CAPITAL MARKETS DAY 2025

Indutrade

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Life Science

My journey within Indutrade

Pre Indutrade

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

Indutrade

Industrial Components

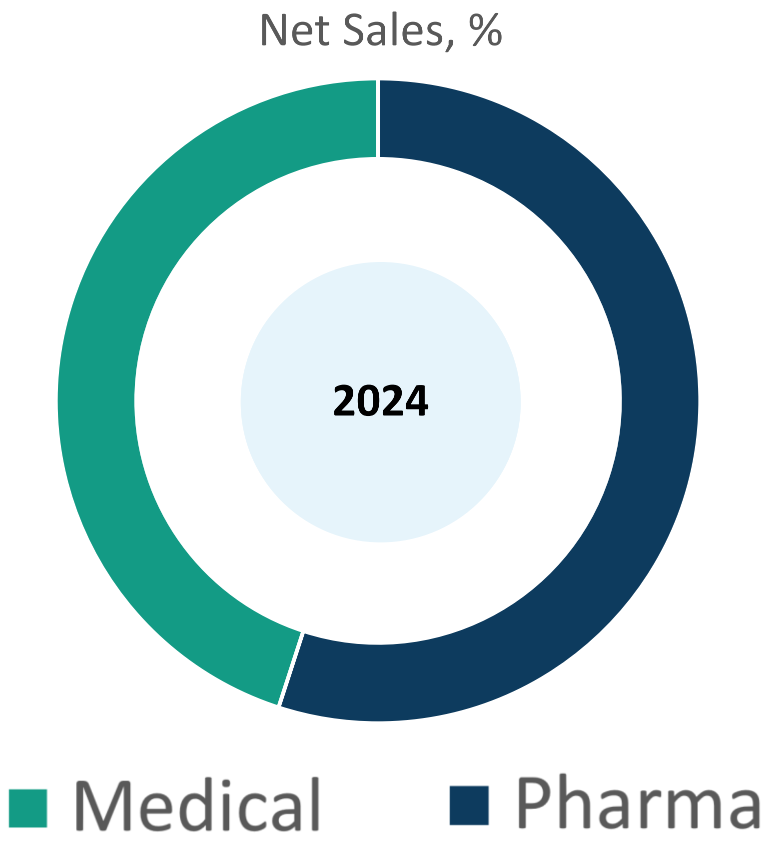
- Business Area Manager
  - Net sales: 2.5 BSEK → 6.2 BSEK
  - EBITA margin: 10.6% → 15.9%
  - 19 acquisitions, 45 companies

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

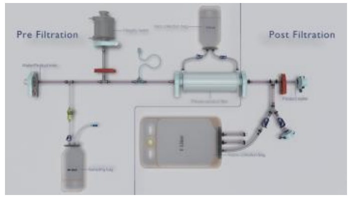
Examples **Pharma** applications

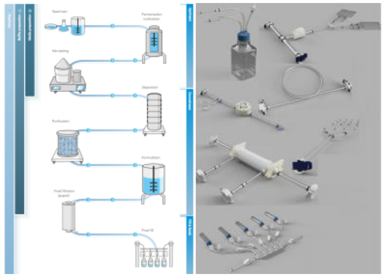
Single Use	Flow components	Purification skid

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

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
	PRECISION UK Ltd		
	MeHow Medical Ireland		
	SLT		
	CONROY		

Examples **Medical** applications

Diabetes

Rubin medical

Medical technology

AMAB
SIGNALEN TILL TRYGGHET

Hospital DMD®

Laboratory equipment

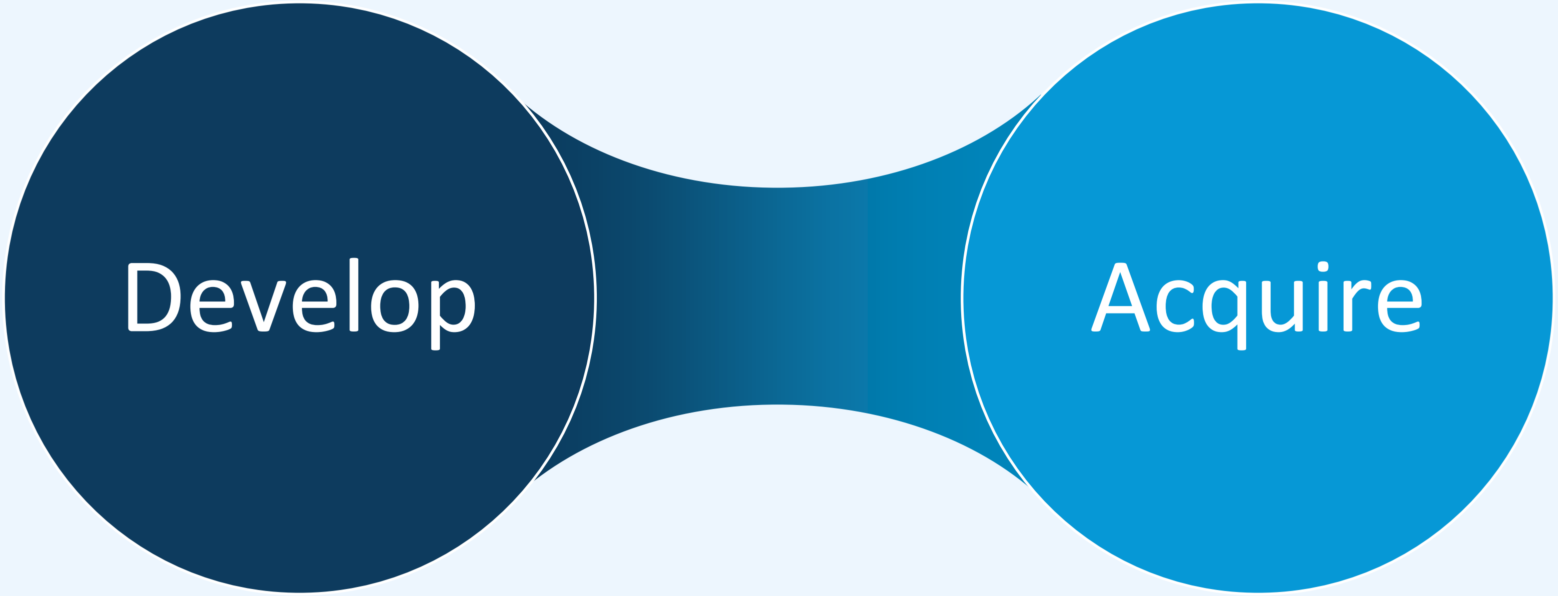
Labema

Strong and lean international team

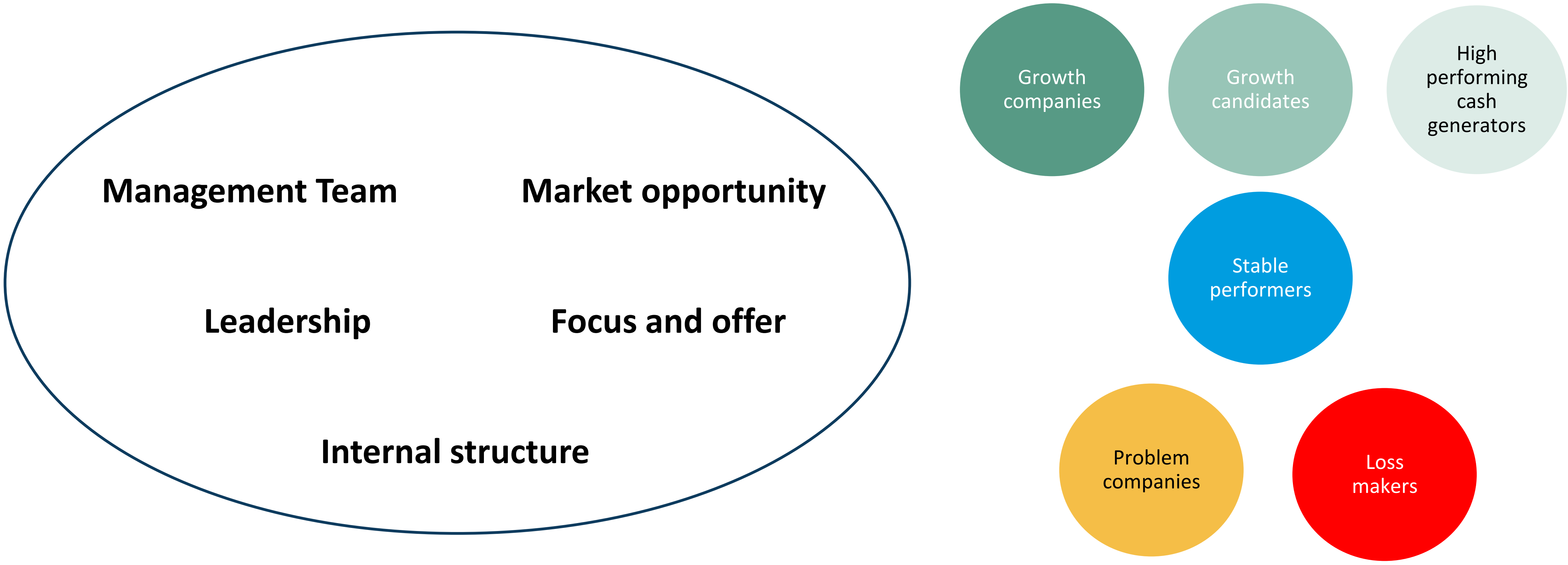
- Driven by a strong Purpose
- Enable Business Segments to be engines!
- Professional owner and Partner

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

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

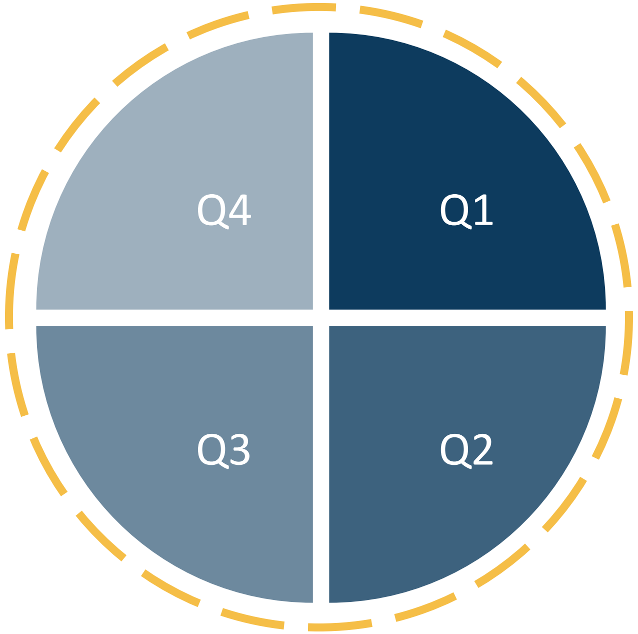
Budget

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