Capital Markets Update
2026

investor

Christian Cederholm

President and CEO

investor

We create value for people and society by building strong and sustainable businesses

Long-term, engaged owner of great companies – buy-to-build philosophy

We support our companies to become and stay best-in-class

We focus on what we believe is best for each individual company

Our long-term perspective is no excuse for lack of short-term performance

Our model builds on clear roles of responsibility and great people

Business areas

Listed Companies

Total adjusted assets, SEK	949bn
Of total assets	74%

Patricia Industries

Total adjusted assets, SEK	242bn
Of total assets	19%

Investments in EQT

Total adjusted assets, SEK	95bn
Of total assets	7%

Fund investments

Our strategy 2030

Purpose

We create value for people and society by building strong and sustainable businesses

Ultimate target

Generating an attractive total return to shareholders

Total return objectives

Grow net asset value

Pay a steadily rising dividend

Operate efficiently and sustainably

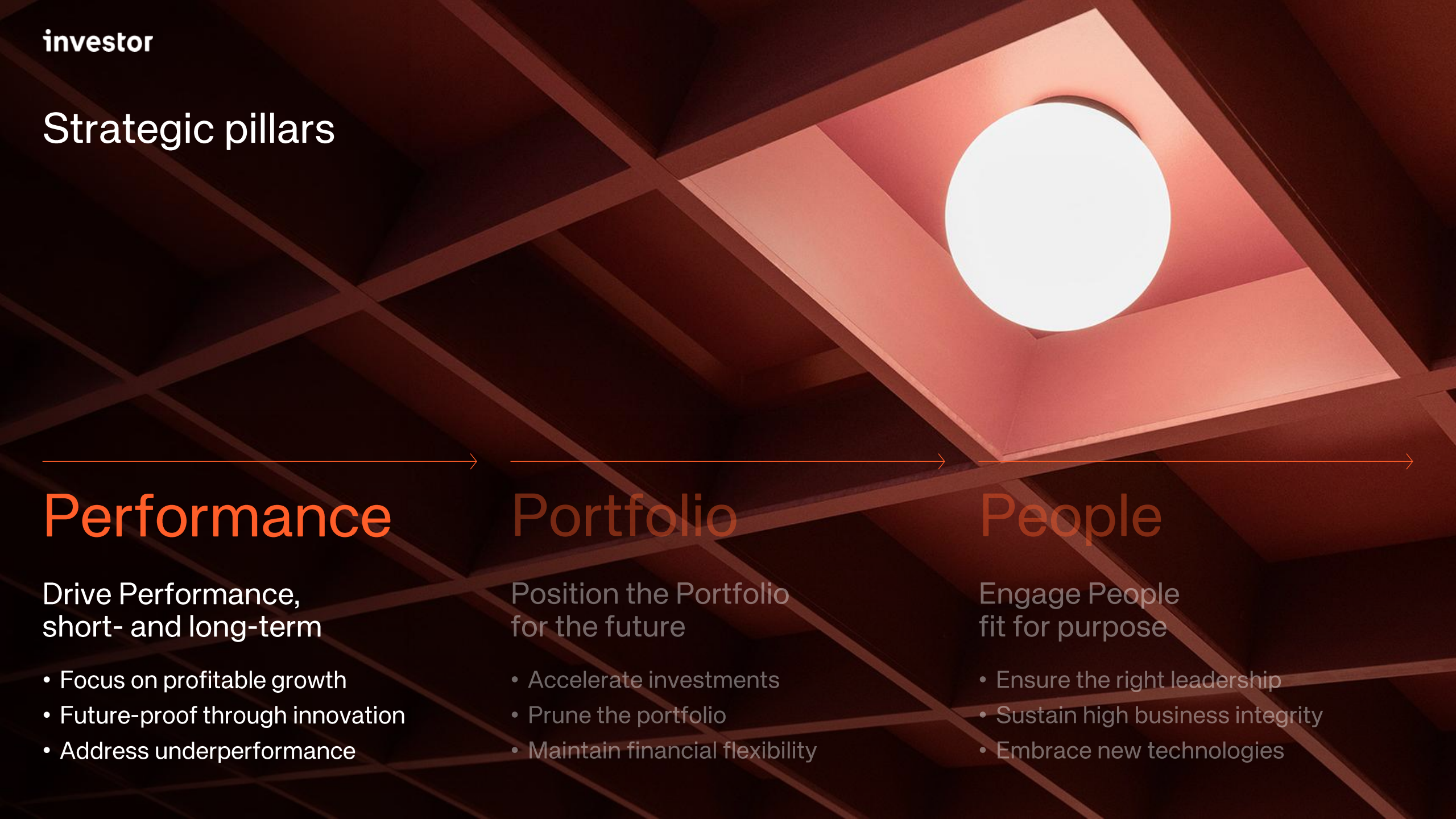
Strategic pillars

Performance

Portfolio

People

Strategic pillars



Performance

Drive Performance, short- and long-term

- Focus on profitable growth
- Future-proof through innovation
- Address underperformance

Portfolio

Position the Portfolio for the future

- Accelerate investments
- Prune the portfolio
- Maintain financial flexibility

People

Engage People fit for purpose

- Ensure the right leadership
- Sustain high business integrity
- Embrace new technologies

Strategic pillars

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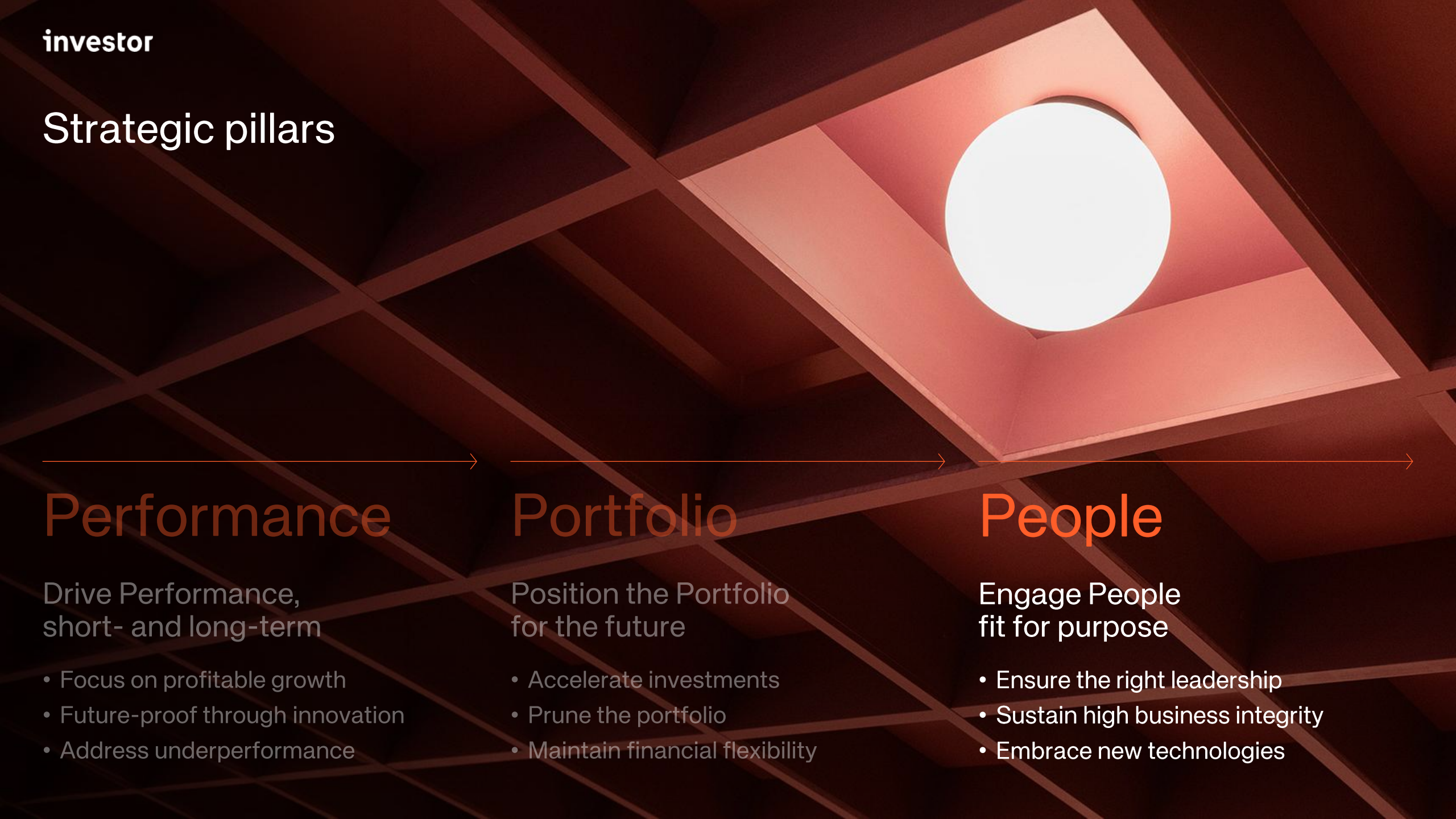
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Capital allocation priorities

1. Invest in and support existing companies
2. Pay a steadily rising dividend
3. New investments

Strategic pillars



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Focus forward

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Innovation

A healthy obsession with constantly adding customer value



investor

Focus forward

AI



Great opportunities in the entire value chain



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Focus forward

Sustainability

An integrated part in our long-term value creation

Focus forward

Chinese competition



Compete with the toughest, for demanding customers

investor

Focus forward

People

Ensuring the right leadership





A strong platform

Clear purpose and focused strategy

High-quality portfolio

Proven engaged ownership model

Financial flexibility

Great people, at Investor and in the companies

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