An entrepreneurial world where people make the difference

Indutrade

Indutrade in brief

Indutrade is an international technology and industrial business group that today consists of over 200 companies in some 30 countries, mainly in Europe. In a decentralised way, we aim to provide sustainable profitable growth by developing and acquiring successful companies managed by passionate entrepreneurs.

Founded in

1978

Net sales, EUR billion
2025

2.93

Number of companies

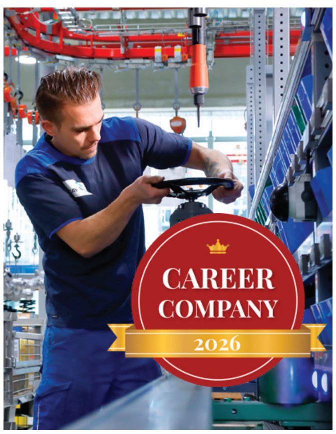
~225

10,000

employees in

>30

countries



Our vision

"An entrepreneurial world where people make the difference."

To generate sustainable profitable growth by developing and acquiring successful companies managed by passionate entrepreneurs in a decentralised way.

Value based culture

Entrepreneurship
We have a strong entrepreneurial spirit and are passionate about the business. We are also determinedly committed to continuously driving, developing and improving the business.

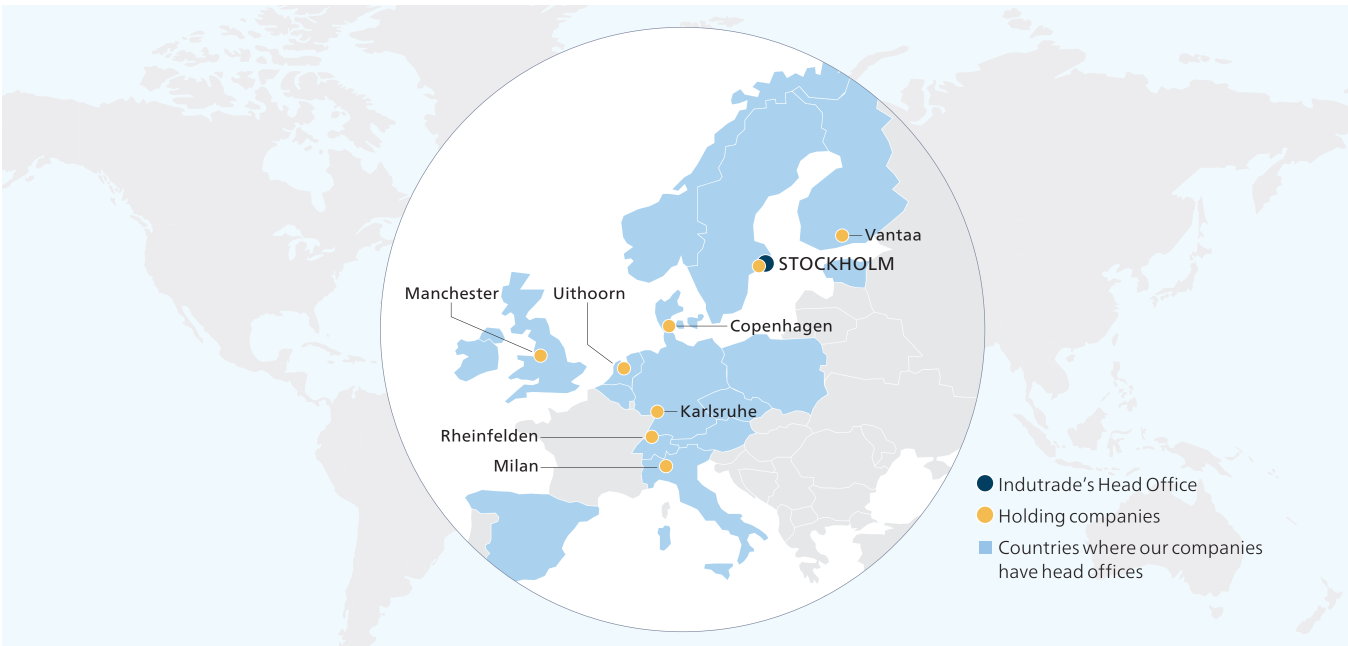
Decentralisation
We are a decentralised organisation with a strong local presence. We believe that the best decisions are made locally, by those who are closest to the customer.

Long-term perspective
We focus on profitability and our definition of success is achieving sustainable profitability and growth that benefits individuals, companies and society at large.

People-centric
For us, people are most important of all – our employees are the key to the Group's future success. We strive to derive the greatest value and benefits from our talented employees by sharing and spreading best practice throughout the Group.

The individual companies at the core of Indutrade

Since its inception in 1978, Indutrade's philosophy has been to run a decentralised organisation, in which operational responsibility for the business, earnings and cash flow is delegated to each of the companies within the Group. Our companies are primarily based in Western Europe but sell their products and services worldwide.



Our five business areas

The Indutrade Group is divided into five international Business Areas. The Business Areas have clear strategic focus on different business sectors and technologies.

Industrial & Engineering

Net sales 2025

730 MEUR | 25% share of total sales

~65 companies

Infrastructure & Construction

Net sales 2025

438 MEUR | 15% share of total sales

~40 companies

Life Science

Net sales 2025

681 MEUR | 23% share of total sales

~35 companies

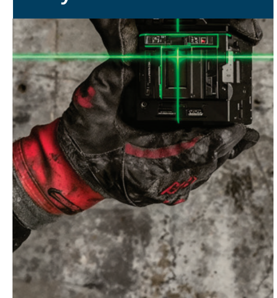
Process, Energy & Water

Net sales 2025

675 MEUR | 23% share of total sales

~45 companies

Technology & Systems Solutions



Net sales 2025

414 MEUR | 14% share of total sales

~35 companies

Our companies

We acquire both technical trading companies that prioritise product ranges with market-leading products from the best suppliers, and companies with their own products and brands. What they all have in common is that they are successful and well-managed, with a defined market and distinct customer offering. They are run by entrepreneurs who are passionate about their business concept, who want to further develop their company and who share our values on sustainable entrepreneurship.

COMPANIES WITH TRADING BRANDS

58%

of Indutrade's sales

COMPANIES WITH PROPRIETARY BRANDS

42%

of Indutrade's sales

60 50 40 30 20 10

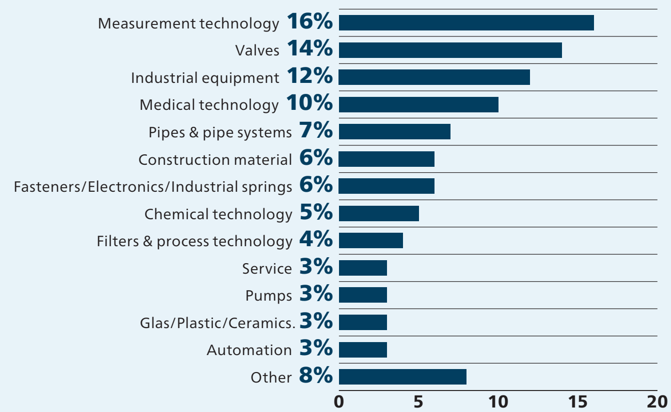
Indutrade in numbers

What we do

We develop and acquire technology and industrial companies that are characterised by high competence and an ability to build enduring, close relationships with customers and suppliers.

Our companies offer sustainable solutions that enhance our own, and our customers' competitiveness. They manufacture, develop, and sell components, systems, and services with a high technology content.

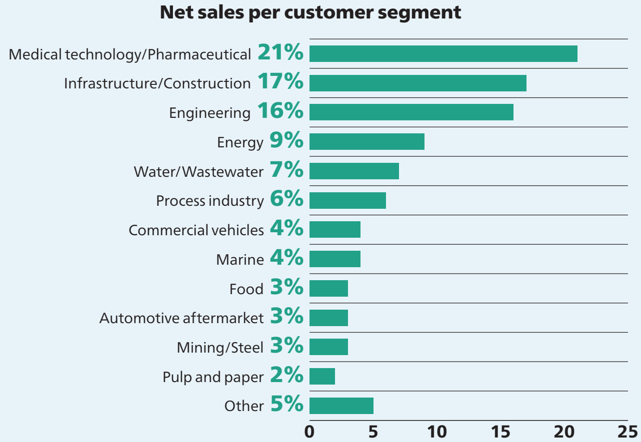
Net sales per product area



For whom

Customers can be found in a wide range of industries, including infrastructure and construction, medical technology and pharmaceutical, engineering, energy, water/ wastewater and food.

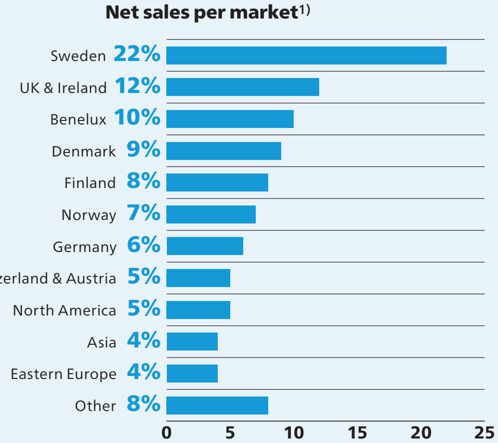
Net sales per customer segment



Where

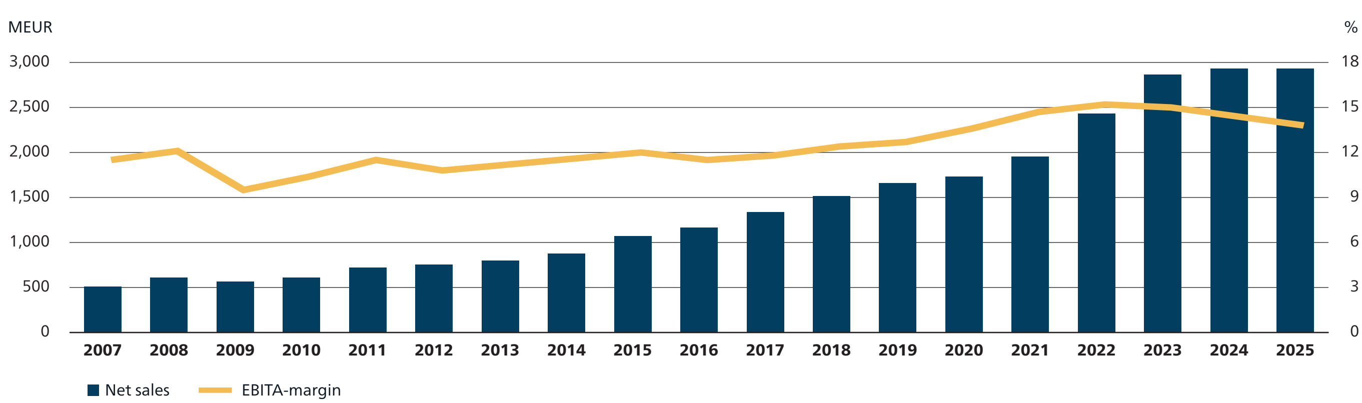
Indutrade comprises approximately 200 companies offering services in more than 30 countries on six continents.

Net sales per market[1)]



1) Based on customers' domicile.

Sustainable, profitable growth



What we offer

Indutrade is a long-term, stable owner that is engaged in, and takes responsibility for, the development of our companies. When we acquire a company, it is never with the intention to exit or divest. We exercise active ownership primarily through the Boards of Directors of our subsidiaries with the aim of developing them, generating sustainable value growth and contributing to society.

Business as usual
Our highly decentralised organisation enables companies to make own decisions, thereby giving them freedom and flexibility. The best business decisions are made when there is close contact with customers based on their specific needs and processes.

Expertise
We support our subsidiaries by providing industrial and technical expertise and assisting with business development, financing and management by objectives. We also offer support with such things as competence development, digitalisation and sustainability.

Knowledge-sharing and networks
We share experiences, knowledge and best practice through network meetings, training courses and our digital communications platform, Indutrade Portal. Many challenges and solutions are relevant to most companies. We therefore promote knowledge-sharing and informal networking so that we can exchange ideas and experiences.

Professional Board
We appoint an engaged Board that supports the management team and serves as a sounding board. Our cumulative expertise, experience and structure creates the prerequisites for continued growth in the companies.

Financial strength
The Group's financial strength creates stability and facilitates further expansion of our companies. As a stable owner, we take responsibility for the longevity of our companies.

Developing competence and leadership
In a decentralised organisation, people are key. We are very careful to ensure that we have the right MD, management team and Board of Directors at each company. We offer tailored training via Indutrade Academy in order to continuously develop our key talents.

Declan Field

Business Segment Leader

"Like selling a car and then having the keys handed back"

Declan Field has more than 20 years' experience in the industry, and has been both Operations Director and Managing Director at ESI Technologies Group. Since Indutrade acquired the company in 2013, his leadership philosophy has continued to be a guiding light in the organisation's development. Today, he is Business Segment Leader within Life Science at Indutrade, supporting ESI and its sister companies through active board work.

ESI Technologies Group is a leading supplier of process equipment and engineering solutions for the biotech, pharmaceutical, chemical, semiconductor, hydrogen, and food and beverage industries in Ireland and the UK.

"There were three owners with different areas of expertise, and none of us wanted to do the others' jobs. This turned out to be a strength; we complemented each other well and built a strategy for expansion on the Irish and British markets. When Indutrade entered the picture it felt right, a bit like selling a car and then having the keys handed back."

Having Indutrade as the owner opened up new opportunities for ESI to grow internationally and develop skills and expertise internally.

"We liked the idea of remaining independent while also being part of a larger group, which would give us an international presence and enable customers to see us as more than just a local company. Becoming part of Indutrade really broadened our horizons and gave us access to a wider network and new opportunities for growth.

"For instance, we got involved in the leadership development programmes, and began focusing more professionally on succession planning. This has fostered a culture where we always try to promote internal talent; every management vacancy has been filled by our own personnel, ensuring continuity and stability."

Indutrade changed its Group structure in 2024, making five international business areas. Since then, Declan has been Business Segment Leader, supporting ESI and similar sister companies through active board work, while also helping to identify new acquisition candidates.

"The new Group structure was necessary, not just for our market positioning, but also for our customers and supply chain. It has clarified our direction, especially in the Life Science business area, which means we can now focus on specific segments like medtech and biopharma."

Consensus and team spirit

Indutrade's decentralised model gives companies the freedom to make their own decisions, but with support and coaching from the Group Board.

"It's the team, rather than the individual, that leads. As an MD, you have to be willing to delegate and allow other people to shine in their specialist areas. I've always endeavoured to have a leadership team around me and to give them responsibility. This creates engagement and enables us to grow together.

"I rely a lot on each MD to develop strong management teams within their individual organisations. My many years with ESI have given me valuable insights, and show what's possible if you strive to build effective teams and adapt best practice to each company's specific conditions. I'm more interested in seeing how the team works than just hearing what the MD has to say. Is there a sense of trust and commitment in the group? If there is, then I know we're on the right track," says Declan.

Hear it from our entrepreneurs

To get the best understanding of how we work and what it means to be a part of Indutrade, you can read interviews with some of the entrepreneurs who have sold their companies to us on our website. What did the acquisition mean for them and how do they perceive Indutrade as an owner?

Scan the QR code to read the interviews

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