CAPITAL MARKETS DAY 2025

Indutrade

Indutrade

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

Indutrade

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

Indutrade

Strong performance last five years…

Net sales

32.3

Billion SEK, R12Q3

Organic growth

+5%

p.a. last 5 years

No of companies added

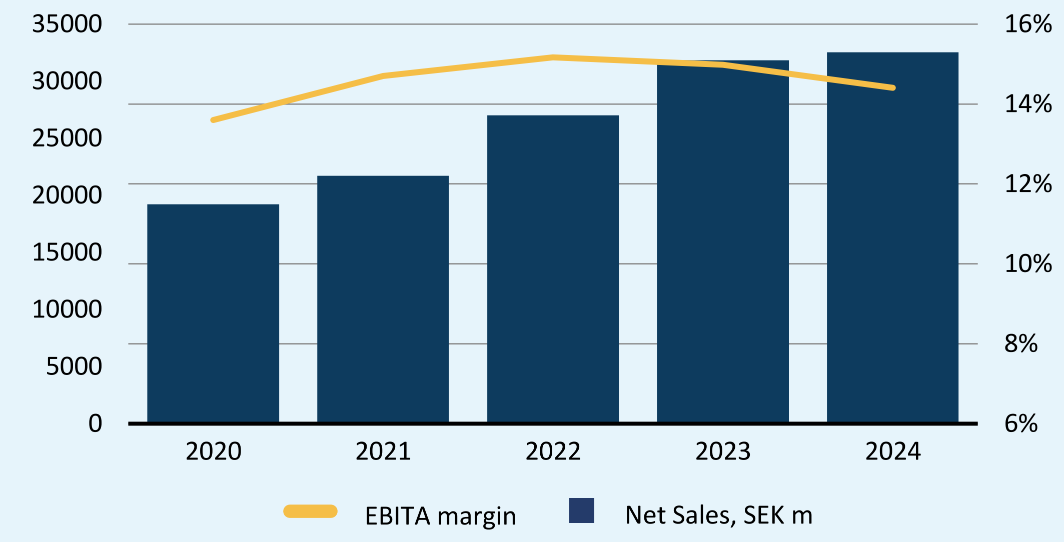
~70

2020-2024

EBITA margin

14.6%

5-year average

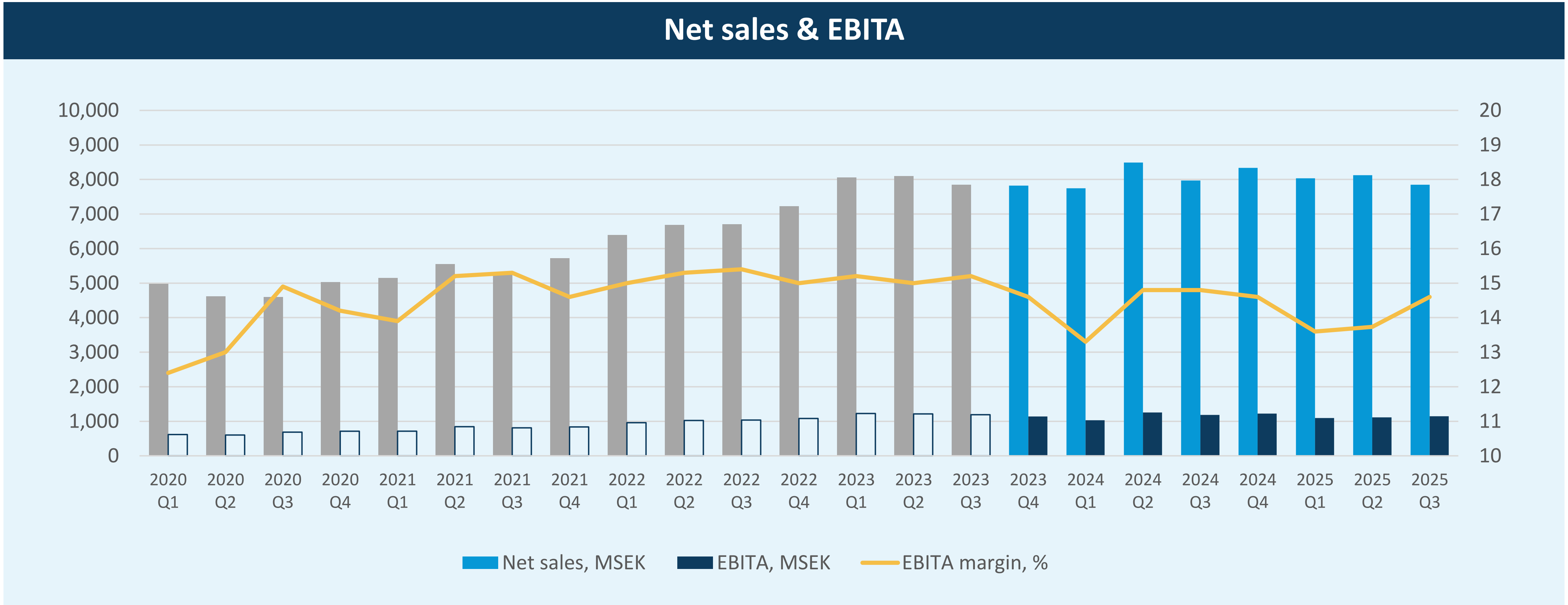


CAGR last 5 years:

Sales
+12% p.a.

EBITA
+15% p.a.

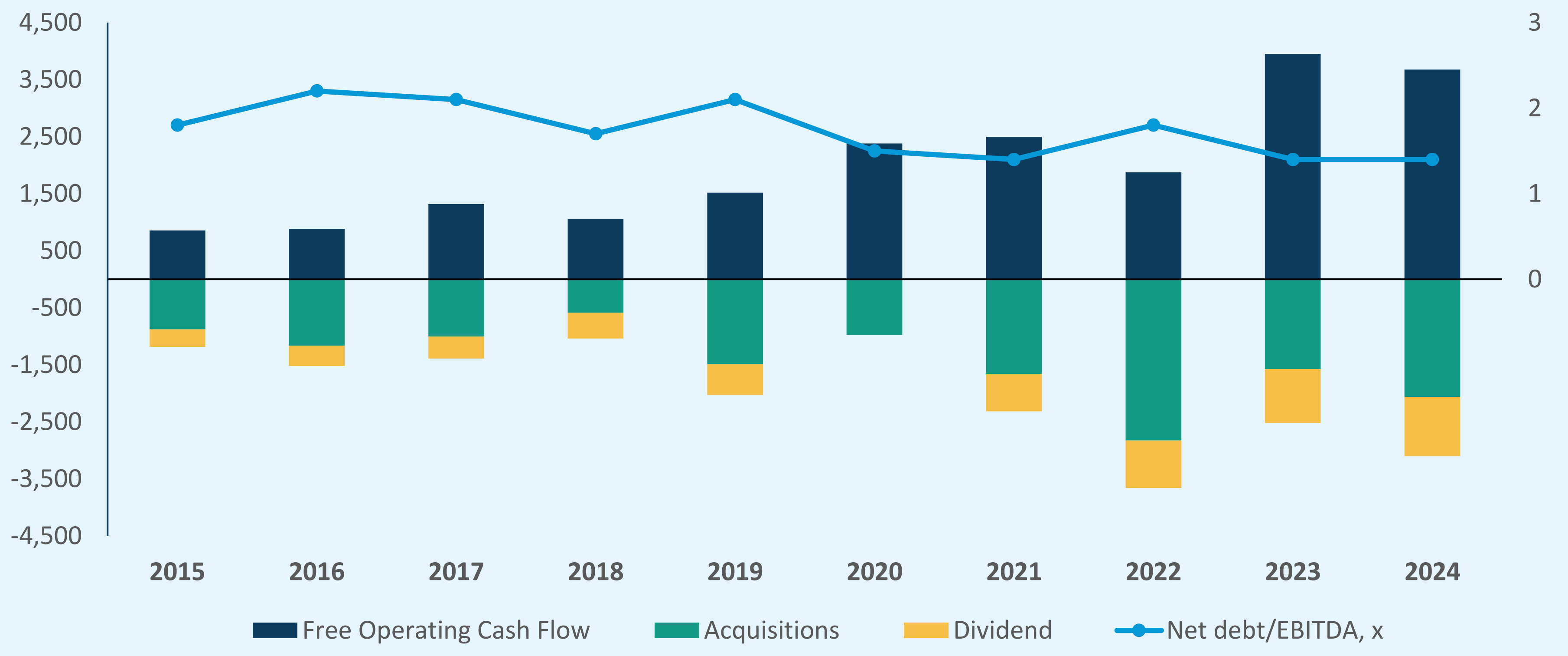
…but a weaker demand impacting short term



Indutrade

The balancing act – successful capital allocation

Capital allocation, L10Y (MSEK)



Strong cash flows from our existing companies…

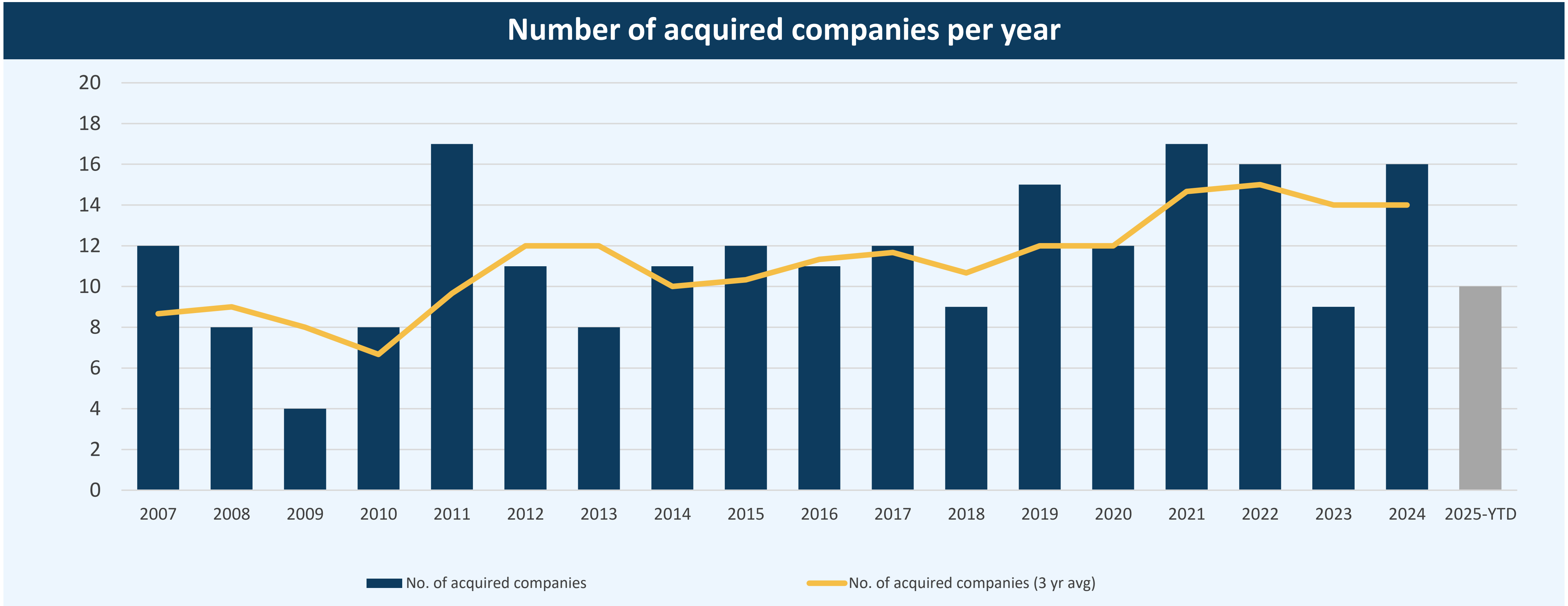
…enables company acquisitions at well-balanced valuations…

…and steadily growing dividends…

…while maintaining a stable and balanced risk profile.

Indutrade

Gradually increased acquisition pace



Indutrade

Group evolution last 10 years

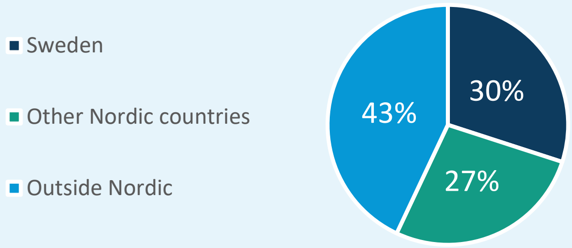
Share of net sales per category

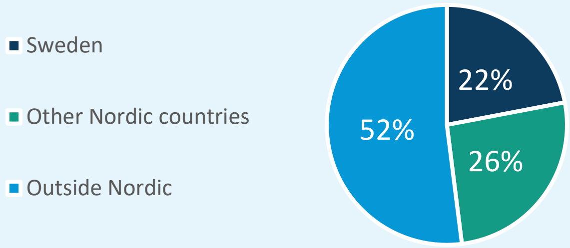
60% 40%

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%

Indutrade

5 international Business Areas

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

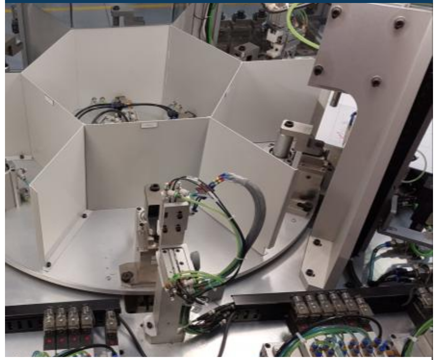
Industrial & Engineering

Infrastructure & Construction

Life Science

Process, Energy & Water

Technology & Systems Solutions



Strengthened conditions for organic and acquisitive growth

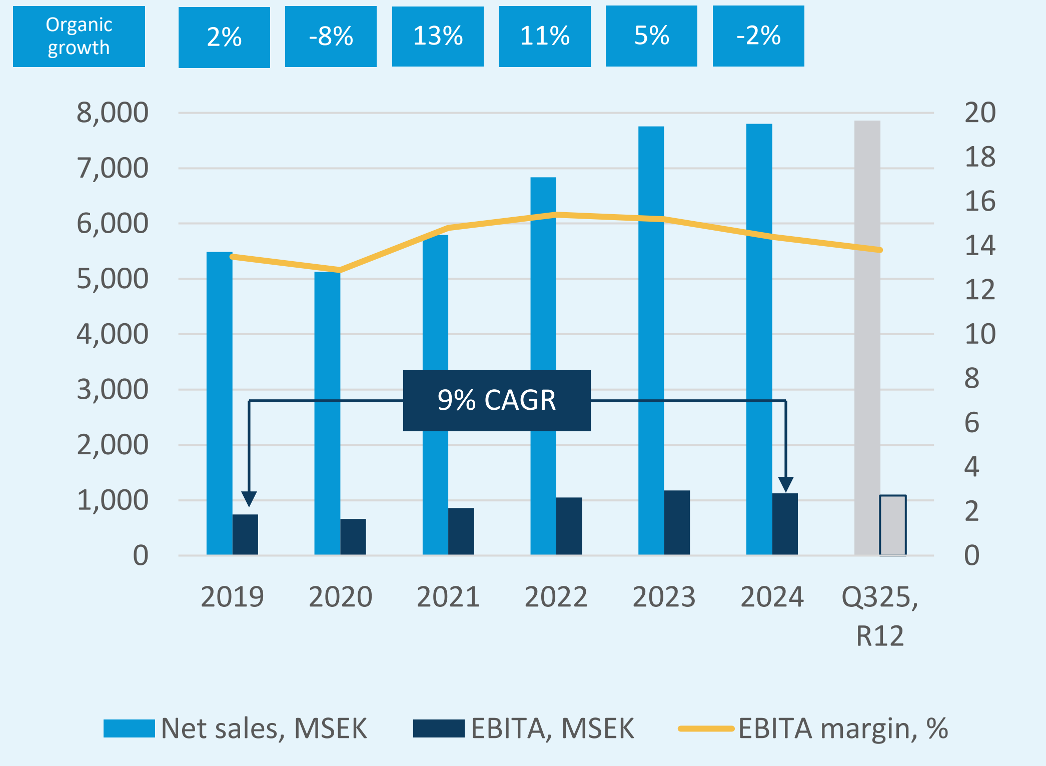
Industrial & Engineering

9
Business Segments

65
Companies

24%
Share of net sales, 2024

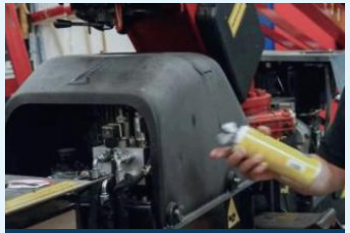
Net sales & EBITA

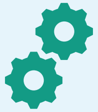


Product areas


Industrial components, filters, fasteners hydraulics and tools


Products and equipment for automation/ transmission


Chemical technology and consumables for industrial applications


GENERAL MANUFACTURING

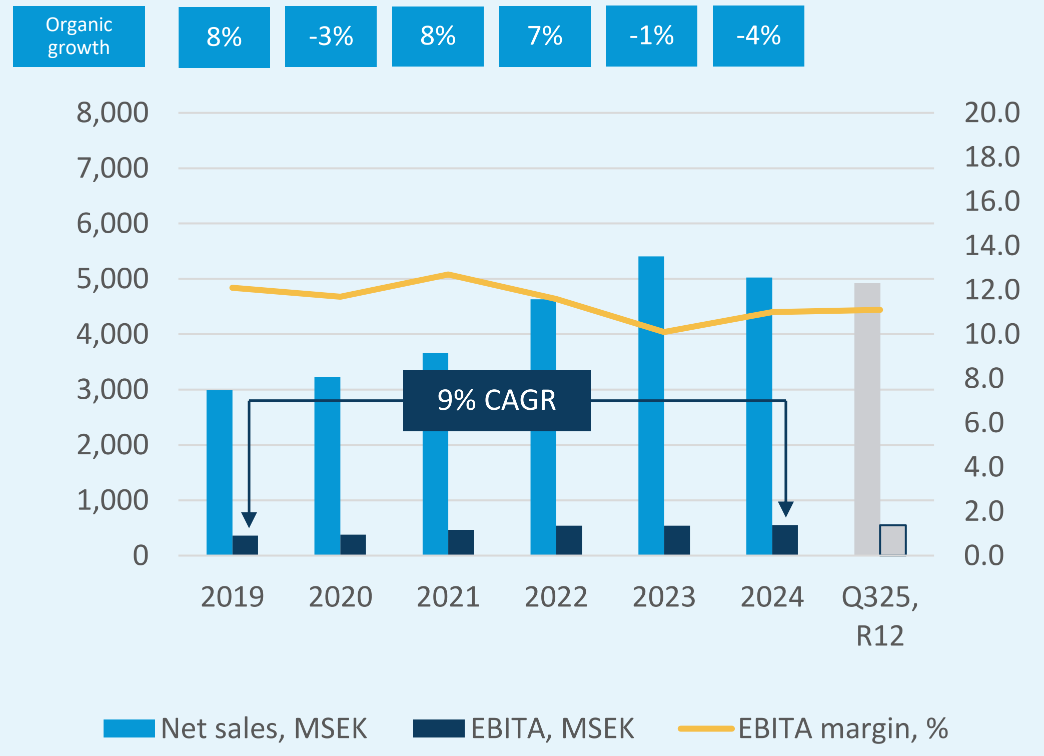

TRANSPORTATION


INFRASTRUCTURE CONSTRUCTION

Infrastructure & Construction

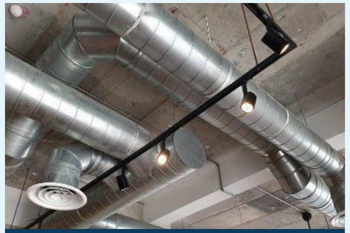
8	41	15%
Business Segments	Companies	Share of net sales, 2024

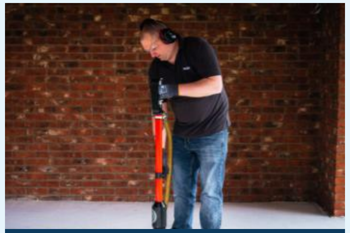
Net sales & EBITA



Product areas


Products for ground and infrastructure work


Input materials for buildings


Equipment, tools and consumables for construction companies


INFRASTRUCTURE


CONSTRUCTION


UTILITY DISTRIBUTION

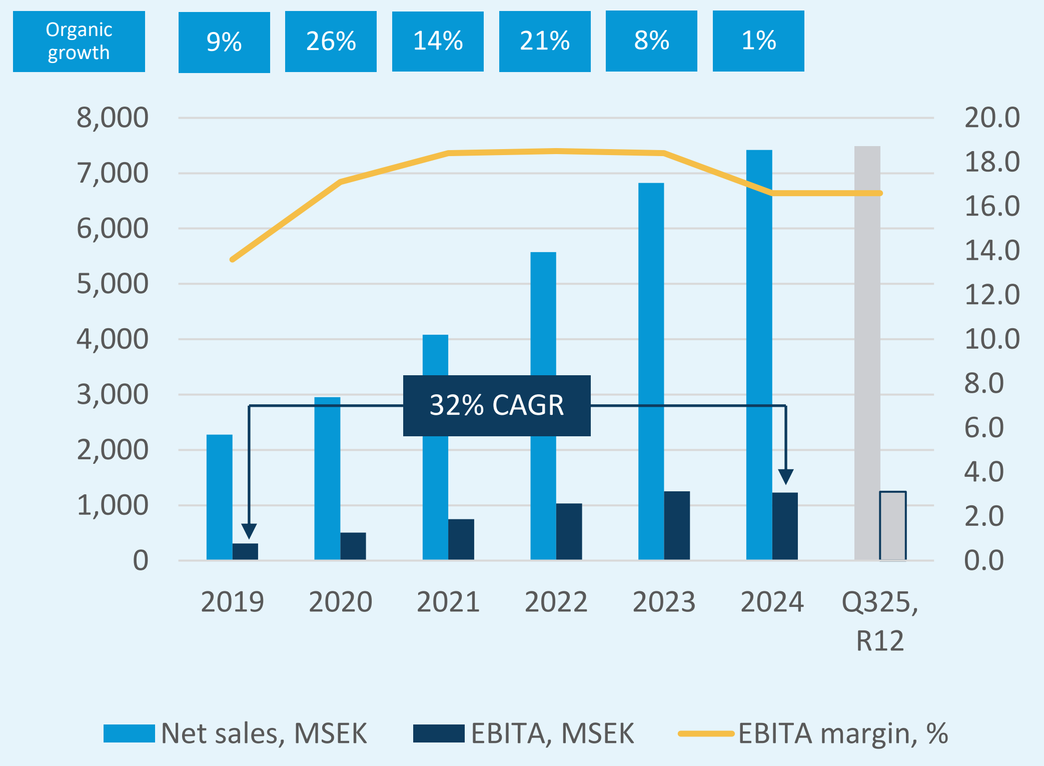
Life Science

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

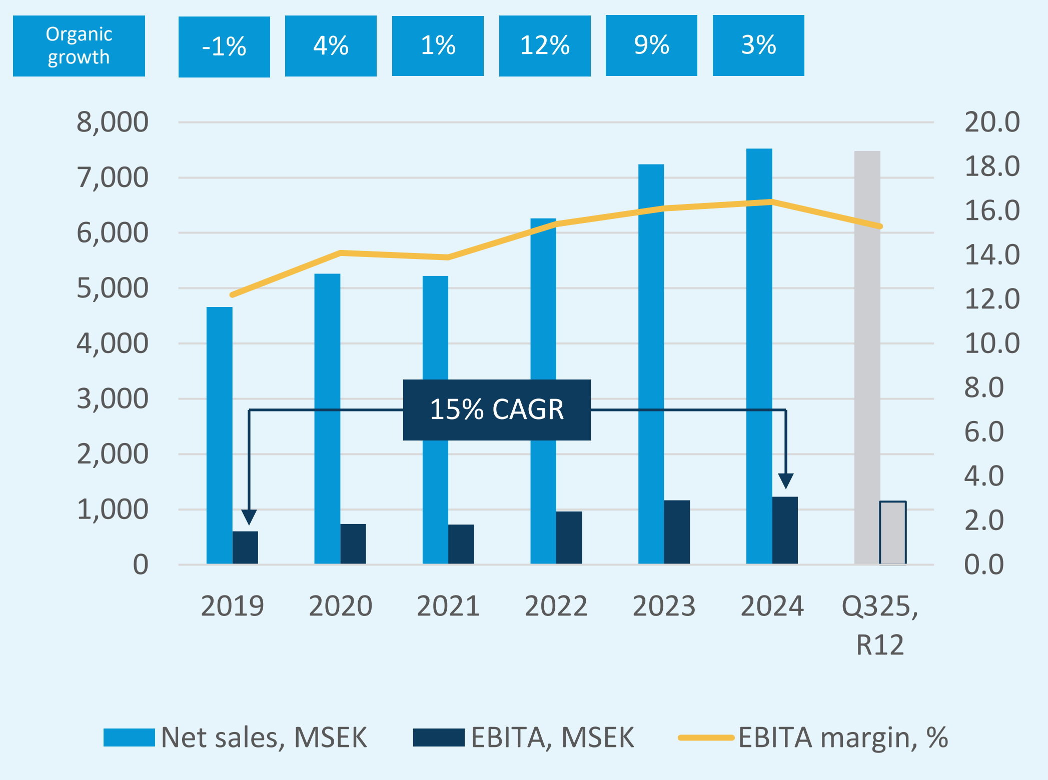

PHARMACEUTICALS


HEALTH CARE


FOOD & BEVERAGE

Process, Energy & Water

Net sales & EBITA



7
Business Segments

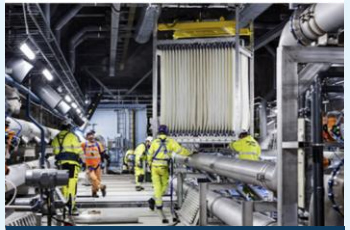
44
Companies

23%
Share of net sales, 2024

Product areas


Valves, pumps, pipe & pipe systems

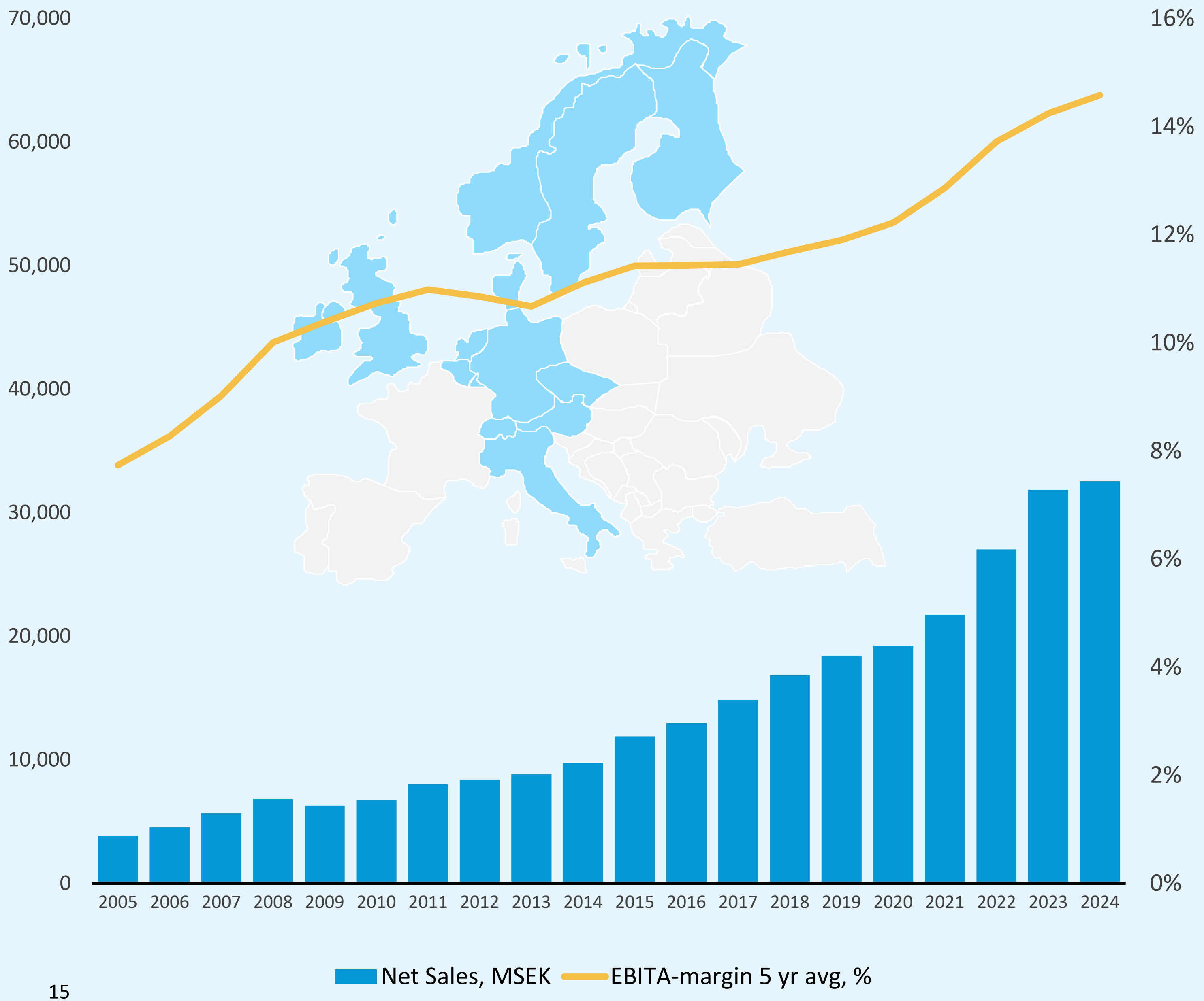

Flow instrumentation and measurement


Water & chemical systems

PROCESS INDUSTRY

ENERGY

WATER/WASTEWATER



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

Indutrade

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

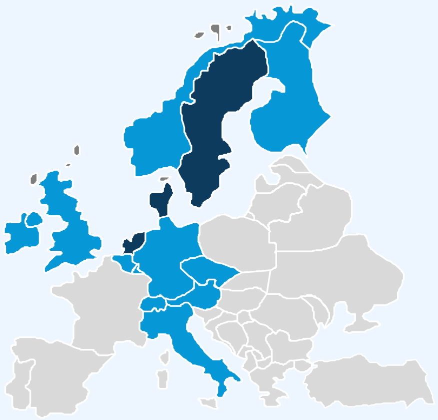
Leveraging the Business Segment structure

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

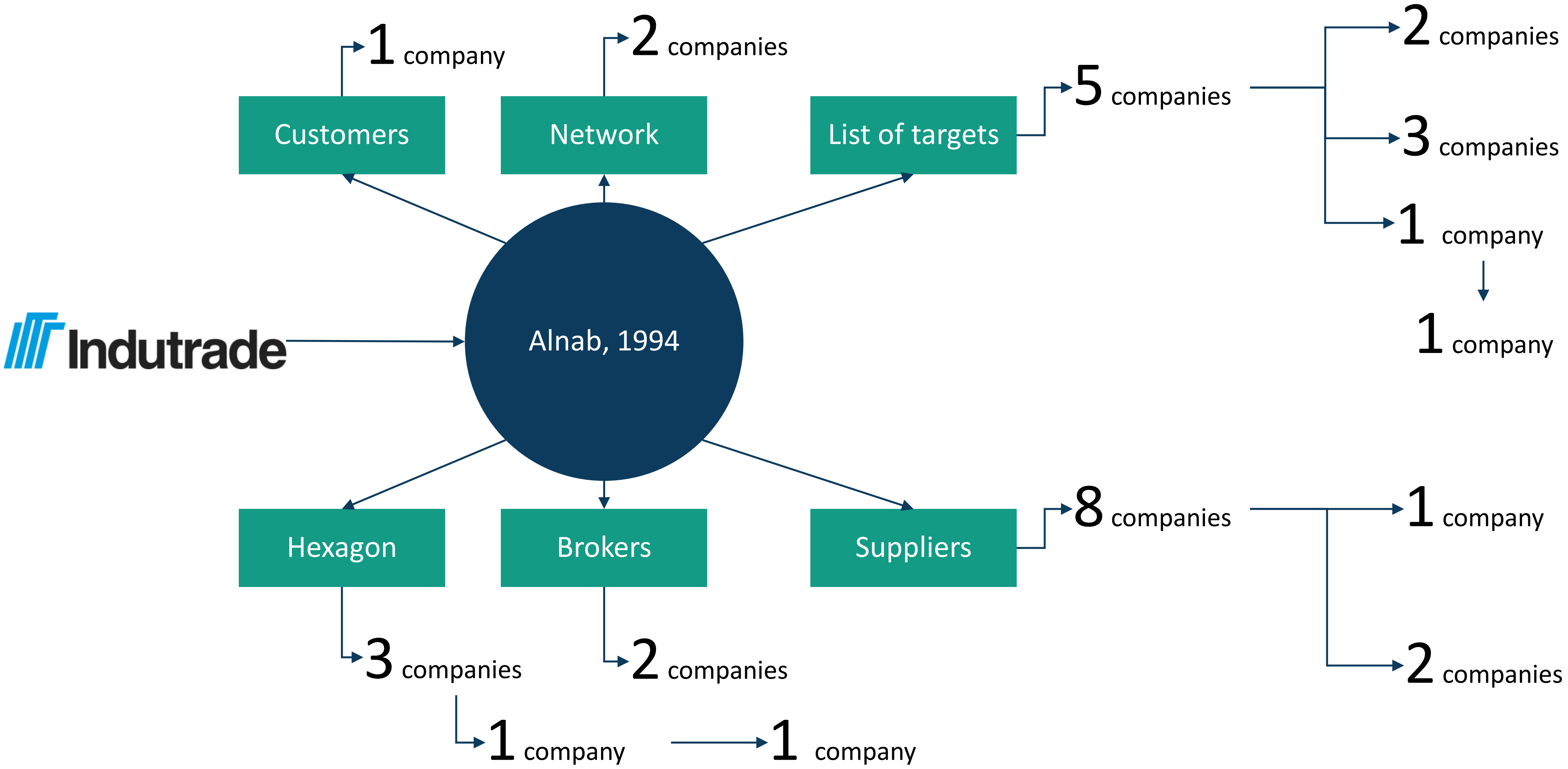


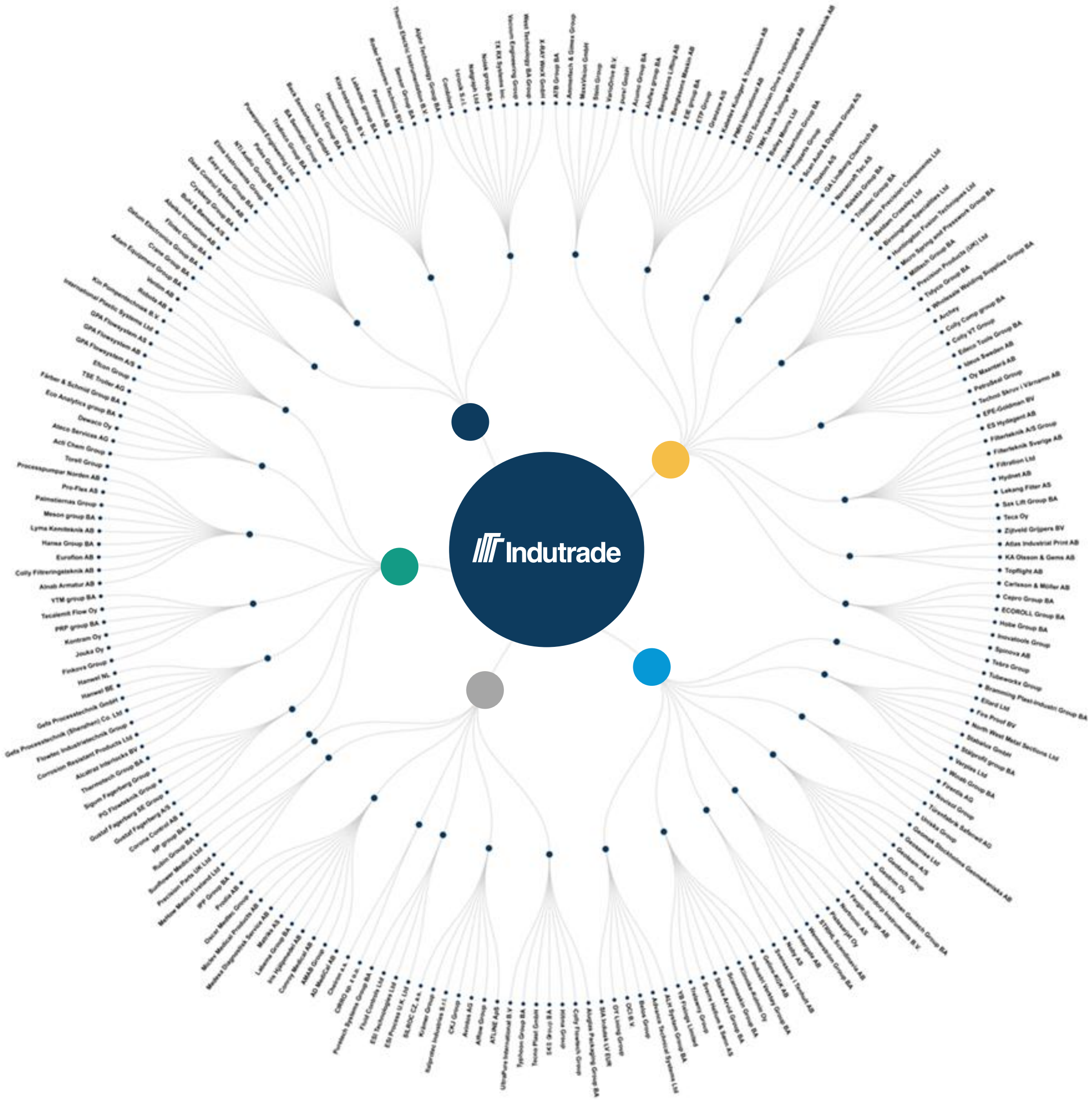
Segment A

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

How do we expand from only 3 markets?

Indutrade


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	OPERATIONS	PRODUCTS & CUSTOMERS
Engaged people that drive development and performance	**CO_2 and resource efficient operations**	**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

Indutrade

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"*

Indutrade

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

Indutrade

Indutrade