

Johan Forssell

President & CEO

investor


Financial Investments
SEK 537 bn
Adjusted Net Asset Value


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


Engaged ownership
Investments



Engaged ownership

We are an Engaged Long-term Owner

- Strong portfolio
- Utilizing our network
- Clear governance model
- Financial Flexibility
- Right people at the right place

We build Best-in-Class Companies

Value creation plans for each company

- Profitable growth
  - Innovation
  - Digitalization
  - Sustainability
- Operational excellence
- Corporate structure
- Agility and financial flexibility
- Succession planning & talent management

We build Best-in-Class Companies



We build Sustainable Businesses

Business Ethics & Governance

100%

Adhere to the Sustainability Guidelines

Climate & Resource Efficiency

50%

Reduce CO_{2e} emissions compared to 2016

100%

All companies have CO_{2e} targets related to products, services or value chain

Diversity & Inclusion

40/60%

Gender balance in management groups and boards of directors at the portfolio level

100%

All companies measure perceived level of inclusion among employees



Investments

Listed Companies – Investments

2015 – Q3 2020

SEK ~28bn

Including SEK ~2bn in dividends

14%

IRR on investments

SEK ~20bn

Patricia Industries – Investment Criteria

Geography

Nordics and
North America

Industry

Attractive industry niches

Company

Good growth opportunities
Market-leading positions
Strong profitability & cash flow
Agility and resilience
Strong corporate culture

Patricia Industries 2015-2020 YTD

5

New Platforms

24

SEK bn

50+

Add-ons

17

>SEK bn in total add-on acquisitions to date

Investments in EQT

SEK 50bn
Investments in EQT

9%
of total adjusted assets

39%

IRR 2015-2020 YTD

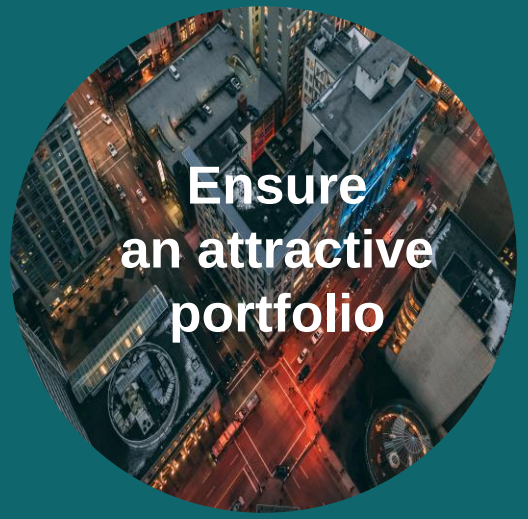
- Successful IPO of EQT AB
- Strong fund performance

SEK 11bn

Net cash flow to Investor 2015-2020 YTD

Strategic Priorities









1. Drive our sustainability agenda to reach our targets and future-proof our companies

2. Capture opportunities related to digitalization and automation

3. Continuously ensure strong corporate structures

4. Focus on investments AND continuous efficiency improvements

5. Strengthen succession planning in our companies



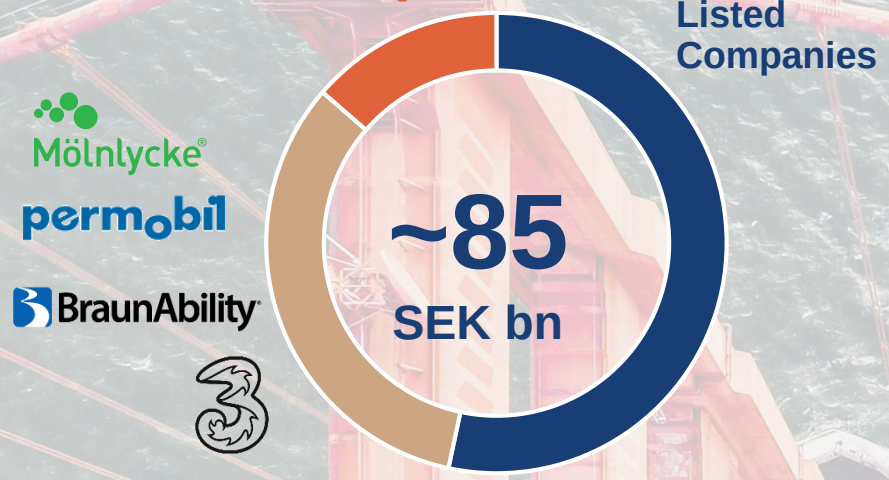
1. Invest in selected existing listed companies
2. Add new attractive platform companies
3. Make add-on acquisitions in subsidiaries
4. Invest selectively in EQT funds
5. Constantly evaluate the potential in our companies to determine if we are the right owner

Strong Cash Flow - Great Financial Flexibility

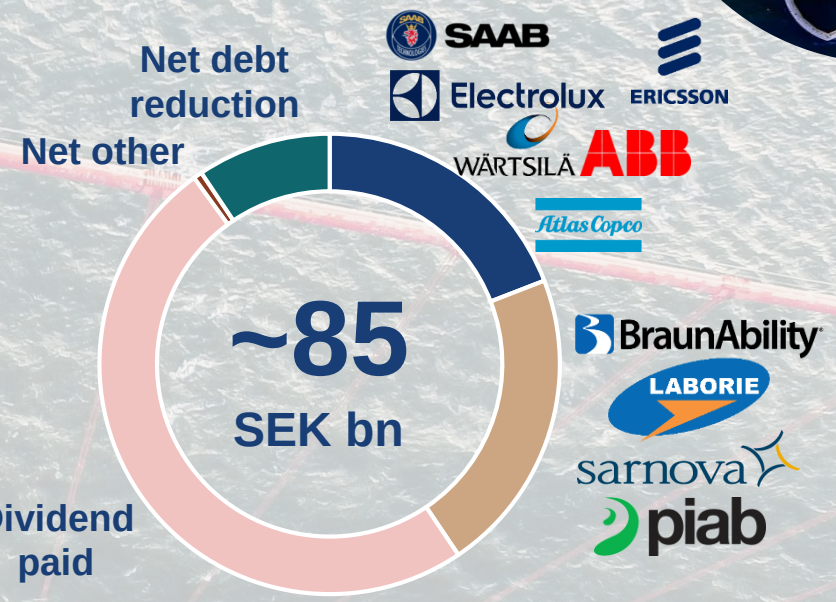


2015-2019

Sources



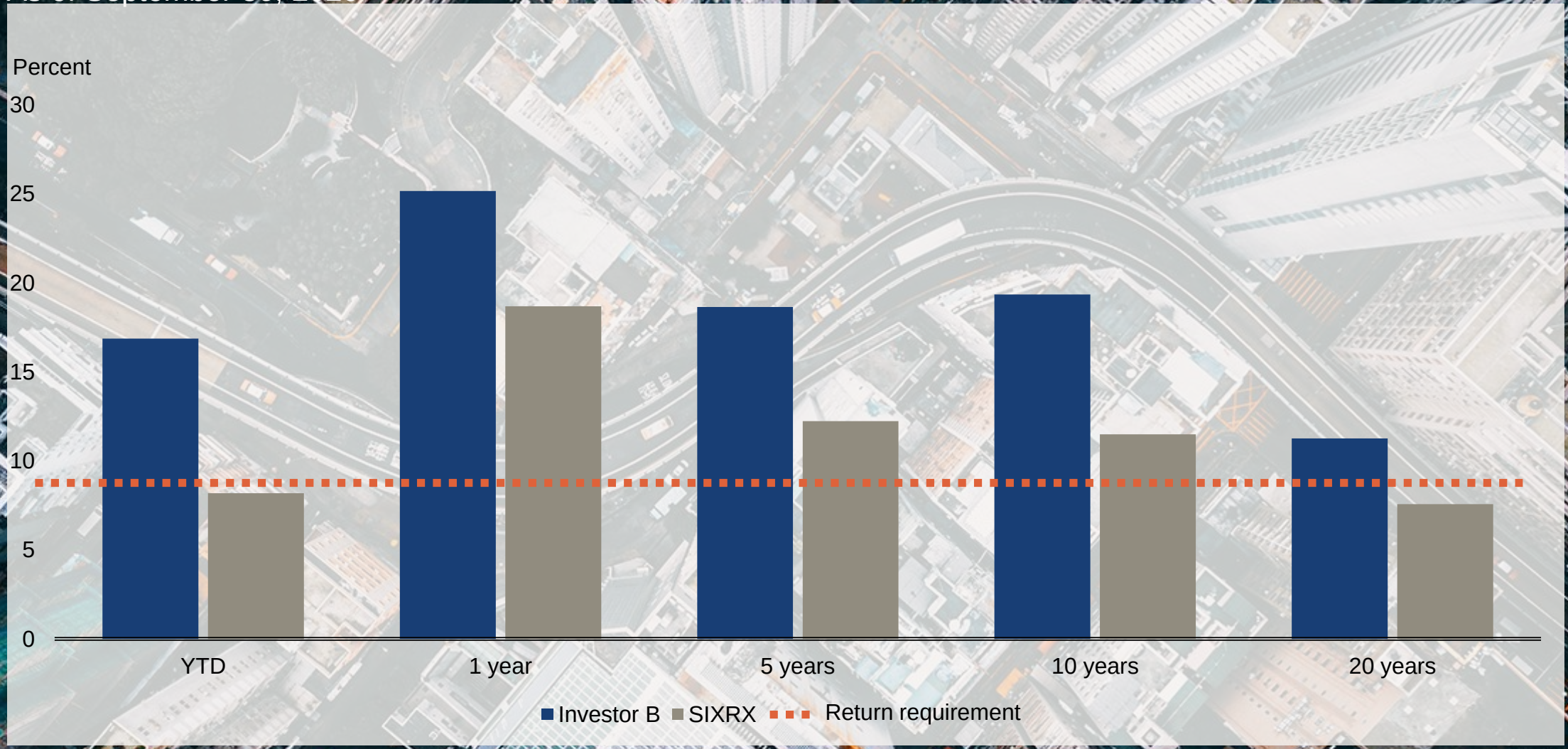
Uses



Net debt approximately SEK 8bn lower, leverage down from 7.3 percent to 2.8 percent

Average Annual Total Shareholder Return

As of September 30, 2020




Going Forward
Strong prospects for continued attractive performance

Market Leaders with Strong Exposure to Attractive Long-term Trends



Atlas Copco
ABB
Epiroc
WÄRTSILÄ
piab
ERICSSON
SAAB
Nasdaq
EQT
SEB
sobi
rare strength
AstraZeneca
permobil
LABORIE
sarnova
BraunAbility
Mölnlycke
Electrolux
Electrolux PROFESSIONAL
Husqvarna Group
Vectura
GRAND HÔTEL
STOCKHOLM SWEDEN

Committed to continue to Create Value

1. Proven ownership model
2. Portfolio with exposure to attractive long-term trends
3. Companies with strong market positions
4. Strong network and financial strength to support long-term value creation

Strength

Speed