



CAPITAL MARKETS DAY  
2022

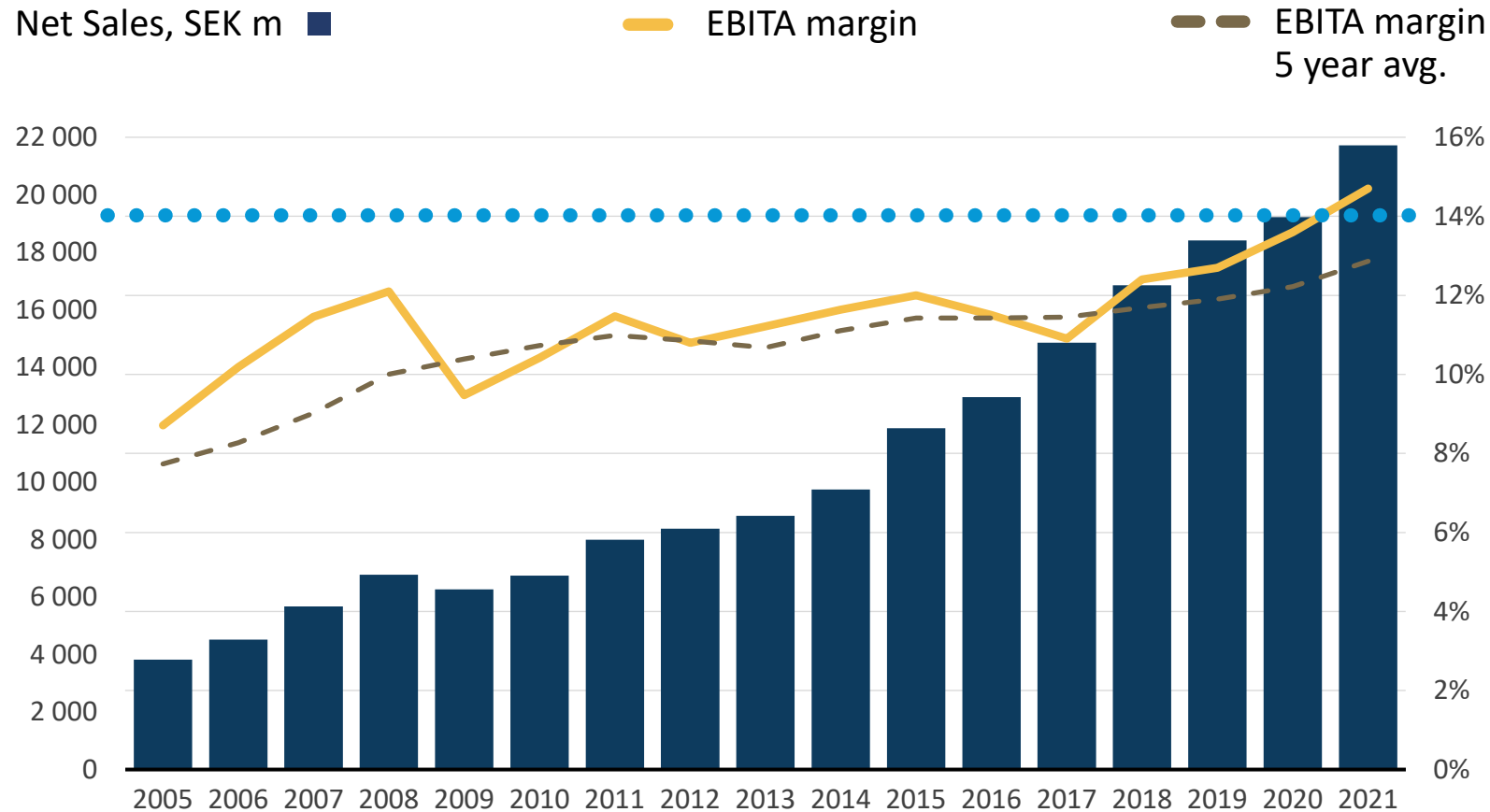




Patrik Johnson  
CFO



# Long term sustainable profitable growth



New EBITA margin target

Annual growth last 10 years:

Sales  
+11% p.a.

EBITA  
+13% p.a.

# 5-year bridge

2017 - 2021

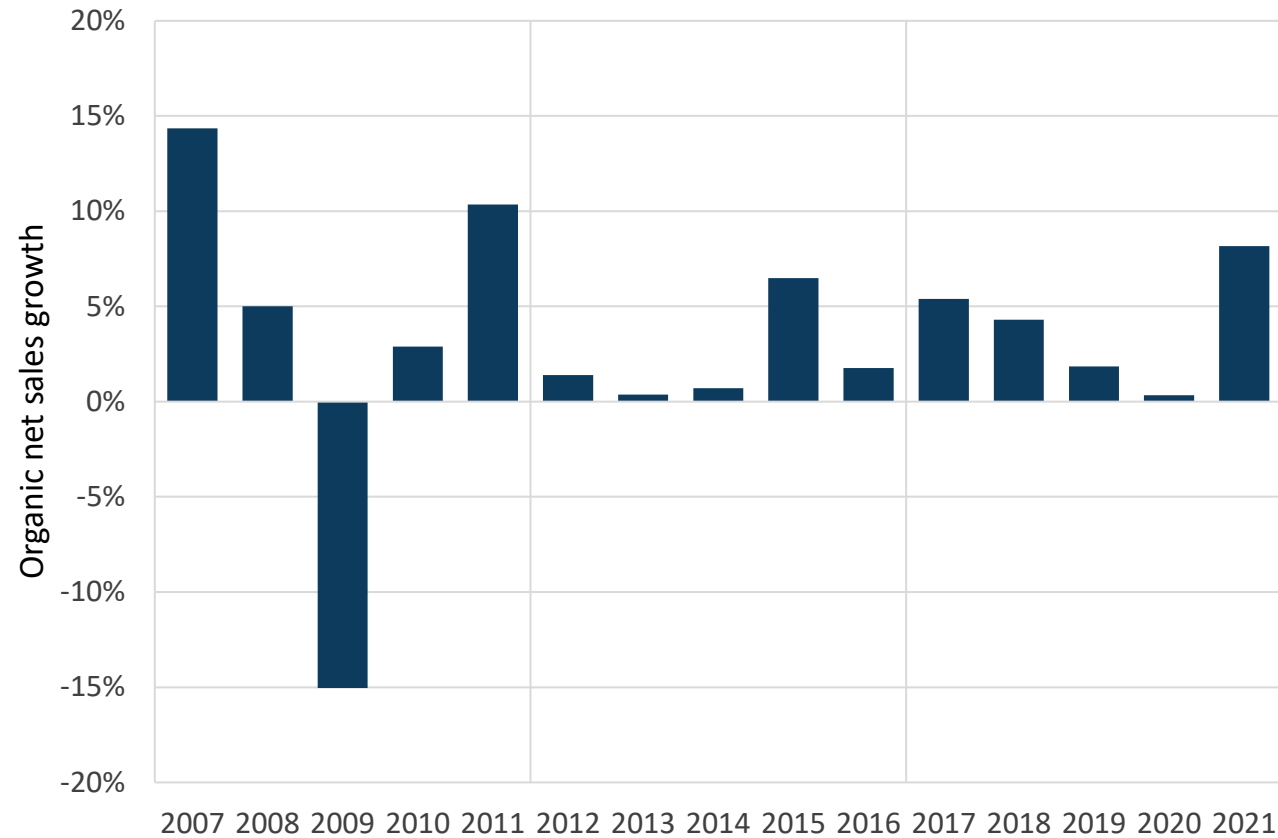
NET SALES  
**+11%** p.a.

EBITA  
**+17%** p.a.

ORGANIC	ACQUISITIONS	DIVESTMENTS	CURRENCY
<b>+4%</b> p.a.	<b>+7%</b> p.a.	<b>-1%</b> p.a.	<b>+1%</b> p.a.

ORGANIC	ACQUISITIONS	DIVESTMENTS	CURRENCY
<b>+8%</b> p.a.	<b>+9%</b> p.a.	<b>0%</b> p.a.	<b>+0%</b> p.a.

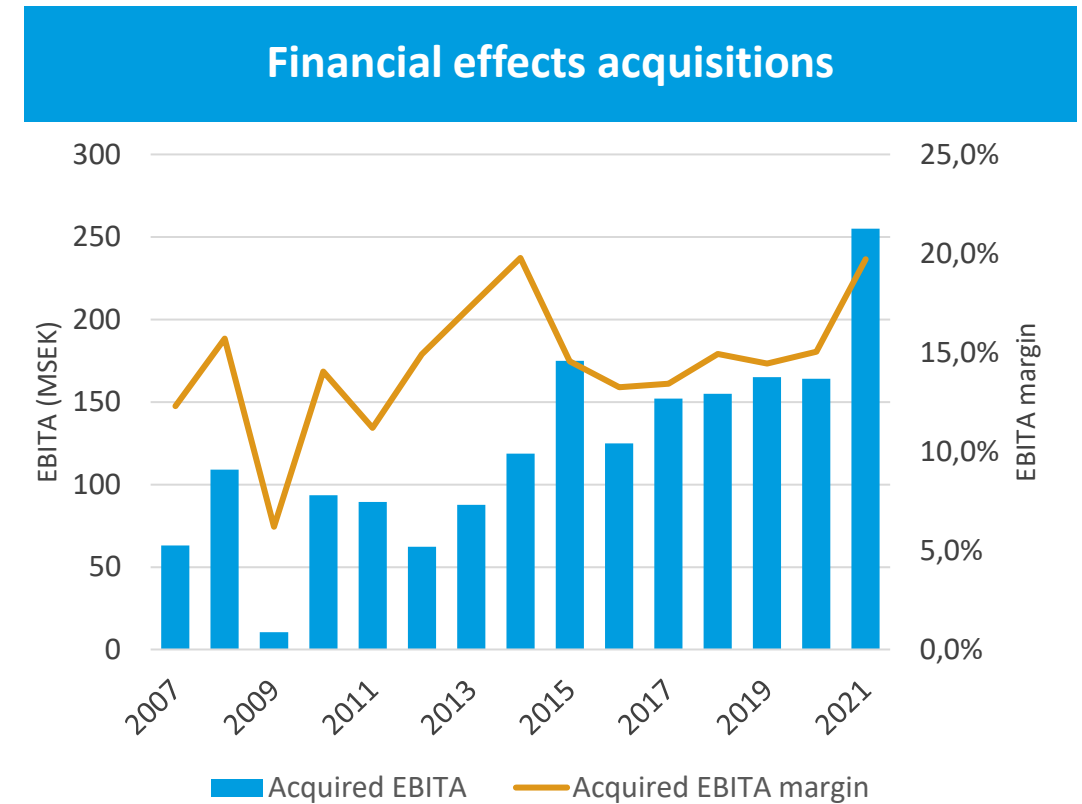
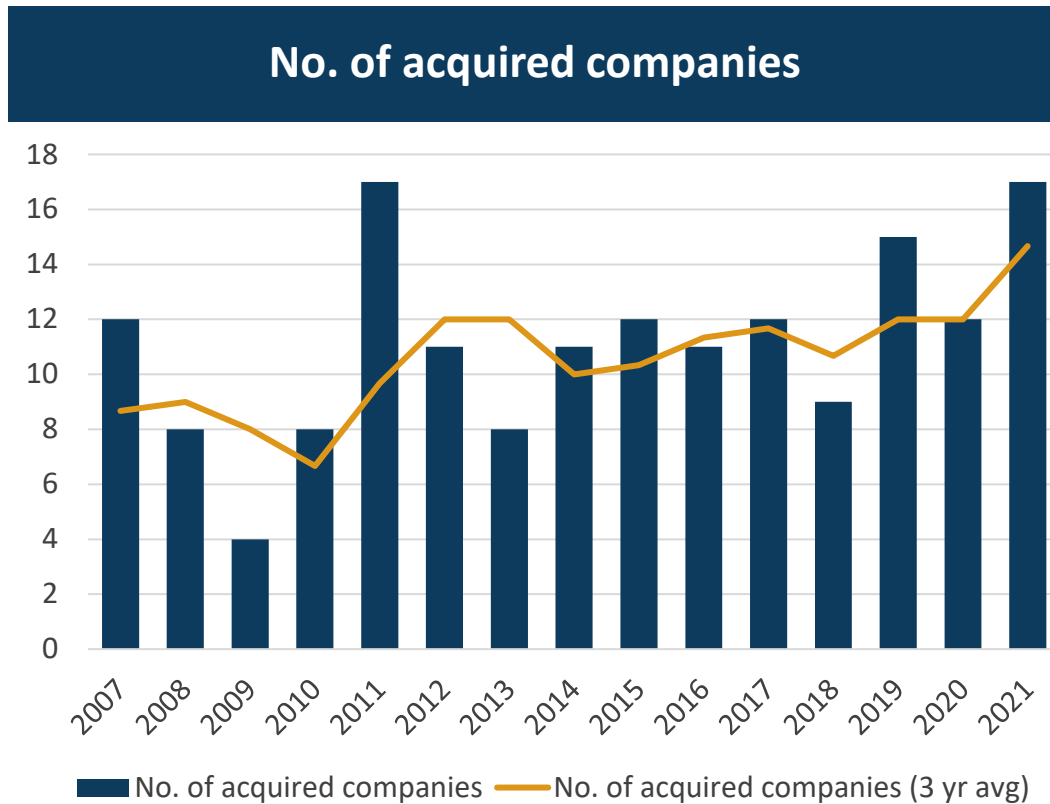
# Improving organic performance



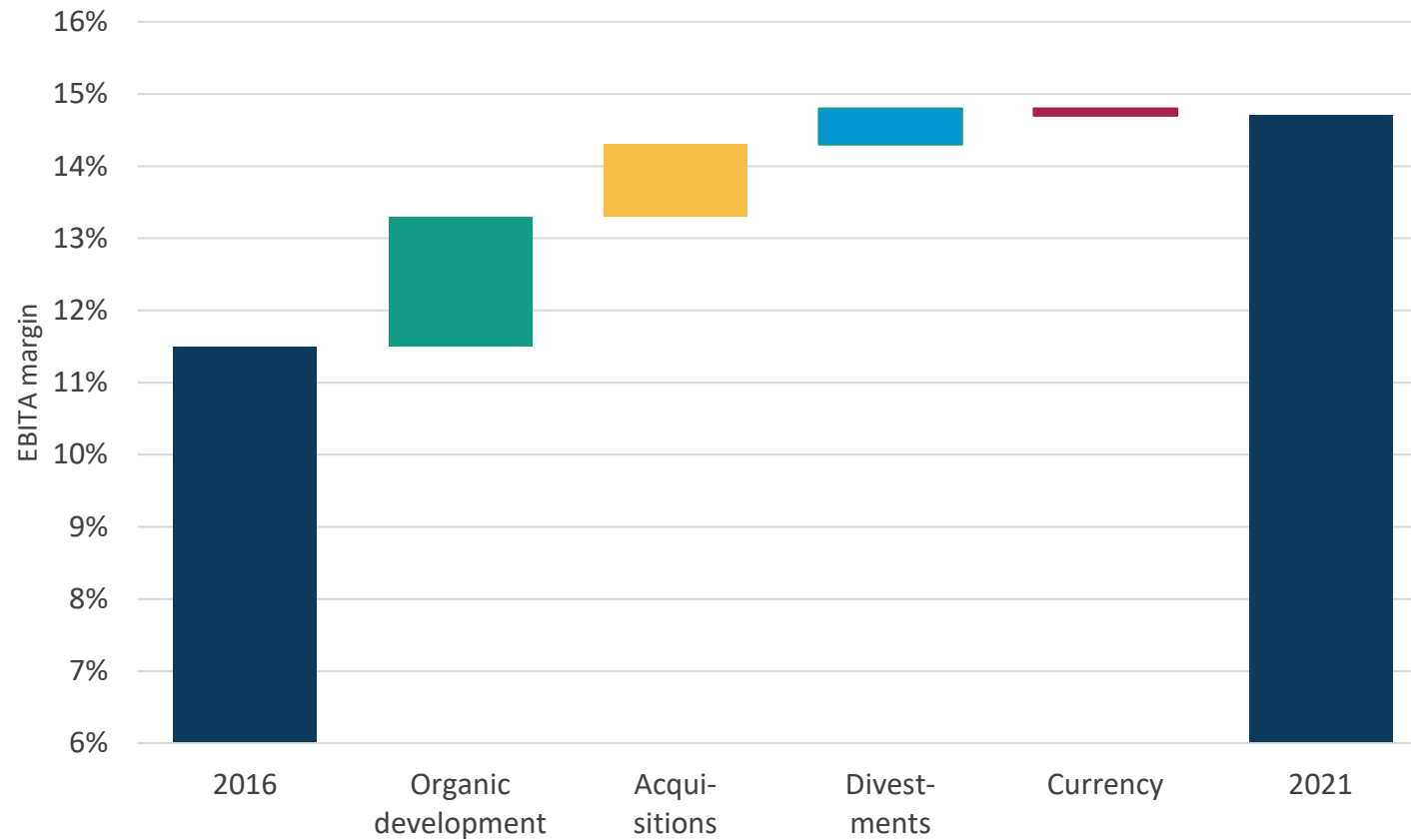
## Historical organic development

Period	Growth	Operational leverage
<i>Last 15 years</i>	3.3%	17.0%
<i>Last 10 years</i>	3.3%	17.6%
<i>Last 5 years</i>	4.1%	24.1%

# Successful acquisition track record

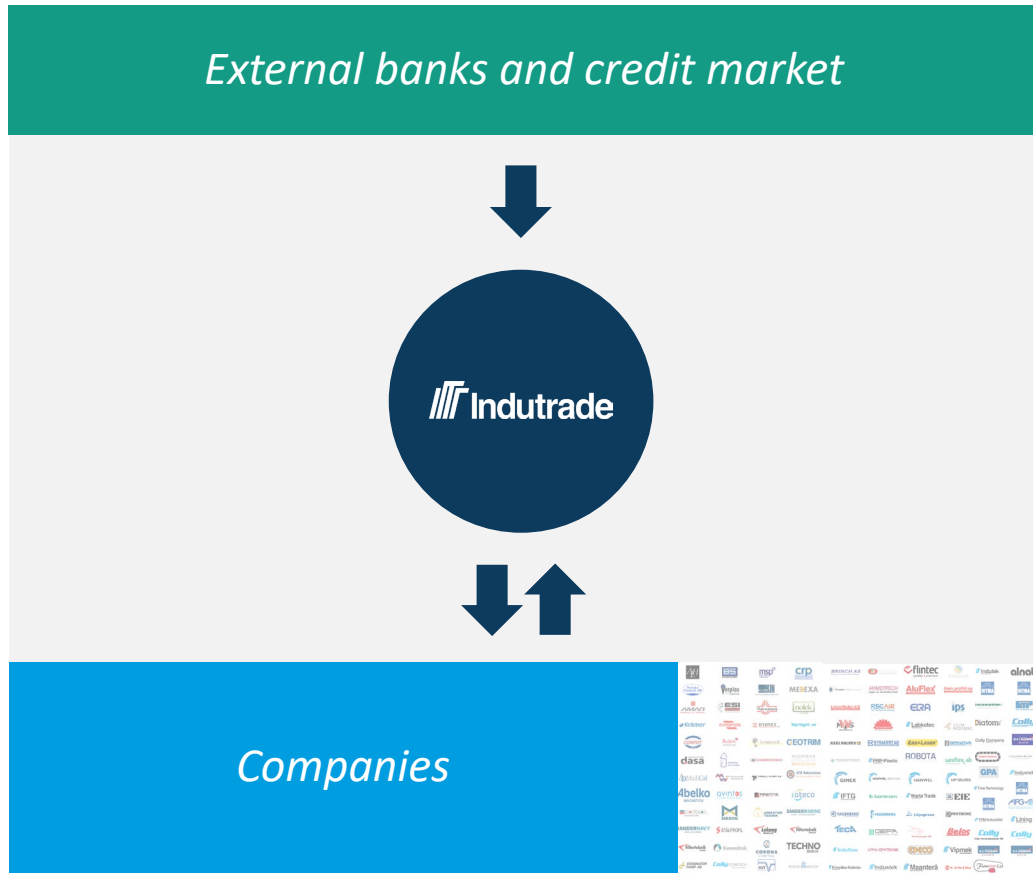


# 5-year EBITA margin bridge



*The organic improvement is both connected to gross margin improvements and improvement of S&A ratio*

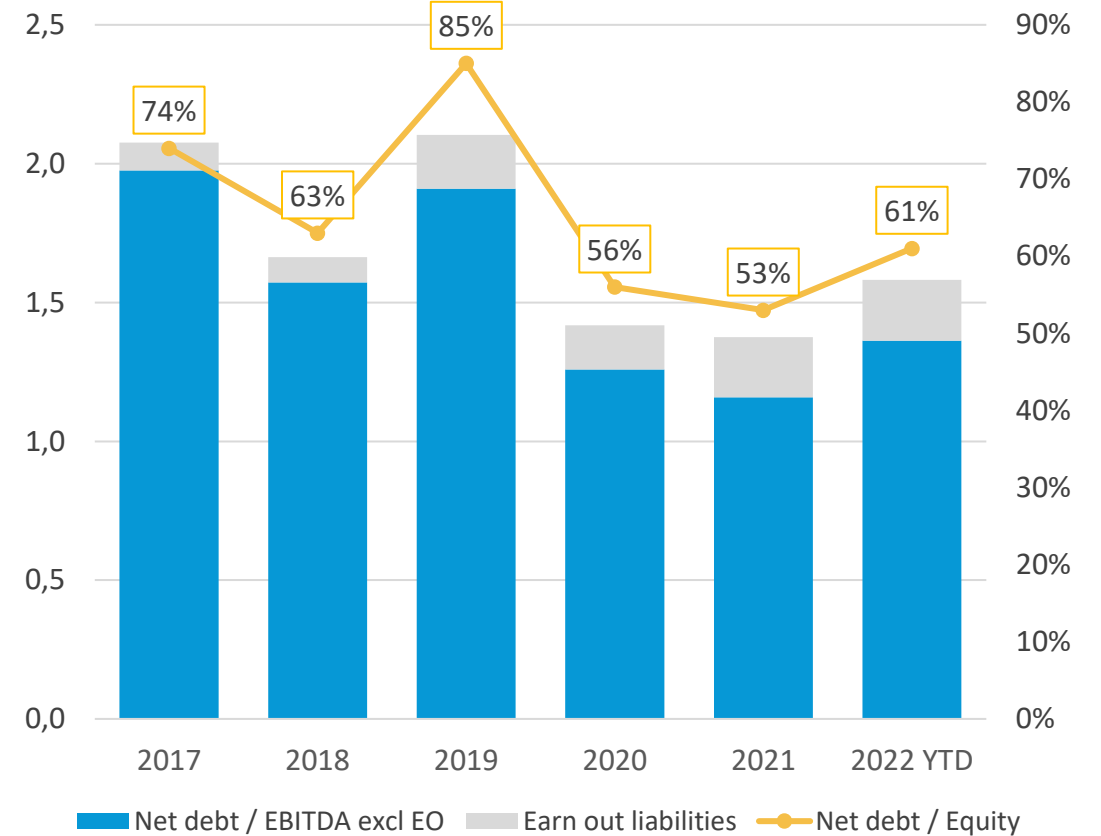
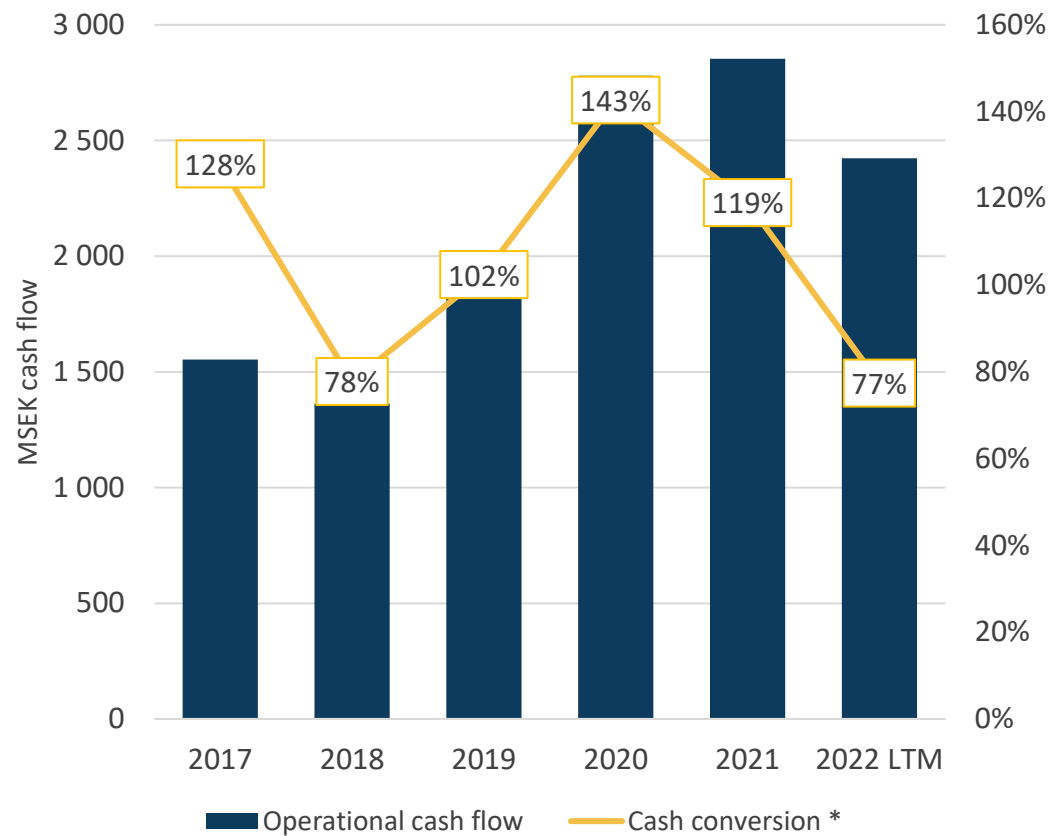
# Centralised approach to cash and financing



- ✓ **Indutrade AB** the only company with external financing
- ✓ Operating companies are financed internally
- ✓ Cash pools in 7 countries (Sweden, Norway, Denmark, Finland, UK, Netherlands and Germany) – corresponds to around 75% of profits
- ✓ Internal loans in other countries



# Strong cash flow and stable low debt ratios



\*Defined as (Operational cash flow – capex) / net profit

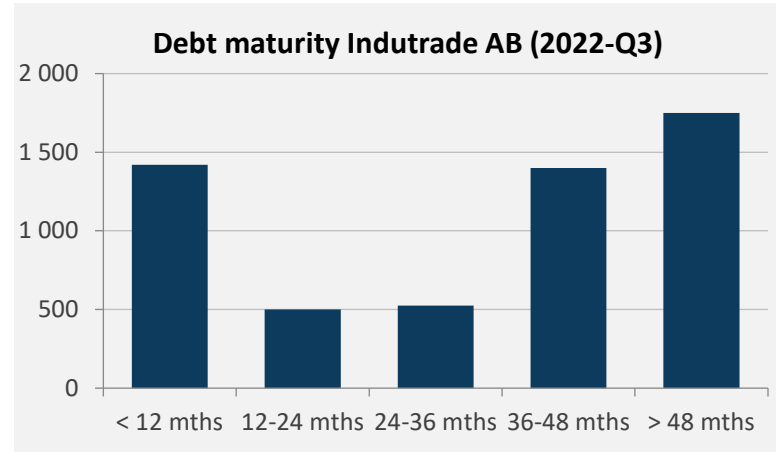
# Strong financial position

**3.5 BSEK**

*in unused long term guaranteed credit facilities with Swedish bank group*

Cash pool structures in major countries with Swedish and European banks

- ✓ Long term relationship with Swedish bank group and Svensk Exportkredit (SEK)
- ✓ Recently established partnership with larger European bank



- ✓ Balanced debt maturity profile
- ✓ Majority of outstanding debt are bonds
- ✓ Planning for sustainability linked financing

**S&P Global**  
Ratings

**BBB-**

Investment grade rating  
stable outlook

- ✓ Credit rating broadens investor base

# Development and governance in a decentralised environment

**GROUP**  
~ 20 FTE

**Business Areas**  
~ 30 FTE

< 1% of workforce



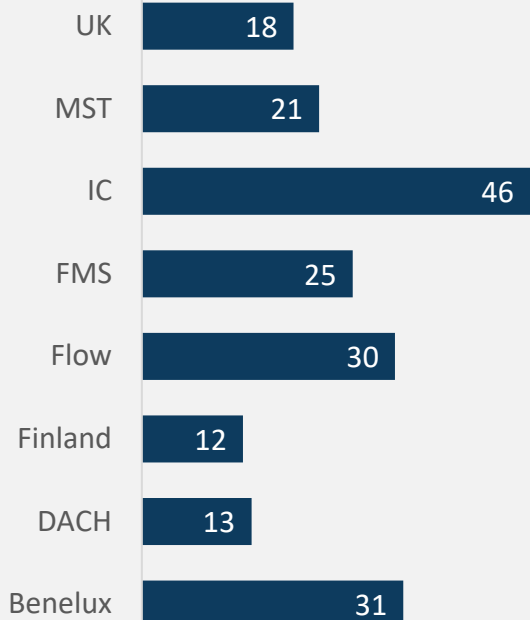
~ 8 550 FTE  
> 99% of workforce

*Voluntary company participation in Group initiatives*

# Number of companies



## No. companies per Business Area



# Professional governance – cornerstones



## Company Boards

- ✓ Appointed by BA
- ✓ Composition adapted to company needs
- ✓ Support and challenge MD and approve direction
- ✓ 3 mandatory meetings per year
- ✓ Standard agendas
- ✓ Checklists



## BA & BU structures

- ✓ Monthly interaction between BA and companies
- ✓ BU structure established in all BA's
- ✓ Senior MDs appointed to BU Leaders



## Performance measurements

- ✓ Full monthly financial reporting
- ✓ Common ESG reporting
- ✓ Standardised follow up through scorecards
- ✓ Financial benchmarking competition
- ✓ Incentives mainly linked to profit improvements (growth, capital and ESG stepwise added)

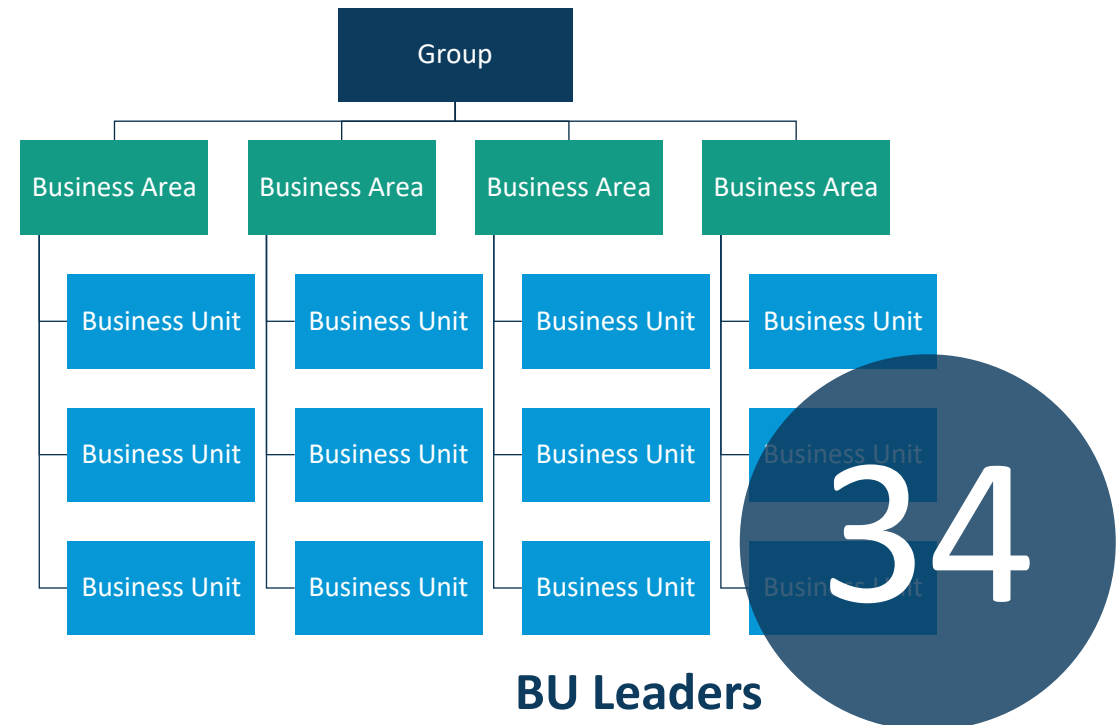


## Portfolio model

- ✓ Common model to categorize companies
- ✓ Right MD and Board for company needs
- ✓ Support for resource and capital allocation

# The Business Unit structure

- ★ Senior MDs promoted to chair cluster of sister companies
- 👉 Career path for MD's
- 🕒 Frees up time for BA manager
- 💡 Increases knowledge sharing
- 👤 Creates scalable organisation



*Better possibilities to maintain adequate governance as the Group grows*

The logo for Indutrade features a stylized 'IT' symbol on the left, composed of three parallel, slanted vertical bars of varying heights that merge into a horizontal bar at the top. To the right of this symbol, the word 'Indutrade' is written in a bold, white, sans-serif typeface.

**IT Indutrade**