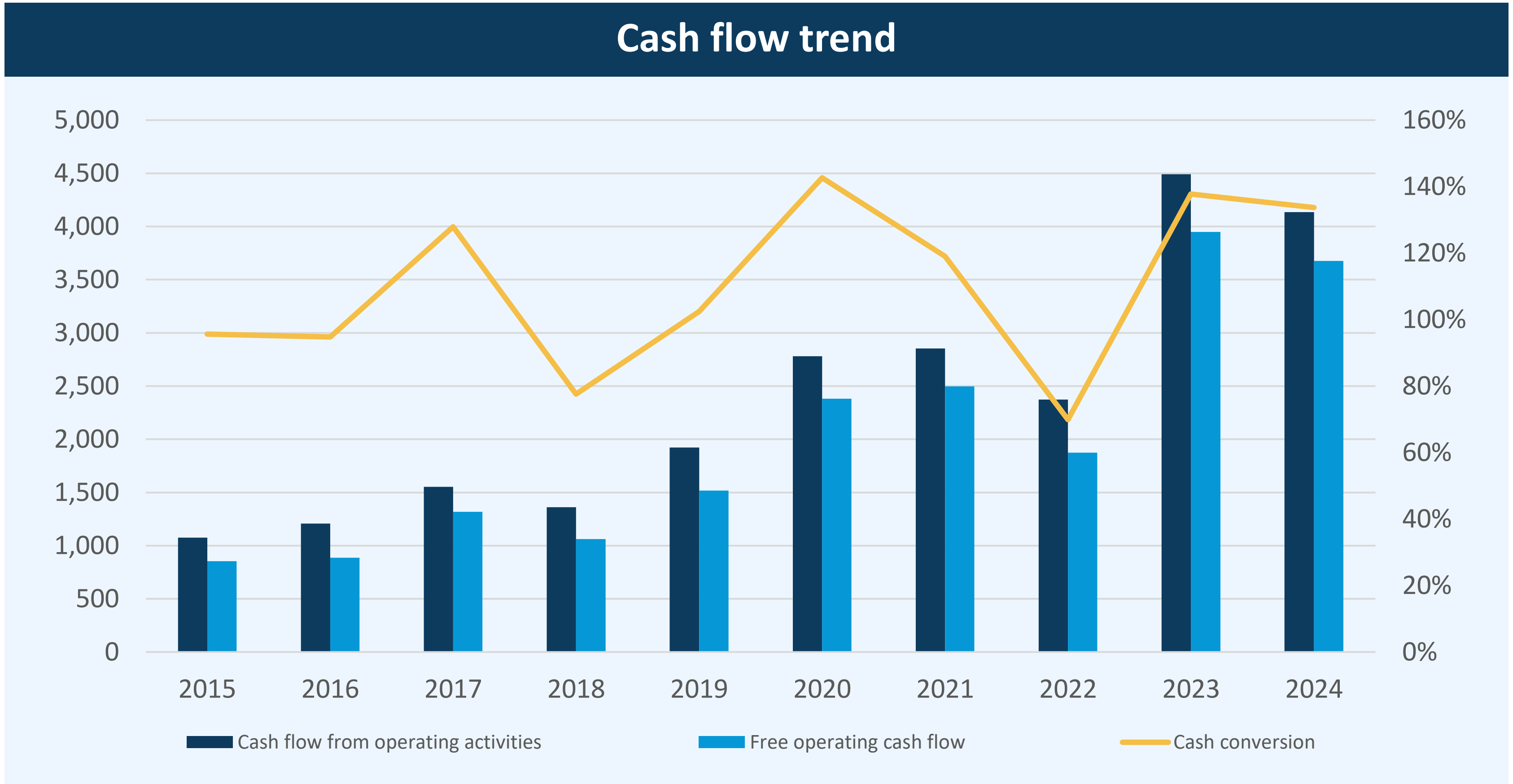


Margin trends



✓ **Individual ambitious target setting** ✓ **Focus on Y-o-Y improvements** ✓ **Incentives & benchmarking**

Strong cash flow generation



Free operating cash flow, CAGR

+17%

p.a last 10 years

CAPEX/Sales

<2%

10Y avg.

** Cash conversion = Free operating cash flow / net profit*

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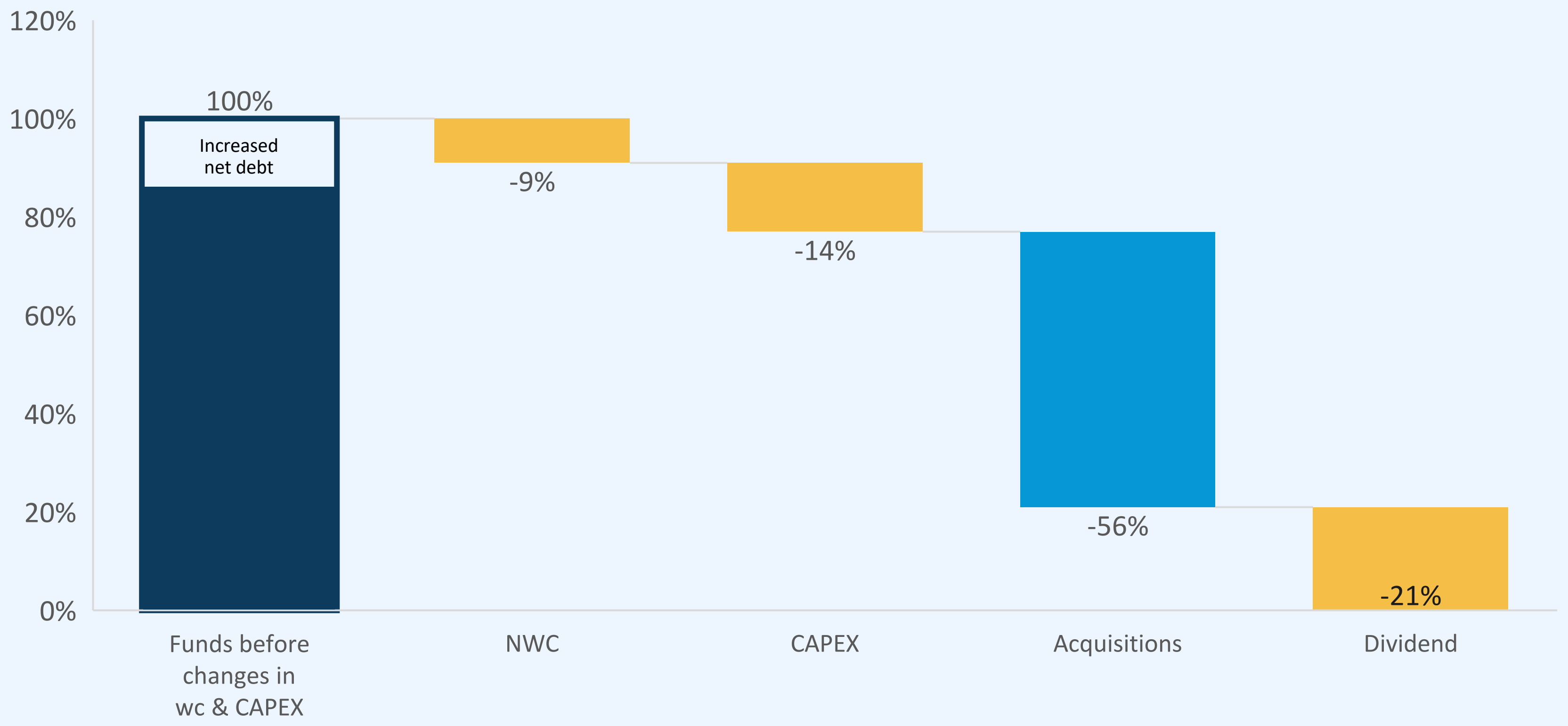
High reinvestment rate

Capital deployment last 5 years



Acquisition spending

~9.1

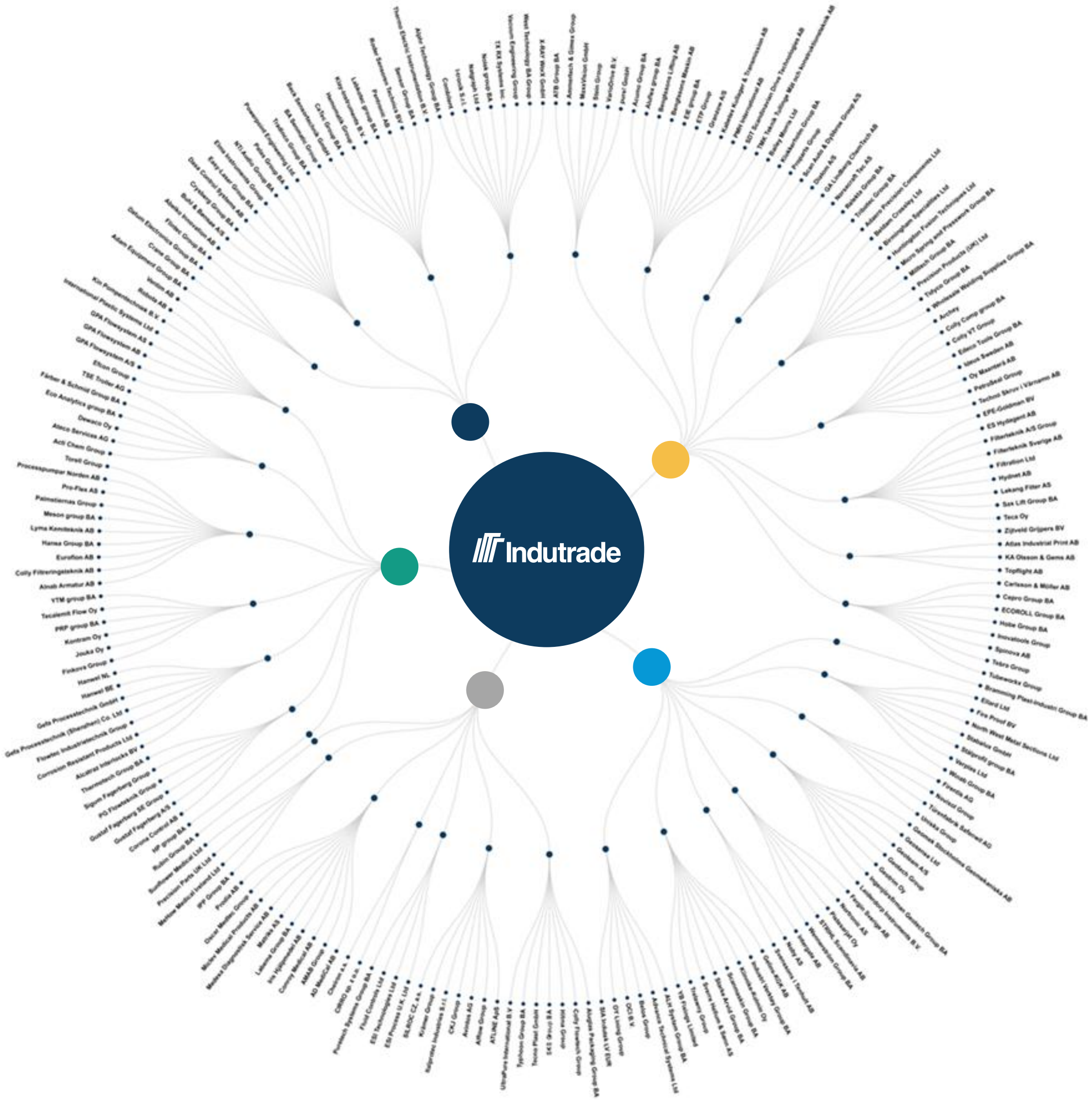
BSEK, last 5 years

Reinvestment rate*

71%

Avg. last 5 years

*Reinvestment rate = Acquisition spending / free operating cash flow

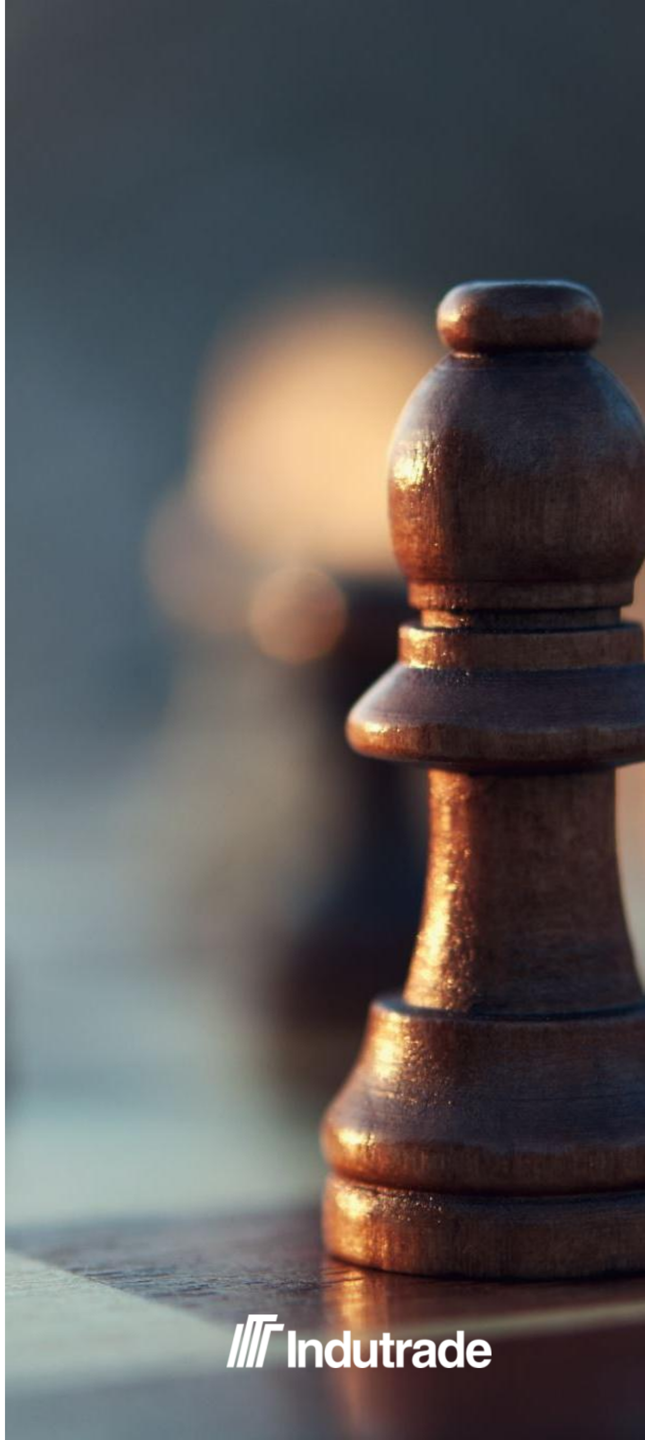


Industrial & Engineering
Infrastructure & Construction
Life Science
Process, Energy & Water
Technology & Systems Solutions

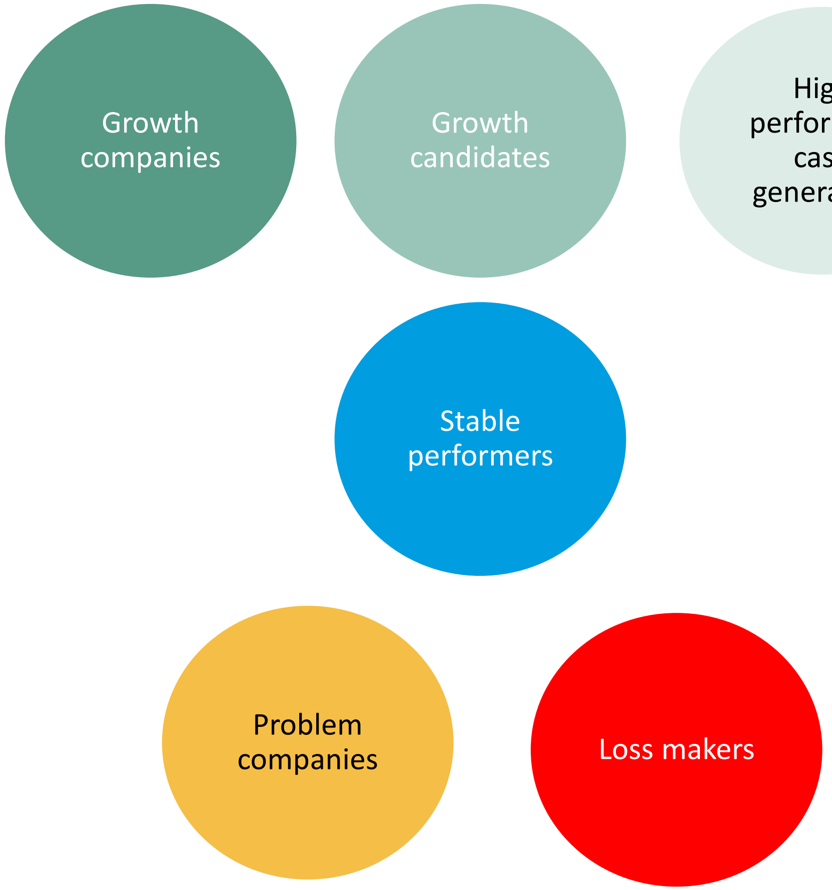
How do we allocate time, resources and capital in an optimal and common way between our companies?

Our portfolio model

- Established common Indutrade framework
  - Categorising our companies in terms of financial and organisational capability
  - Support in **capital allocation** decisions and for adaptation of coaching
- Priority is always to establish reliability in the basics and a good profitability before growth plans and investments should be considered



Overview portfolio model

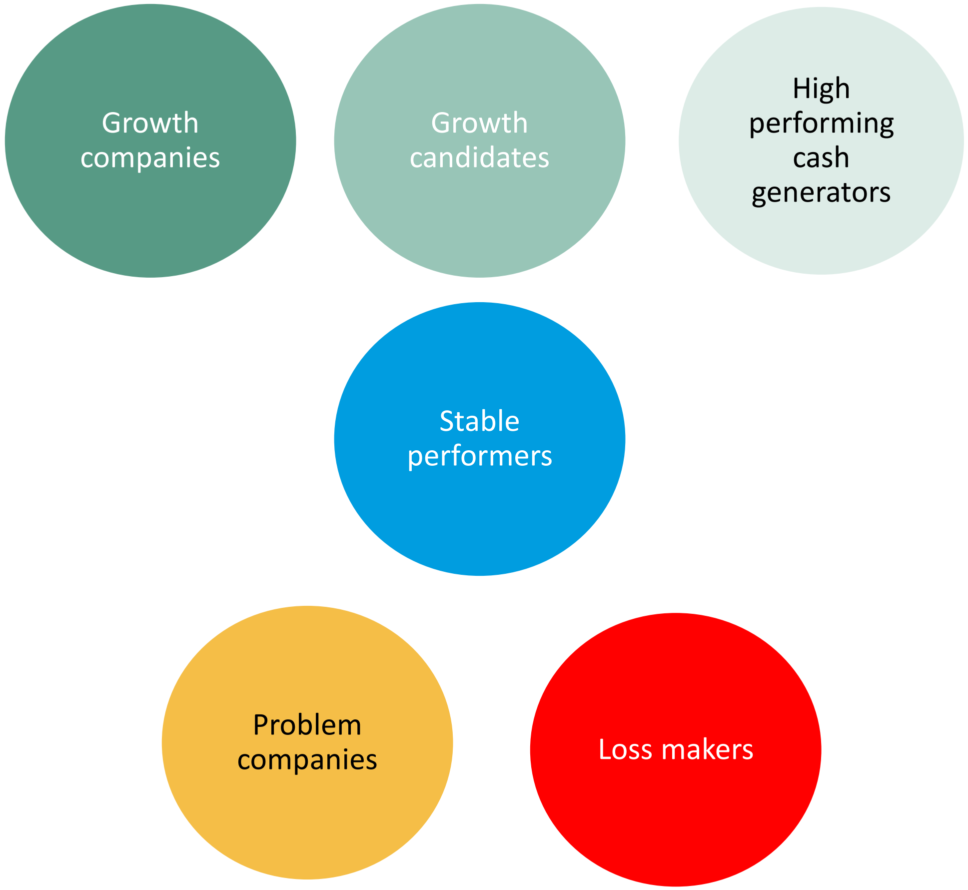


Companies with stable strong financials, ready to qualify for growth

Companies with stable solid financial performance but further improvements needed to qualify for growth investments

Companies in need of performance improvement

Portfolio model supporting decisions on capital and resource allocation



- *Growth objectives and activities*
- *Investments and coaching to support growth capabilities and plans*

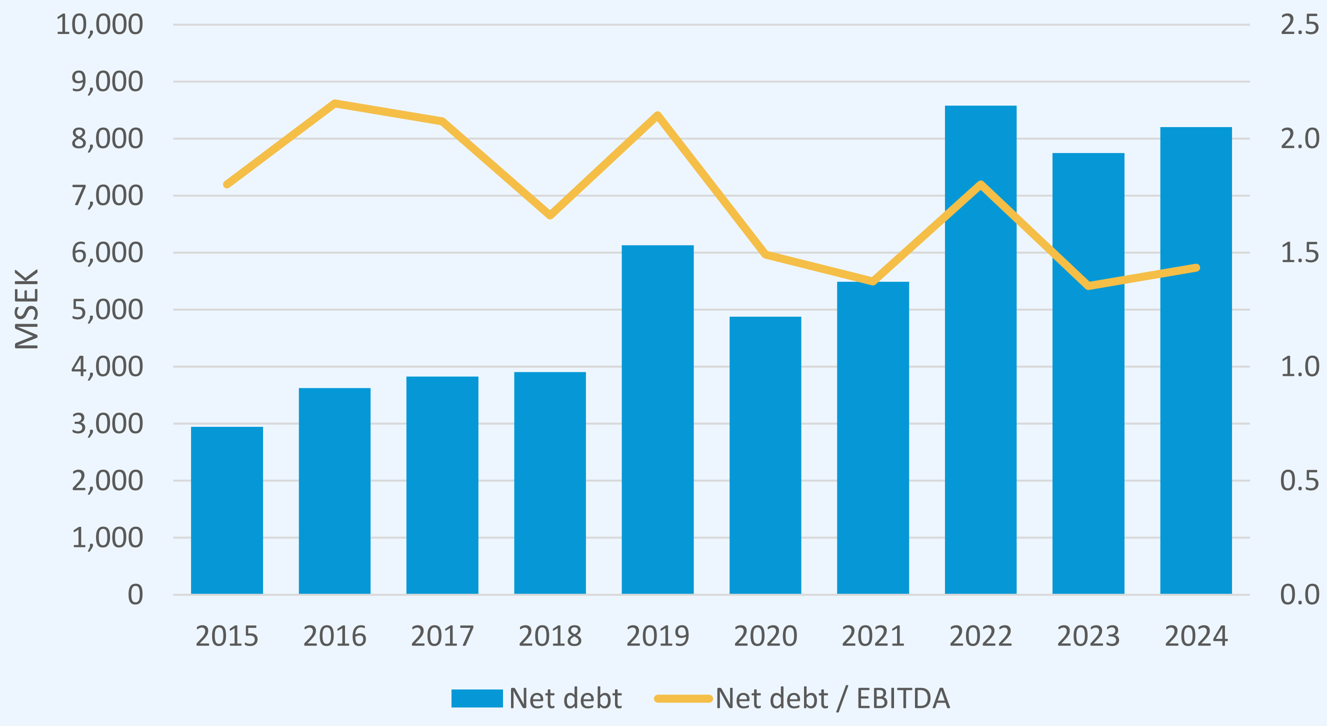
- *Profitability objectives and activities*
- *Investments and coaching to support profitability, productivity and capital efficiency improvements*

- *Turnaround objectives and activities*
- *High and close engagement to ensure quick profitability improvements*

”Alignments within all Business Areas on the categorization and the appropriate plans and activities”

Strong financial position

Net debt development



- ✓ Strong underlying cash flows and a balanced acquisition and investment rate

+

- ✓ Strong and stepwise increased bank group

+

- ✓ Expanded cash pooling

+

- ✓ Investment grade rating by S&P

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Key takeaways

Focus on value creation

Prudent and disciplined buyer

Continuous improvement

Professional owner

Maintain strong underlying cash flow to facilitate smart capital allocation in all levels throughout the Group

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Q&A

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Indutrade

Gustav Ruda
Senior Vice President
Acquisitions & Business
Development

Andrea Imbriani
Acquisitions Italy

Richard Denlin
Business Segment Leader
Process & Energy

My journey to Indutrade

Pre Indutrade

- Industrial Engineering, KTH
- Applied Value
- Karnell

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What are we looking for?

Characteristics

Type

- Only B2B companies
- Technical trading or manufacturing
- A company and market that we can understand
- Leading market position in its niche
- Limited piece price and repetitive need
- Diverse customer and supplier structure

Financials

- Sales of 50-500 MSEK
- Healthy gross margins
- Stable earnings
- Sustainable ROWC

People

Preferably family owned	Down-to-earth	People that care about their employees, the brand, and the future

Acquisitions under the hood

What?

- Clear set of preferred characteristics
- Open minded
- Opportunistic

How?

- Meet with many potential targets
- Focus on people
- Relationships
- Focus on what matters
- Transparent
- Disciplined
- Pragmatic, solution based, flexible
- Brave enough to be different

Get the acquisition done!

Why do entrepreneurs sell to Indutrade?

New Owner?

- Long-term
- Stability
- History/legacy
- Core Values
- Experience

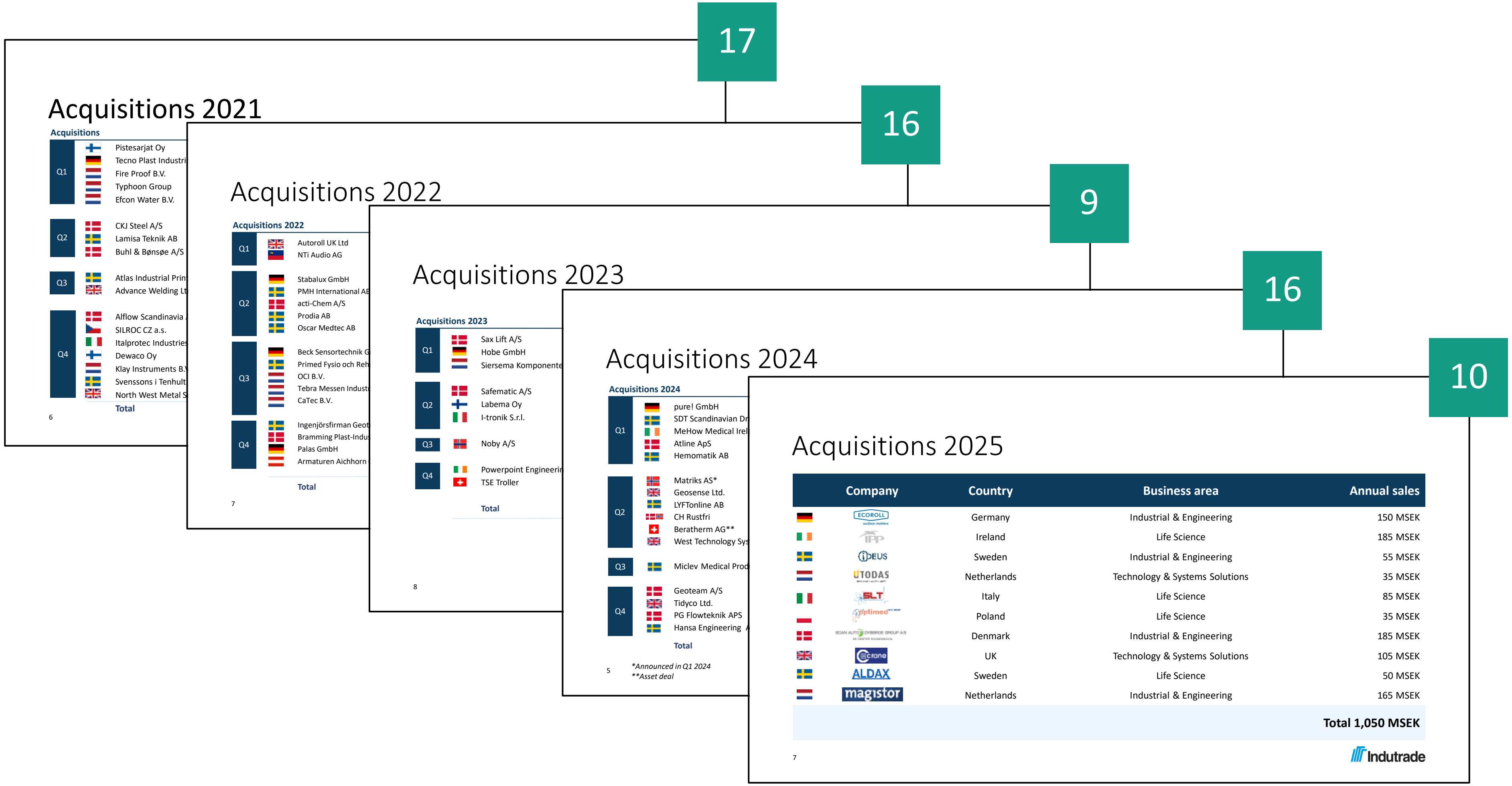
Reputation

"It was very important to me that the new owner not only cared about our business interests, but also our employees.

"Those of us running Alflow have always been entrepreneurial and as part of Indutrade, we still can be.

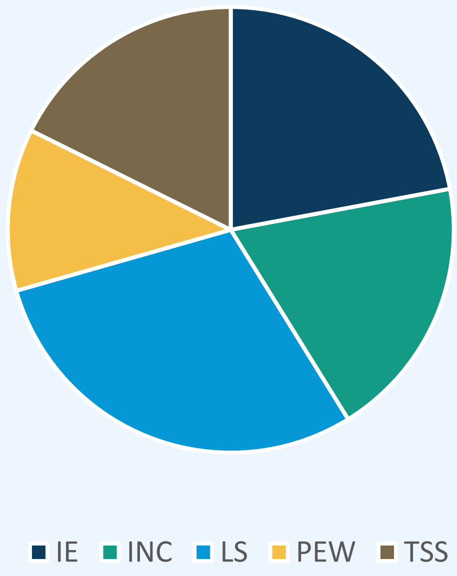
Relationships & trust – people sell to people!

~70 acquisitions in the past five years

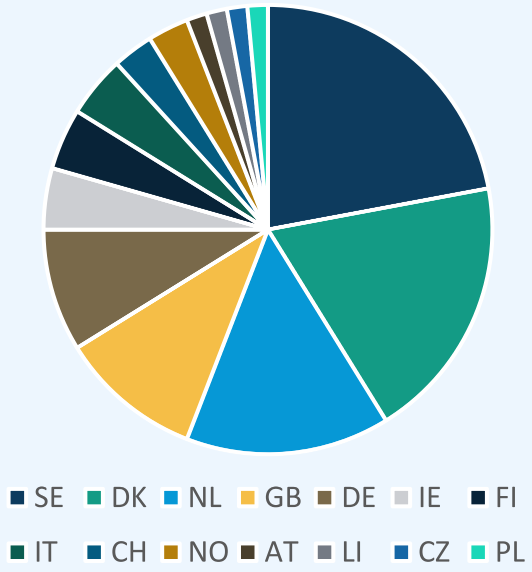


Characteristics of the acquisitions in 2021-2025

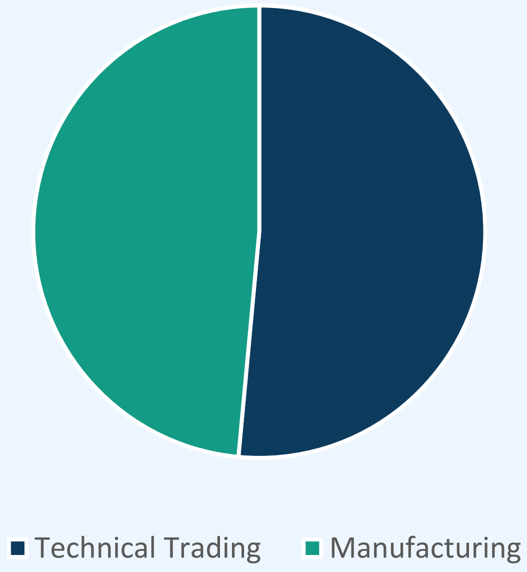
Acquisitions per Business Area



Acquisitions per Country

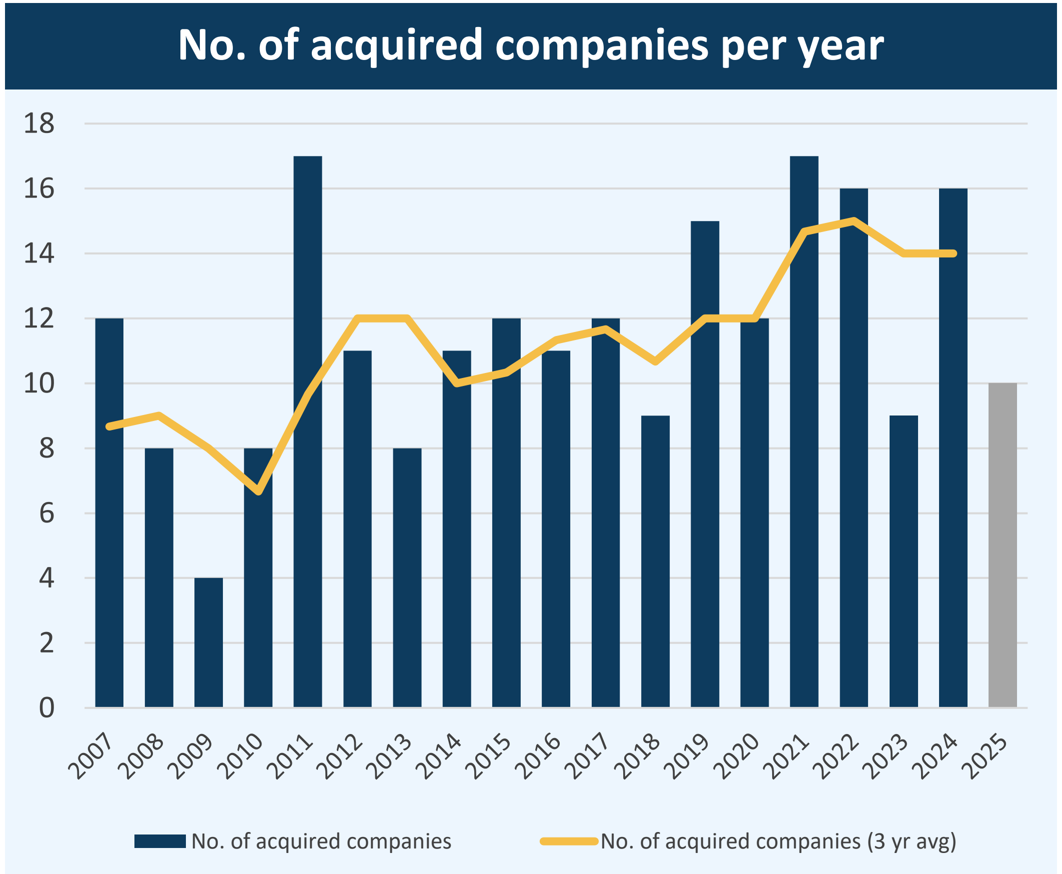


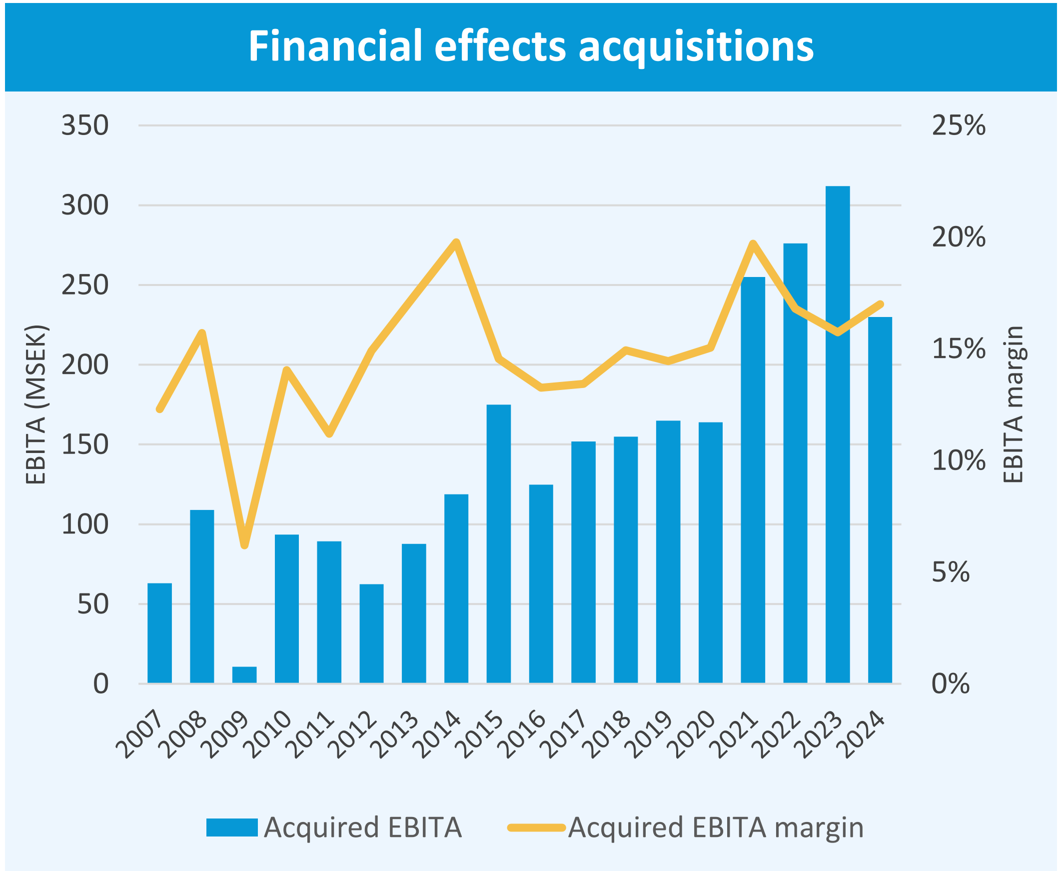
Type of Company



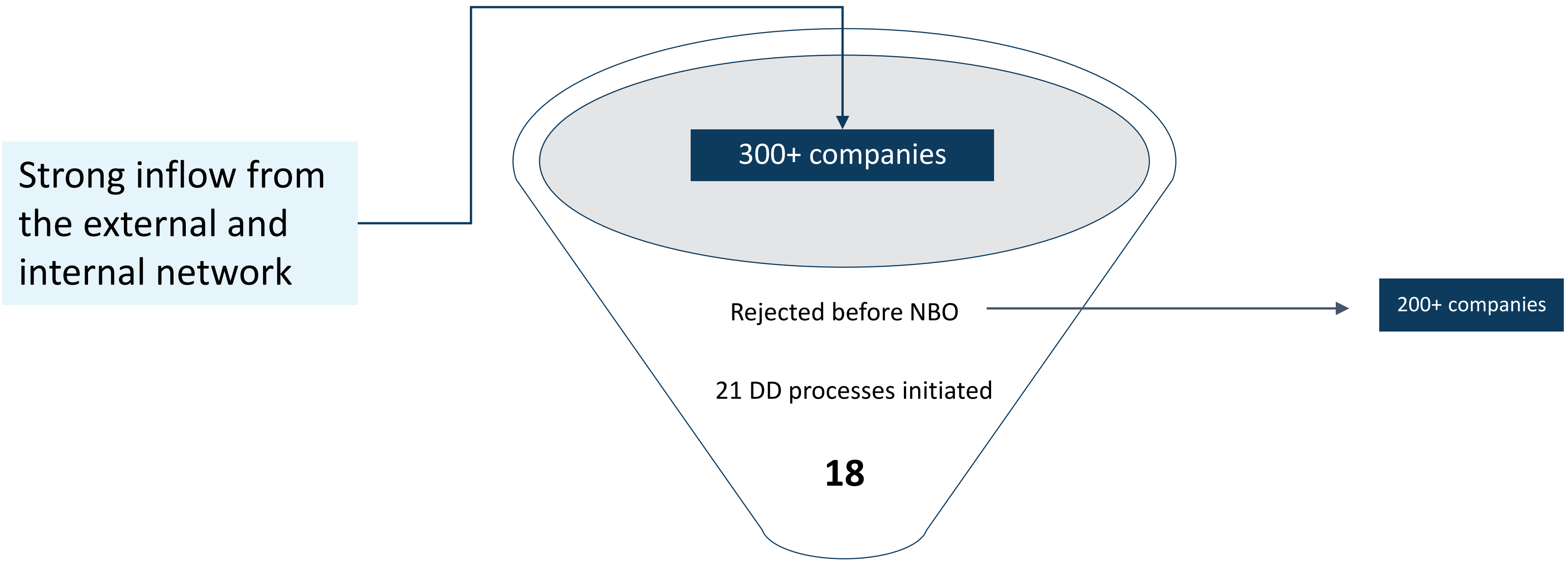
Potential and activity high in all areas

Stepwise increasing pace and contribution





High hit rate when we are interested



pure!	MeHow	Slang-specialisten	Hemomatik	KS Perslucht	C.H. Rustfri	West Technology	Tidyco	Hansa Engineering
SDT	ATLINE	Matriks	Geosense	Lyftonline Sverige	Beratherm	Miclev	Geoteam	PG Flowteknik

■ Industrial & Engineering ■ Infrastructure & Construction ■ Life Science ■ Process, Energy & Water ■ Technology & Systems Solutions

Indutrade

Our approach to valuations

Standardized valuation model

- Straight forward and standardized valuation model
- Seller's financial plan scrutinized
- Focus on a few key metrics
  - EV/EBITA in the range 5-8x
  - ROCE target of 20% within 3-5 years
  - EPS accretive

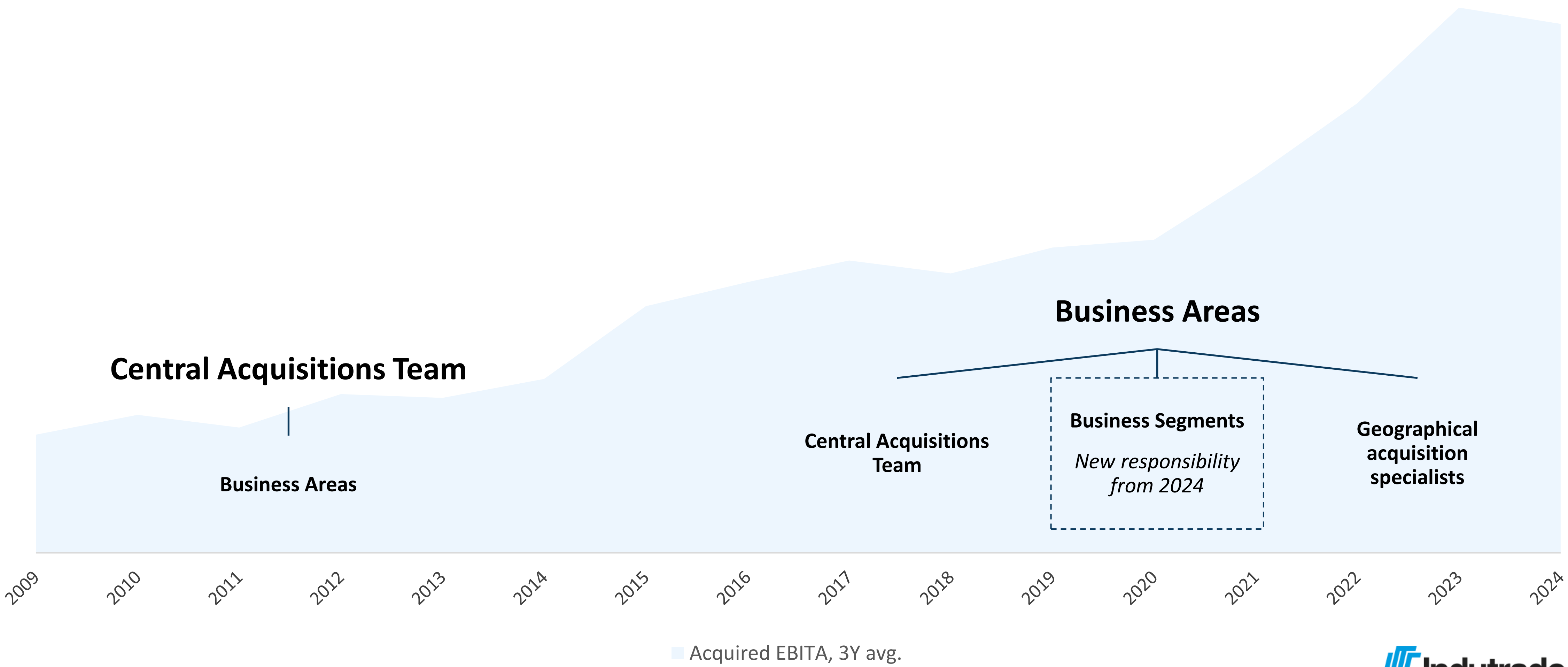
Disciplined buyer

- Relevant benchmarks from 200+ acquisitions
- Earn-Out bridges value expectation gap and protects downside
- Clearly defined walk away price but also pragmatic to reach the finish line
- Our business model, support and culture/people key differentiating factors

Differentiated pricing

- Not the same multiples for all acquisitions
- Differentiation based on
  - Size
  - Type of industry
  - Organic growth potential
  - Working capital levels
  - CAPEX requirements
  - Situation

Acquisition capability step-up



Acquisition organisation

Group

- Drive and coordinate pipeline management – external and internal leads
- Lead acquisition projects
- Develop acquisition process and toolbox
- Assure quality throughout the acquisition process

Business Areas

- Generate internal leads from Business Segments and portfolio companies
- Business owner
- Lead acquisition projects
- Support acquisition process development

Business Segments

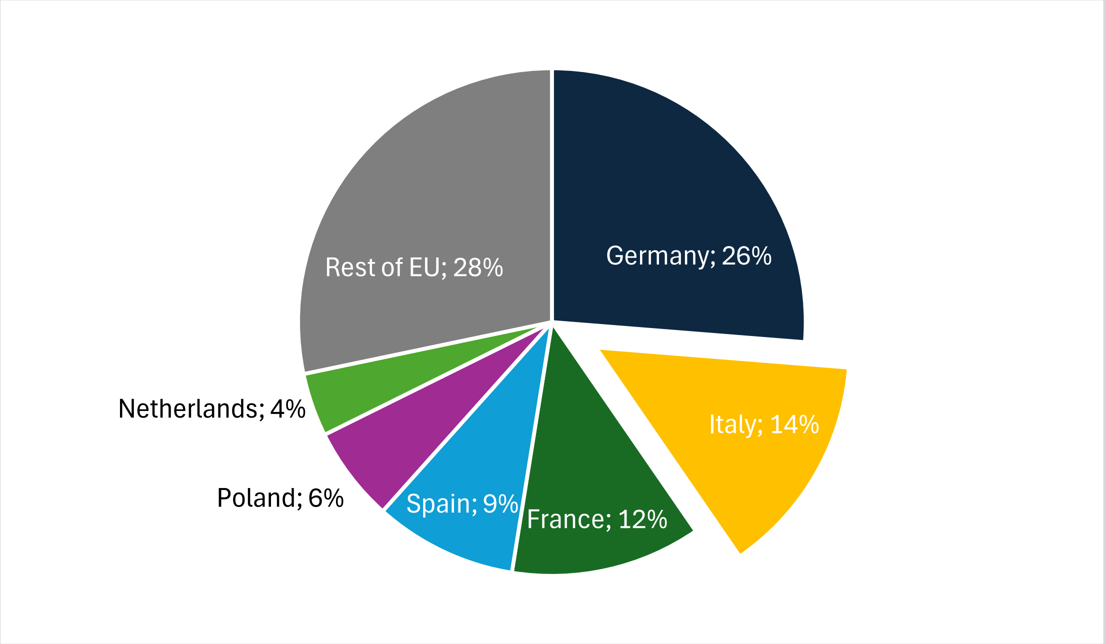
- Generate internal leads
- Business owner
- Support acquisition projects

Countries

- Drive the effort to generate external leads
- Support internal lead generation
- Lead acquisition projects
- Support in projects where local knowledge and touch is helpful

Industrial production in Europe and Italy

**EU Value of sold industrial production, by country, 2024
(% of total value of sold production)***

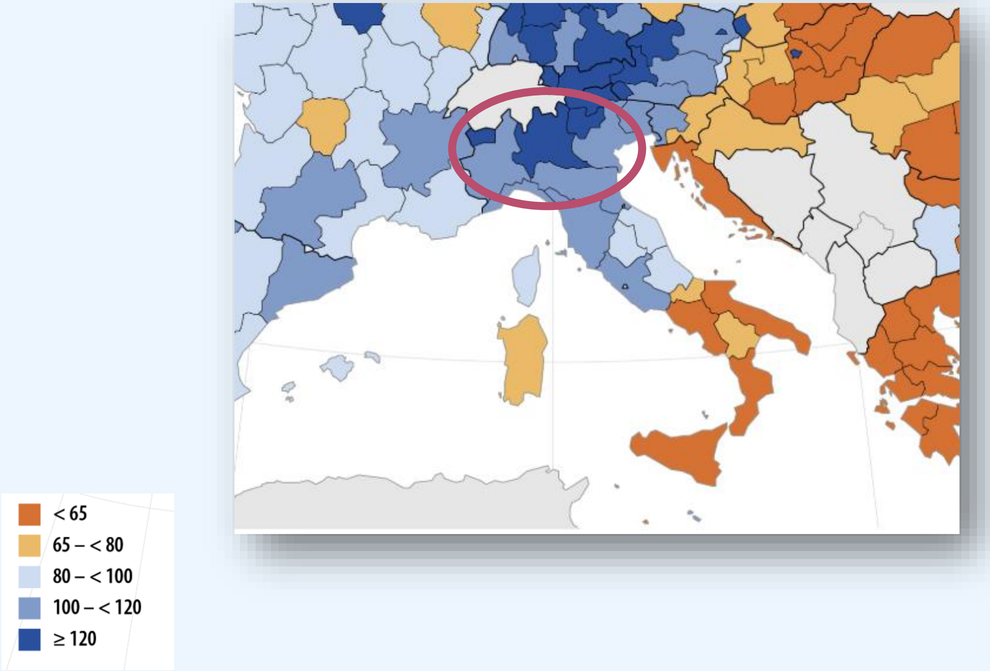


Italy is the second industrial economy in Europe with 14% of the overall production

Source: Eurostat

Focus on Northern Italy

GDP per capita in EU regions, 2019*
(in PPS, EU=100)



- Italy is divided into 20 regions, with the highest GDP in the Northern regions
- The regions with highest number of mid-size industrial companies are Lombardy (Milan), Emilia Romagna (Bologna) and Veneto (Venice)

*Source: Eurostat

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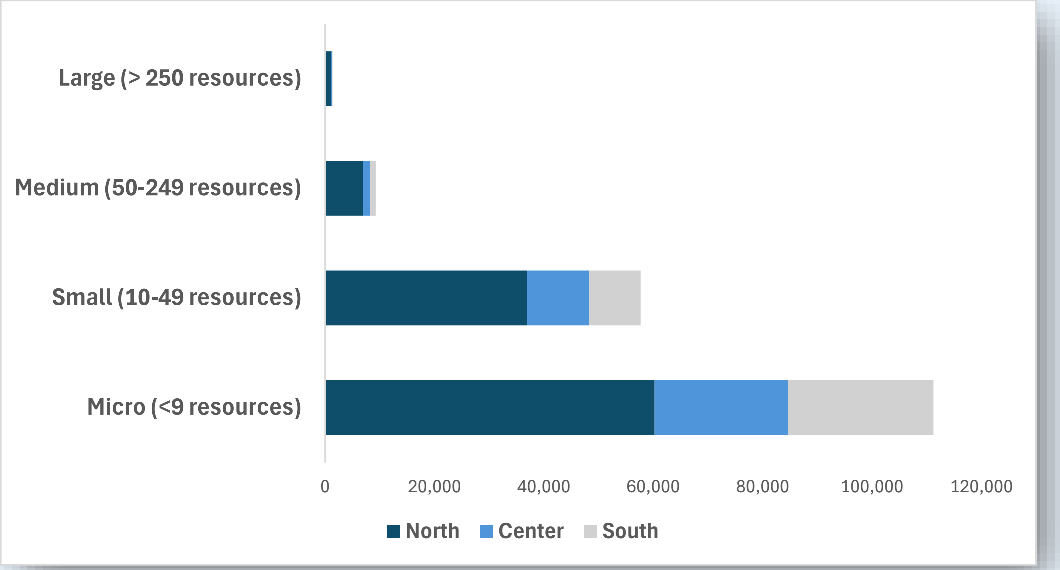
Opportunities for Indutrade in Italy

Number of Industrial companies in Italy, 2022*



- There are a total of about 180,000 manufacturing companies in Italy
- Out of 67,000 Small Medium Enterprises (SME's), 44,000 are located in Northern Italy
- 77% of the manufacturing SME's are family owned

**Source: Istat.it*

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Approach to acquisitions in Italy

Business Areas and Segments

- Regular contact with Business Areas
- Work with Business Segment Leaders to identify potential targets in Italy
- Involvement of the Business Areas and Segments in the analysis of potential acquisitions

Scouting

- Scouting of potential targets based on Indutrade's acquisition selection criteria
- Ongoing contact with potential targets, also supported by industrial associations and local network

Brokers

- Built a broker network of 50+ firms, including both local and European-wide networks
- Continuous update with brokers

- **Ongoing inflow of opportunities**
- **Since 2024 signed NDAs to analyse 50+ companies**

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Feedback from Entrepreneurs

The long-term investor model in Italy was not known and is a new opportunity for entrepreneurs facing business succession

Positive feedback of Indutrade's values (Entrepreneurship, Decentralisation, Long Term, People) for the future of their family business

Positive perception of the organisation, including the possibility to work with similar companies in the various segments

Entrepreneurs appreciate the presence of an Italian organisation to understand local business culture and needs

Positive feedback of Indutrade in Italy

My journey in Indutrade

2003

Began at Gustaf Fagerberg AB in Göteborg

- Various positions including sales, product management, purchasing and logistics, and business area manager for measurement technology
- Experience from food and beverage to nuclear power

2021

Managing Director

Gustaf Fagerberg AB

2024

Appointed Business Segment Leader

Key focus:

- Ensure the acquired company can achieve sustainable profitable growth and thrive in the Indutrade family
- **Acquisitions**

My acquisition role and objective

2024

Appointed Business Segment Leader

Acquire at least one new company into my segment every year

- Strategic acquisition plan and assessment
- Develop and maintain a pipeline of internal leads
- Proactively build relationship with potential targets
- Support the acquisition projects and take ownership of the strategical and cultural evaluation
- Responsible for the company post acquisition

Greatest assets in finding acquisition targets

Business Segment Leader

Our Managing directors

People in our companies

Our suppliers

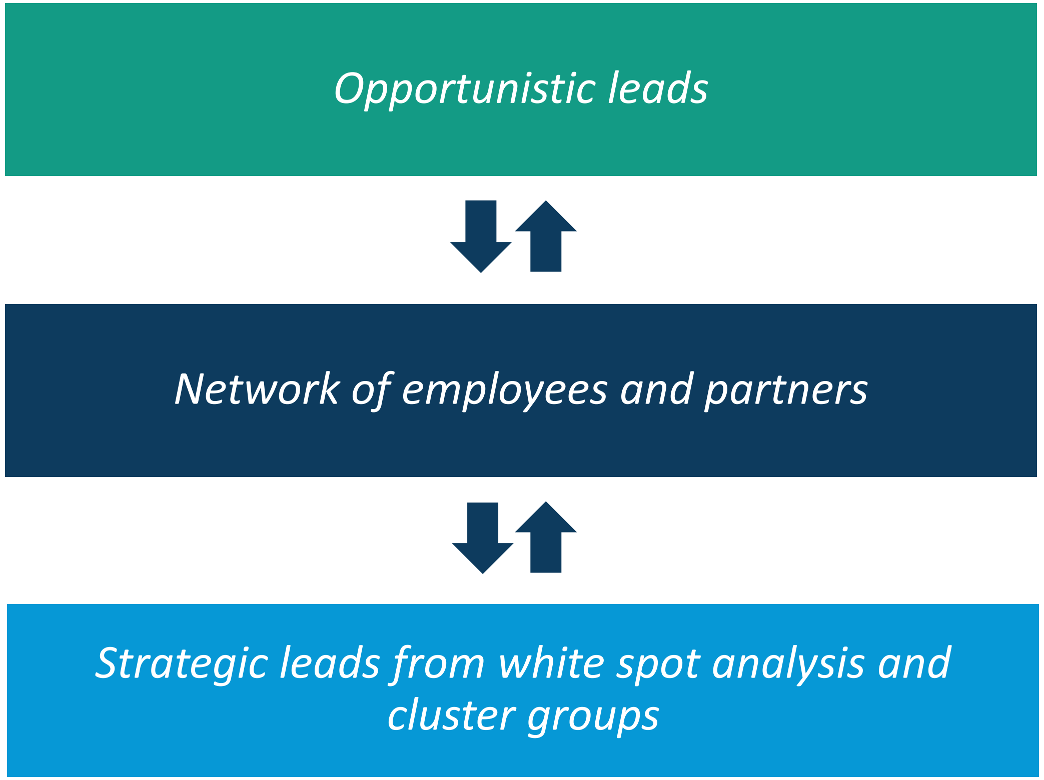
Our customers

Other contacts in the industry

Indutrade team

Building a pipeline of internal leads

- Explore acquisition prospects near our existing companies
- White spot analysis
  - Markets, Products, sub-segments
- Employing AI speed up market analysis and lead generation
- Our employees are our superior quality control mechanism to secure high quality internal leads



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Growth example

Analysing aquaculture

- Investigation of what products are used within aquaculture
- Identifying possibilities
- Creating longlist
- Reviewing list together with the team
- Find ways to make further contact and understand the company better

Add-on example

Add-on acquisition Pemac AS

The first interaction between Fagerberg AS and Pemac AS occurred at an exhibition

Complementary product portfolios and covering different areas of the Norwegian market

Contact between owner of Pemac and Fagerberg Managing Director

Business plan was presented to Business Segment Leader

Acquisition finalised in January 2025, 18 months after initial meeting

Summary

- We stay the course!
- Continue to acquire Indutrade type of companies
- Opportunistic and open minded
- Leverage the team
- Strengthen pro-active lead generation
- Stepwise increase no of acquisitions per year

Indutrade

Indutrade

Joakim Skantze
Senior Vice President
Life Science

My journey within Indutrade

Pre Indutrade

- Electrical Engineer, KTH
- Accenture
- Schneidler Grafiska AB
- Traction

Indutrade

Industrial Components

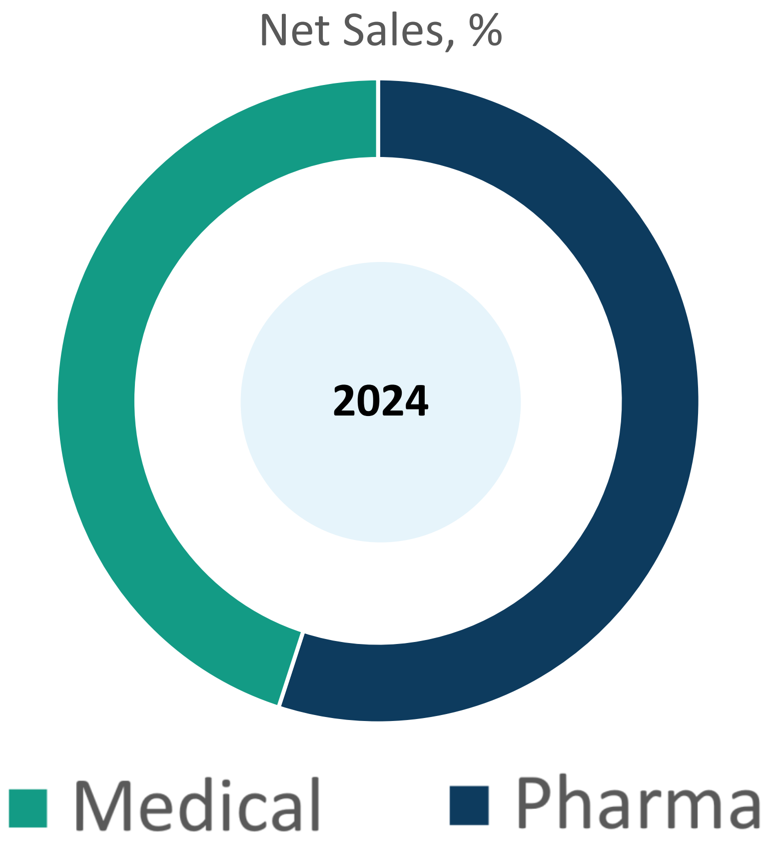
- Business Area Manager
  - Net sales: 2.5 BSEK → 6.2 BSEK
  - EBITA margin: 10.6% → 15.9%
  - 19 acquisitions, 45 companies

Life Science

- Business Area Manager
  - Net Sales: 7.4 BSEK 2024
  - EBITA margin: 16.6% 2024
  - 35 companies

1987-2016 → *2016-2024* → *2024-*

Our Life Science companies



14%	32%	17.8%
Organic growth 5Y avg.	EBITA CAGR -5Y	EBITA margin 5Y avg.

Share of net sales per geographical region

20%	26%	46%
Sweden	Rest of Nordic	Rest of Europe

Split by company size, Q3-25 YTD

1	10	24
>500 MSEK	200-500 MSEK	<200 MSEK

Strong position within **Pharma** production

- Supplier to Pharma manufacturers and CMOs
- Flow related products, assemblies and SU-systems
- High validation and quality driven processes
- Huge market and good underlaying growth trend

Examples of trends

Outsourcing

Supply chain resilience

Regulatory challenges

Trading & assembly	Manufacturing	Manufacturing & contracting
Colly Flowtech, HITMA, UltraPure, alflow, ESI, Tecno Plast, avintos, Italprotec Industries, Silroc CZ, IPP, SKS, Fluid Controls Ltd	Atline, Typhoon, Krämer, APG	CKJ Steel, Puretech

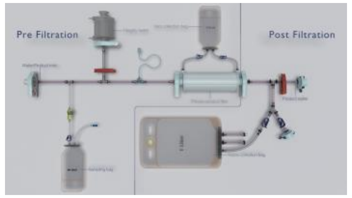
Indutrade

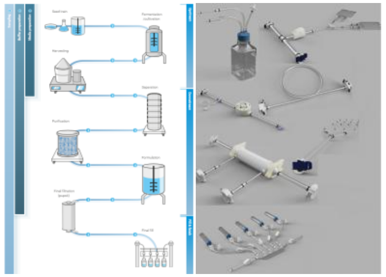
Examples **Pharma** applications

Single Use

CollyFLOWTECH
INNOVATIV FLÖDESTEKNIK

UltraPure International





Flow components

ESI
Technologies Group

PLATINUM Top 1%
ecovadis
Sustainability Rating
MAY 2025

Purification skid

Puretech
delivering purity

Indutrade

Niched **Medical** companies

- Diversified market and multiple segments
- Our position: stronger in the Nordics but many geographical white-spots
- Interesting areas: Diagnostics and Labtech, driven by therapies like cancer treatment, diabetes, health etc.

Examples of trends

Ageing population

Shortage of resources

Diagnostics

Diabetes	Medtech	Diagnostics & Labtech	Health Care / Aid care
Rubin medical	CIRRO	Labema	AMAB
	Cheirón	matriks	OSCAR
	MEDEXA	prodia.	iris hjälpmedel
	ADMediCal	MICLEV	sunflower medical furniture
	CPX PRECISION UK Ltd		
	MEHOW Medical Ireland		
	SLT		
	CONROY		

Examples **Medical** applications

Diabetes	Medical technology	Laboratory equipment

Rubin medical

AMAB
SIGNALEN TILL TRYGGHET

Hospital DMD®

Labema

Strong and lean international team

- Driven by a strong Purpose
- Enable Business Segments to be engines!
- Professional owner and Partner

”We have the freedom and autonomy to act and develop the BA ourselves, with good support of the Indutrade framework and network.”

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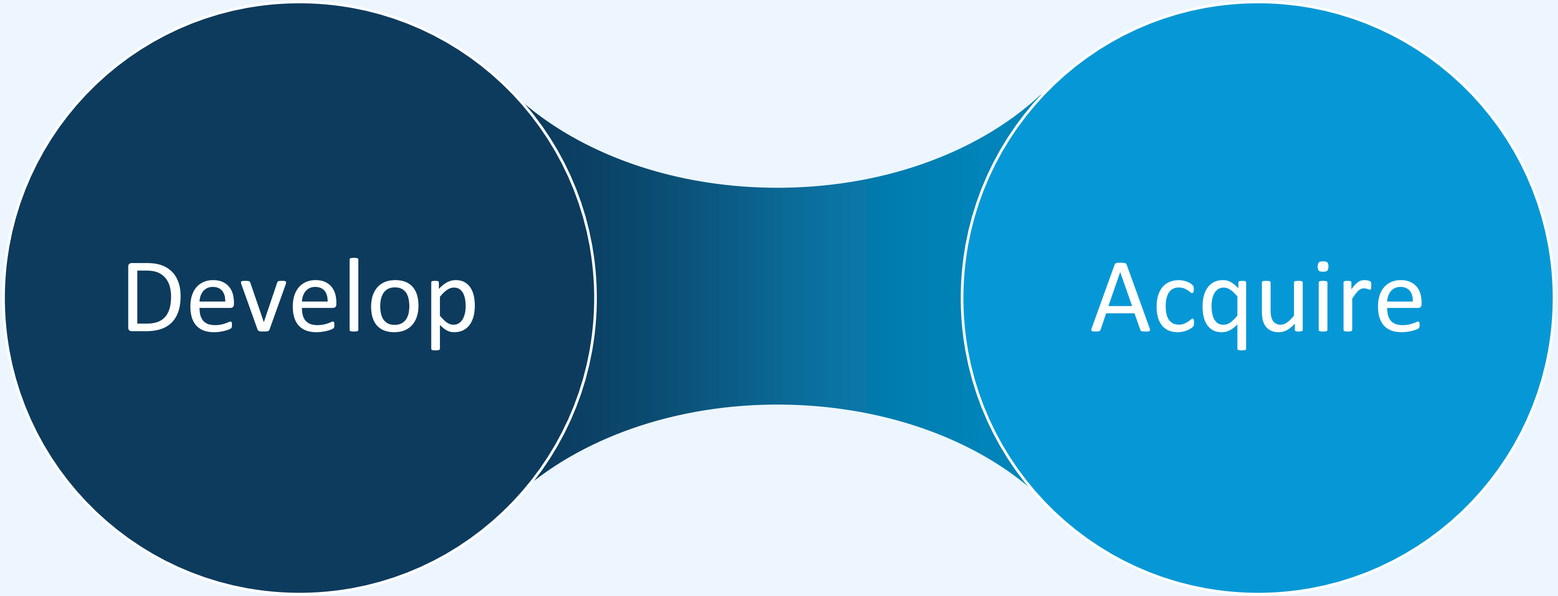
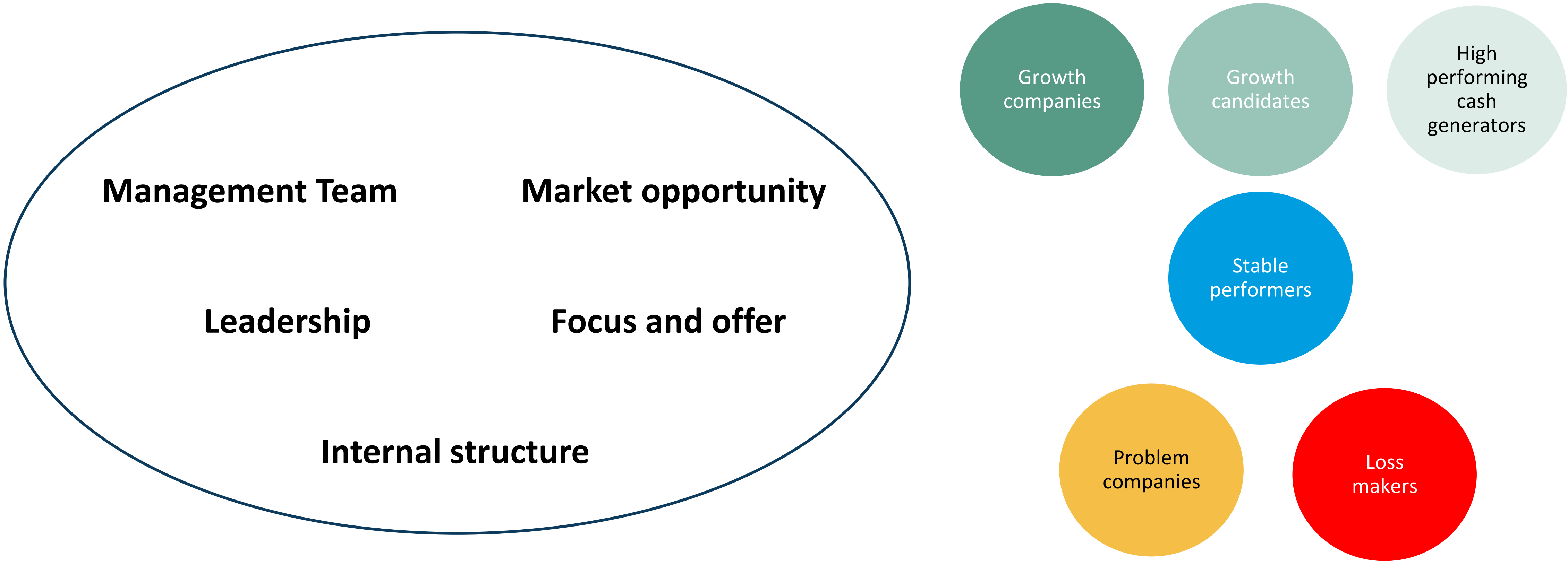
Leading a Business Area within Indutrade



Developing towards the ideal company



Developing our people

Indutrade Academy
IBP / ILP / IBCP

Culture

Succession planning
Internal vs external

Development plans
Judgement / Drive / Influence

Proactive acquisition agenda

Opportunity-oriented approach

Bottom up

Leveraging the business segment structure

Acquire

Top down

Prioritised areas

”Driving value creation in a structured way”

Business Area

FY evaluation and next year activities

Boards

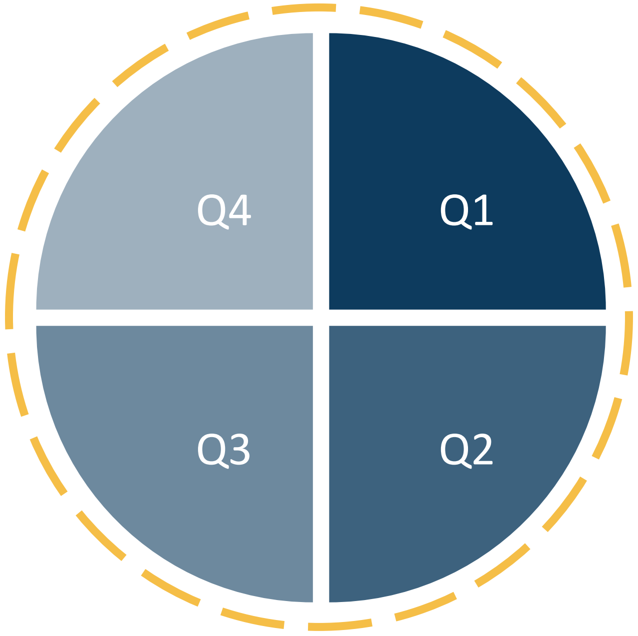
Budget

Boards

FY evaluation

Strategy and strategy process expectations

Cluster meetings in various forms



Business Area

People development

Business Area

Company analysis and priorities

Business Area

BA / BS strategy

MD conference

Boards

Strategy

Key takeaways

Strong position in pharma and medical with significant growth potential

Full responsibility for **developing** our companies and value-accretive **acquisitions**

Lean international team driven by a **strong purpose**

Full autonomy but benefitting from the Indutrade infrastructure

Indutrade

Fredrik Alexandersson
Managing Director
Miclev AB

Jan-Erik Larsson
Managing Director
Alnab AB

Declan Field
Business Segment Leader
prev. Managing Director
ESI Technologies Group

Anders Hegaard
Business Segment Leader
Managing Director
Klokkerholm Karosseridele A/S

Indutrade

Indutrade

Q&A

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