Industrial Technique

Henrik Elmin, Business Area President

November 26, 2025

Agenda

1. Facts in brief
2. The market and business fundamentals
3. Strategy for growth, focus and priorities
4. Summary

Facts in brief

Industrial Technique

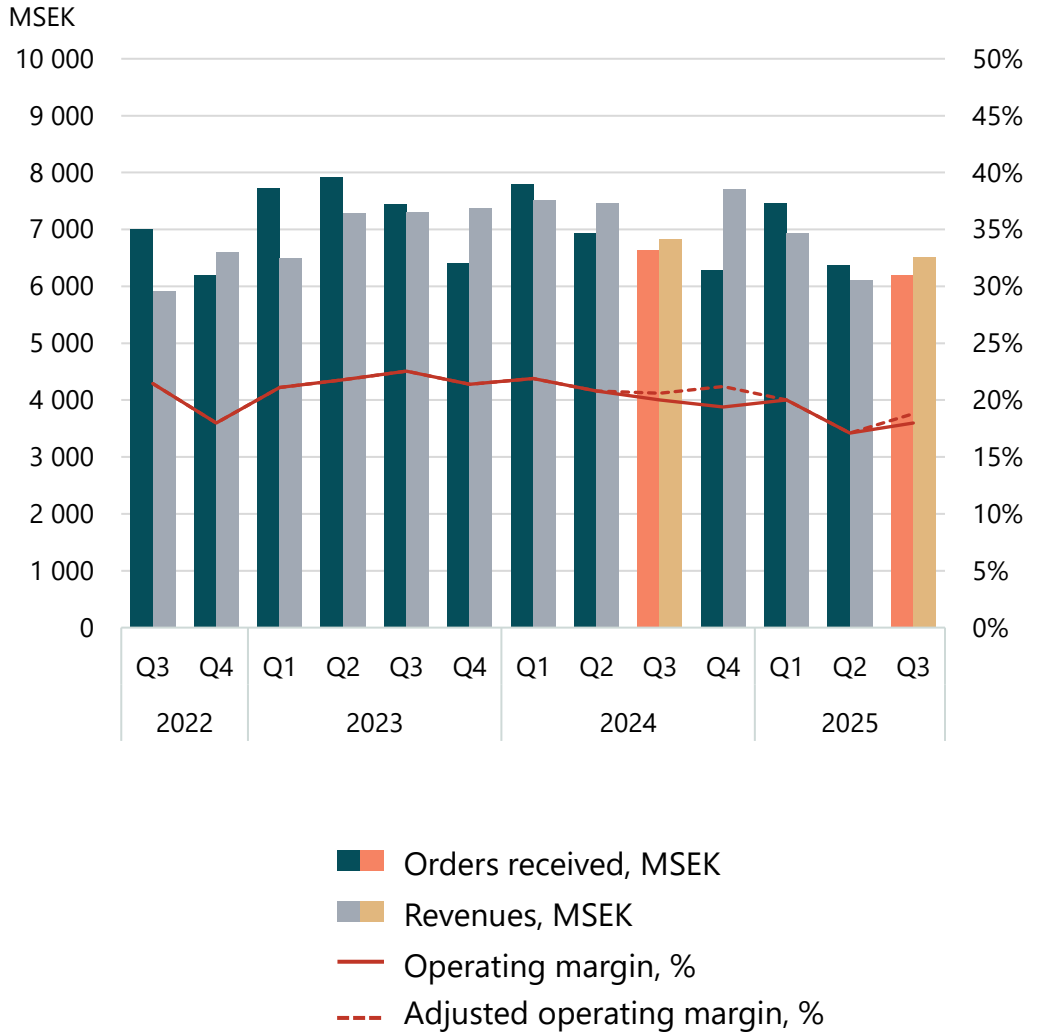
MARKET TRENDS AND DRIVERS

General economy drivers

- Manufacturing CAPEX
  - New car models and platforms
  - New production capacity
- Industrial production volume
- Deglobalization

Manufacturing technology drivers (CAPEX)

- Battery Electric Vehicles
- New materials and manufacturing concepts
- Flexibility, automation, and quality
- Digitalization & AI
- Energy efficiency

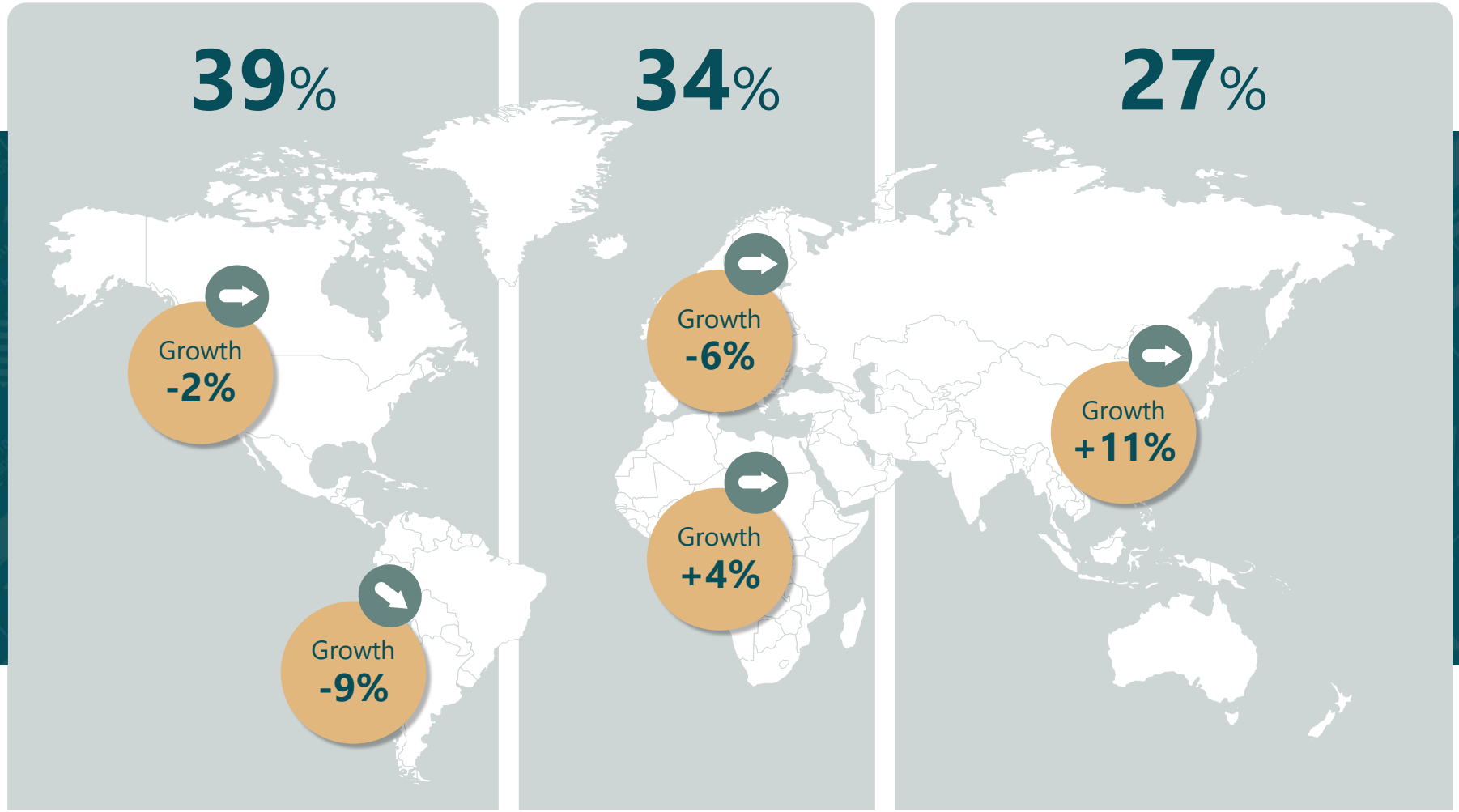


Geographical distribution and order development in local currencies

SHARE OF ORDERS YEAR TO DATE:

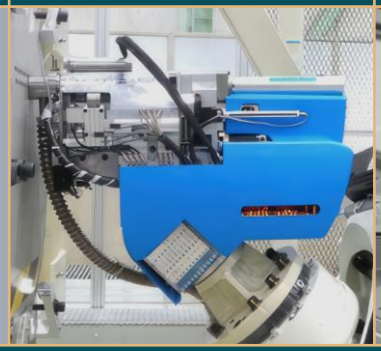
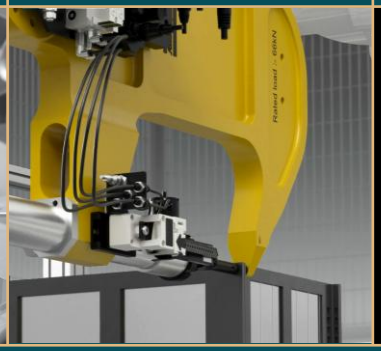
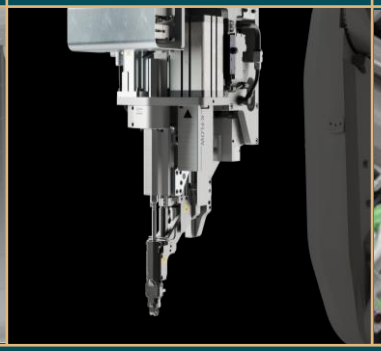
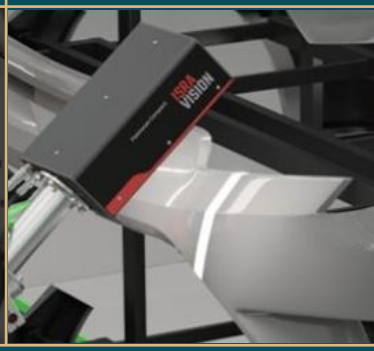
= Q3 VS. Q2

% = Q3 Year-on-Year



The market and business fundamentals

Smart manufacturing solutions

Tightening	Material removal & maintenance	Drilling	Dispensing of adhesives & sealants	Self-pierce riveting	Flow drill fastening	Vision systems
						

Industrial Technique

AUTOMOTIVE

- Market leadership
- Broad offer for automotive manufacturing process

GENERAL MANUFACTURING & OTHER

- Market leadership in assembly
- Premium position material removal and vision

ELECTRONICS

- Premium position for final assembly

AEROSPACE

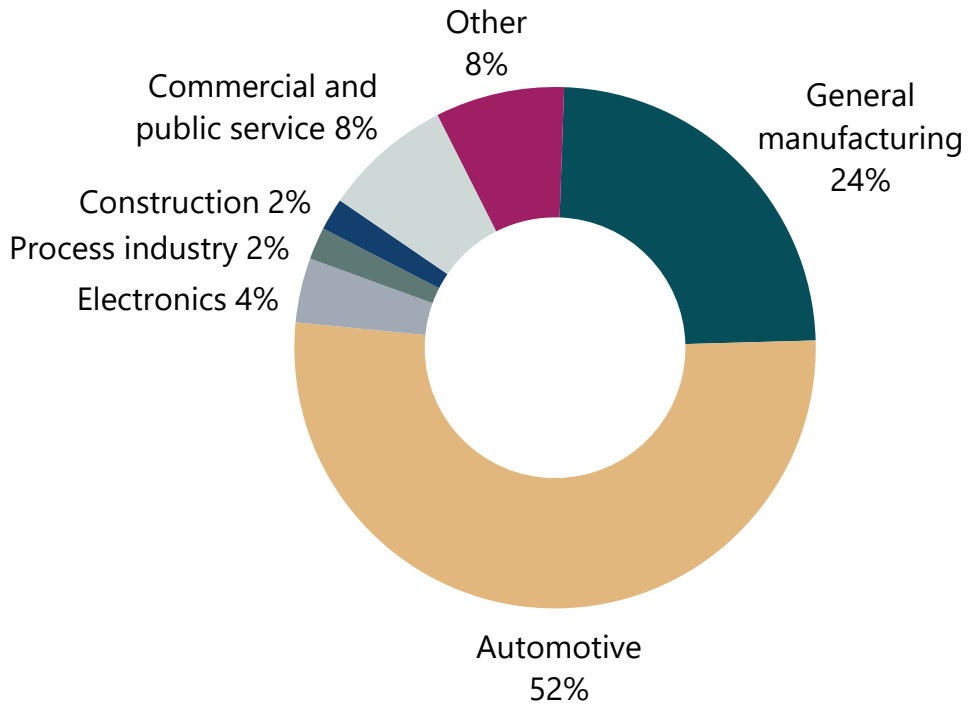
- Market leadership for assembly process

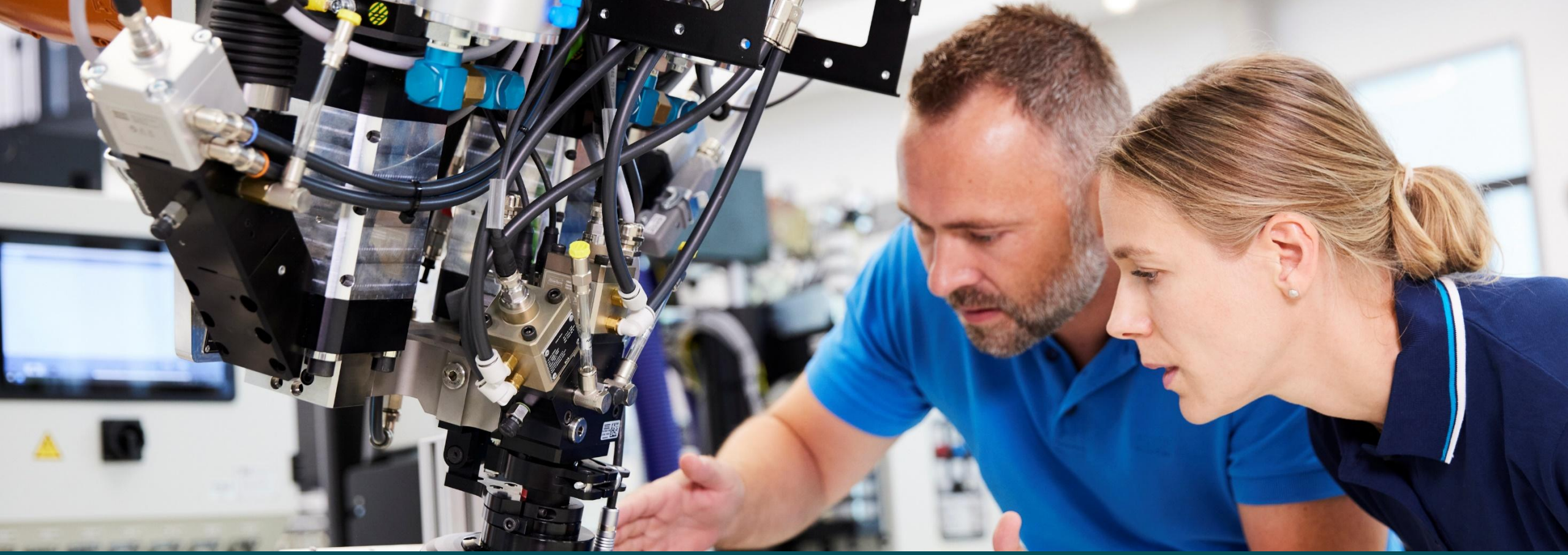
ENERGY

- Premium position for factory and field

ORDERS RECEIVED BY CUSTOMER CATEGORY

September 2025 (12M)





Industrial Technique

Delivering quality and productivity in critical manufacturing processes by offering standardized solutions that are integrated into customers production system

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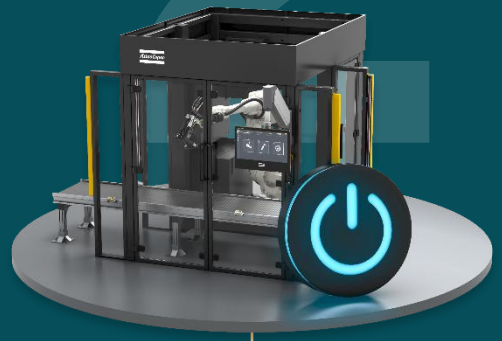
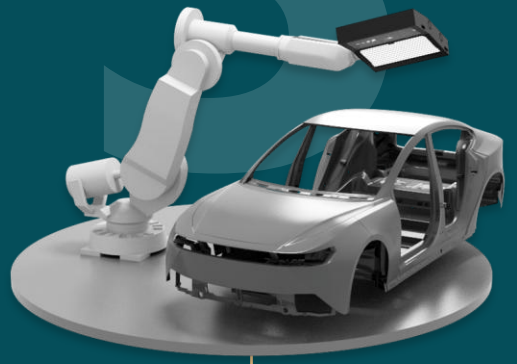
Critical solutions for the production line

Industrial tool solutions



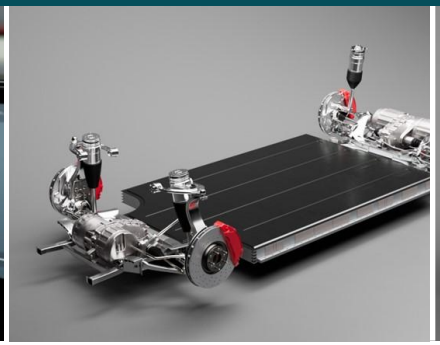
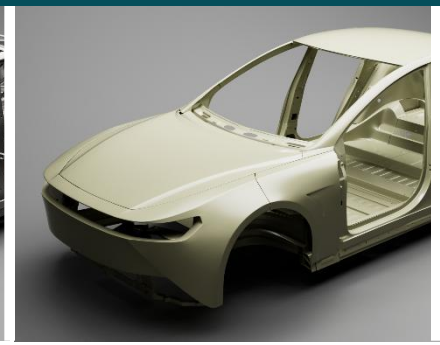
Automated assembly solutions



In-line quality solutions

Service

Innovation for the automotive industry

Tiers	Electronics	Battery	Body shop	Paint shop	Final assembly
					

Innovation for general industries

White goods

Off-highway

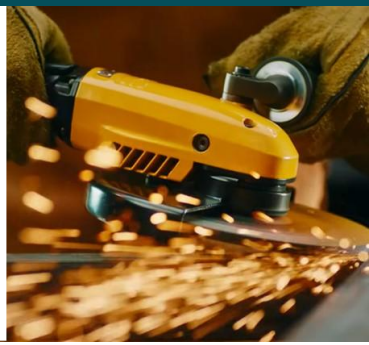
Aerospace

Electronics

Process industries

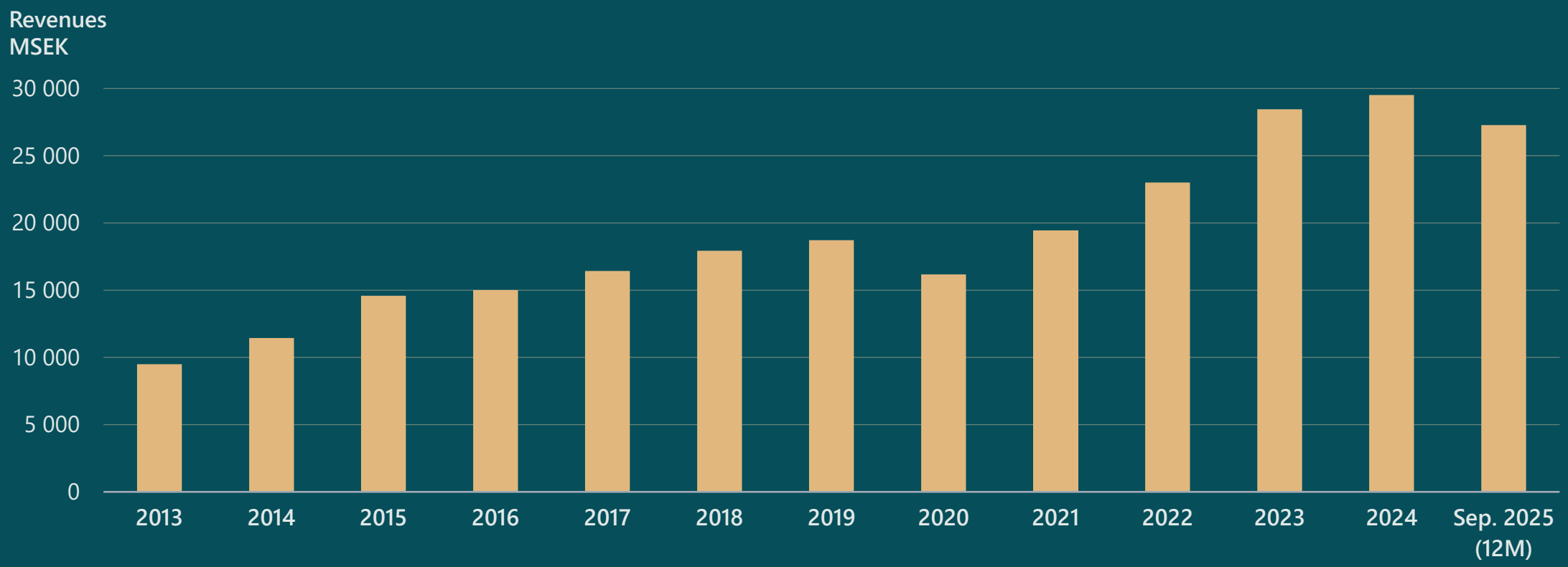
Energy

Metal fabrication



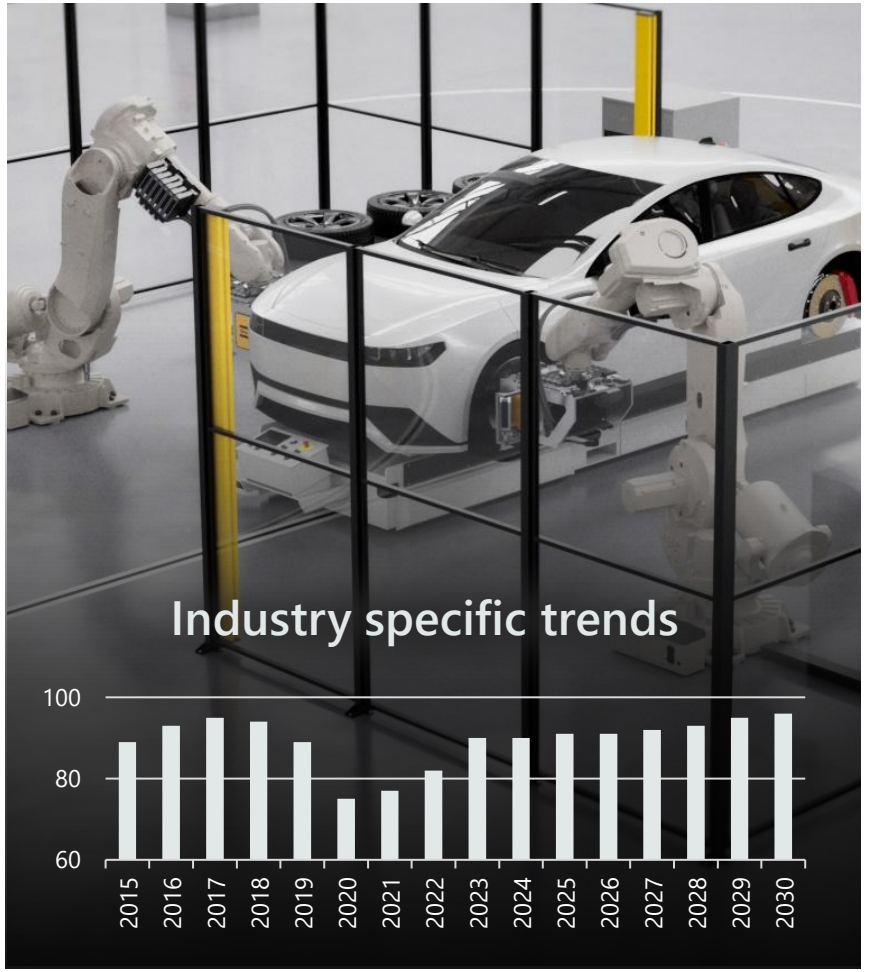
Solutions based on standardized modules

Historical development



Strategy for sustainable profitable growth, focus and priorities

Trends



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Strategy for growth, focus and priorities

1 Industrial tool solutions
Smart tools
Integrated workstations

2 Automated assembly solutions
Tightening and drilling solutions
The 8000 controller platform

3 In-line quality solutions
Vision systems for quality control, metrology and surface inspection

4 Service
Tool Management Centers
Data-driven service

5 Partnership with Electric Vehicle innovation leaders
Innovation Centers

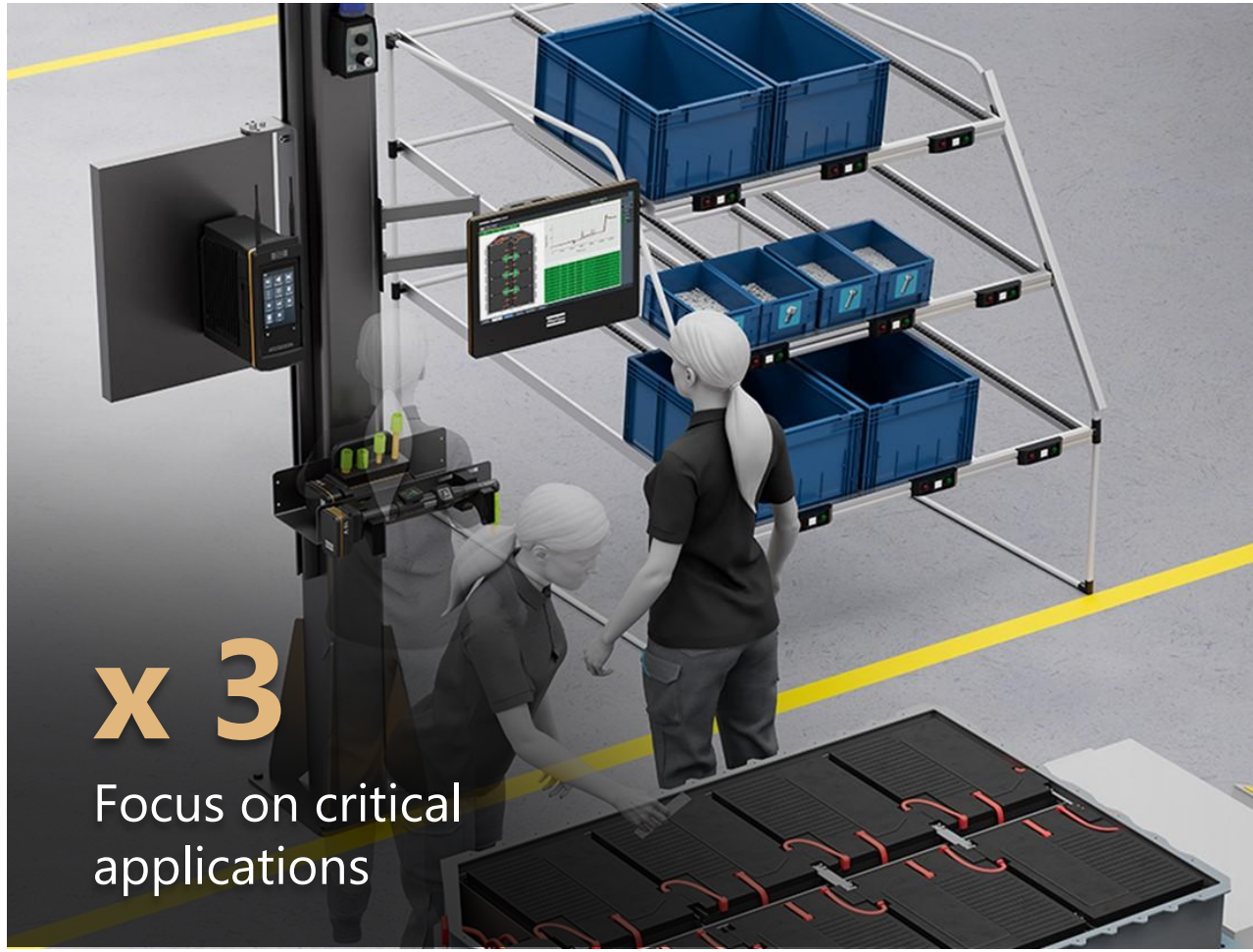
6 Growth industries
The winners of tomorrow

7 Presence, agility and geopolitical resilience
Footprint R&D and supply-chain

Transformation to smart tools and integrated workstations

x 2-5

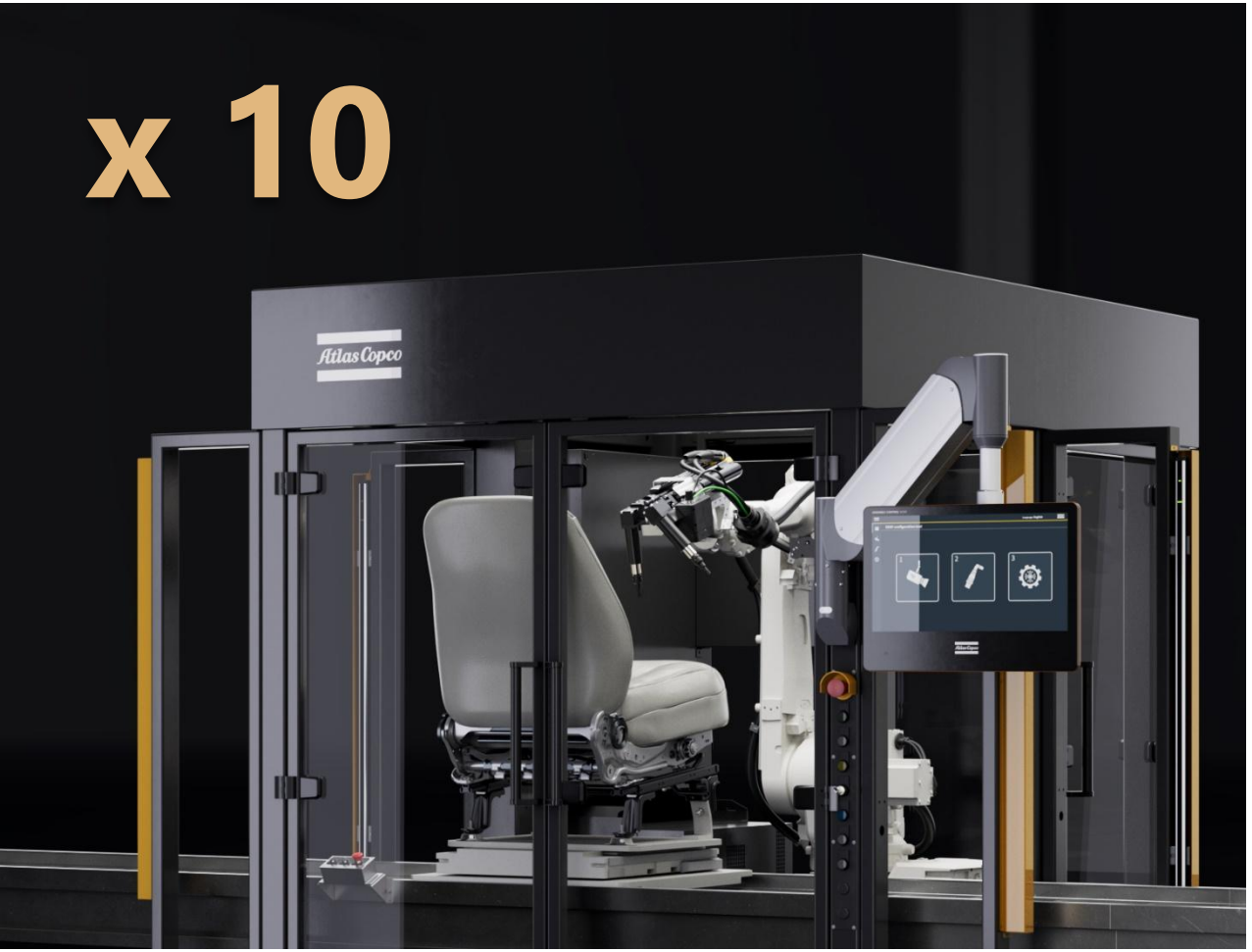
Still 50% pneumatic tools
in general industries

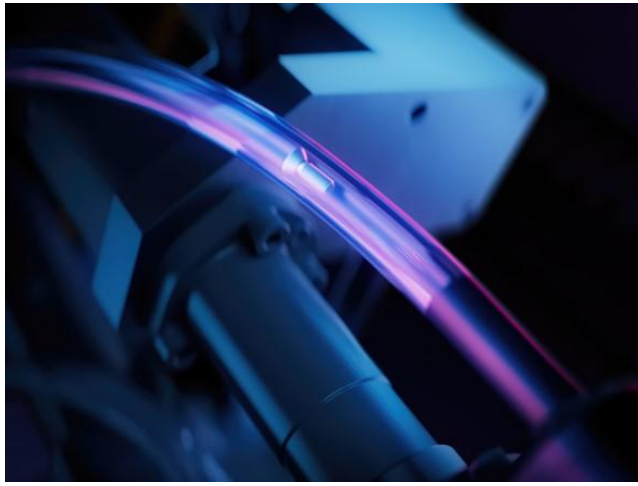


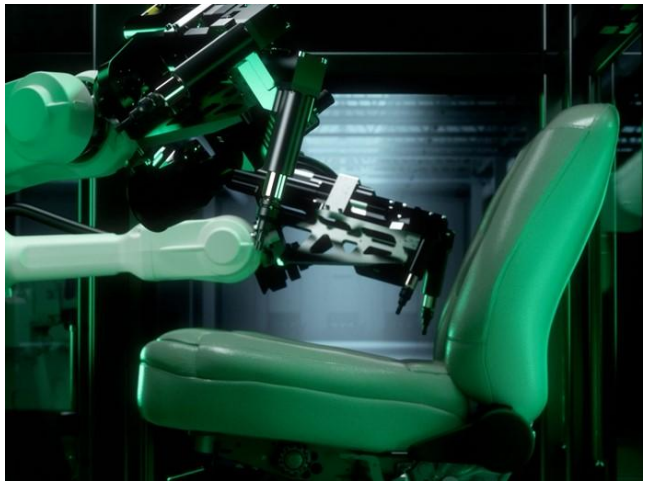
x 3

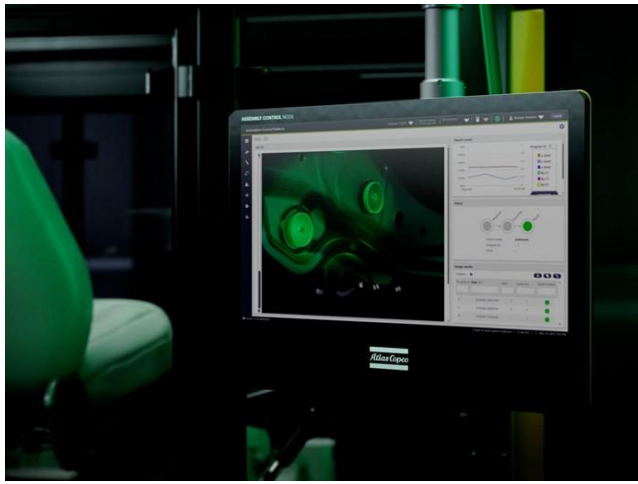
Focus on critical
applications

Transformation to automated assembly solutions

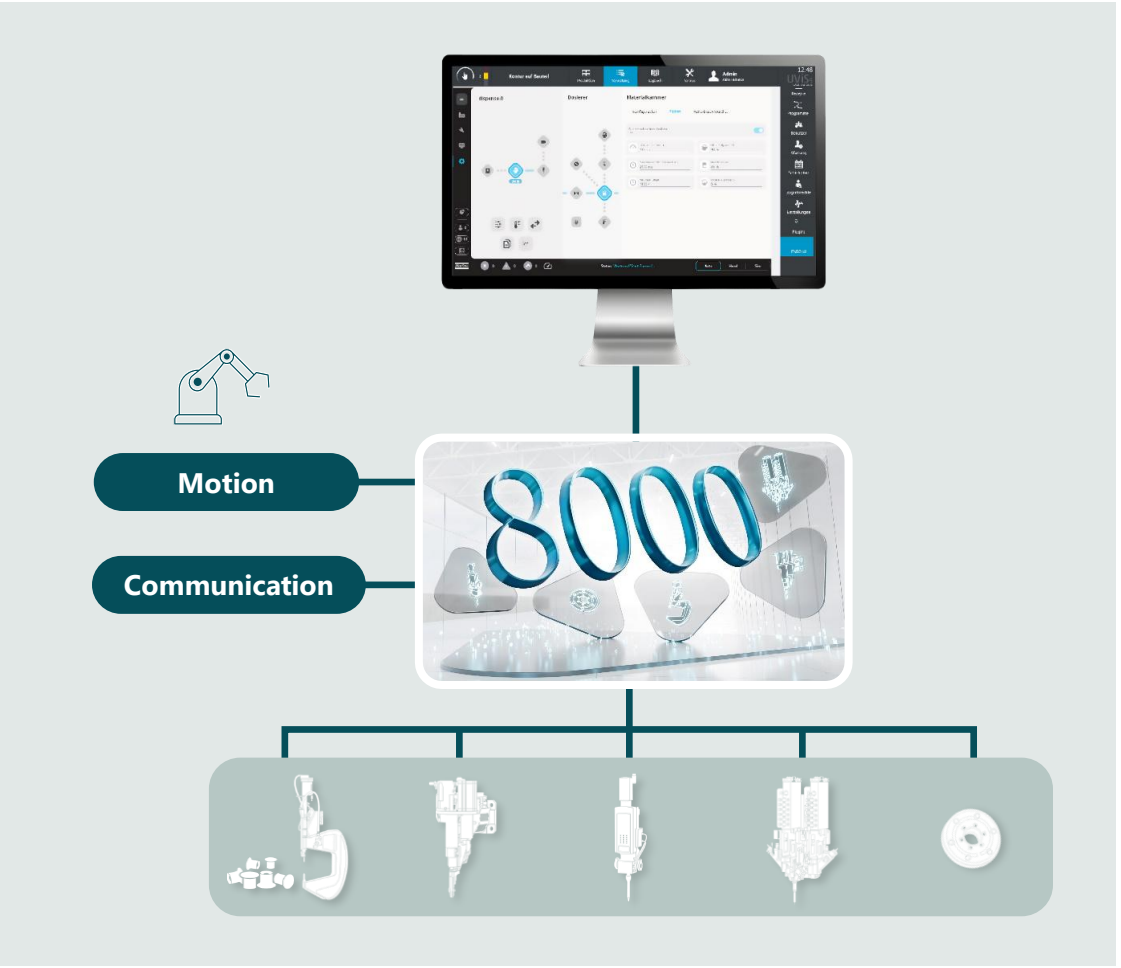


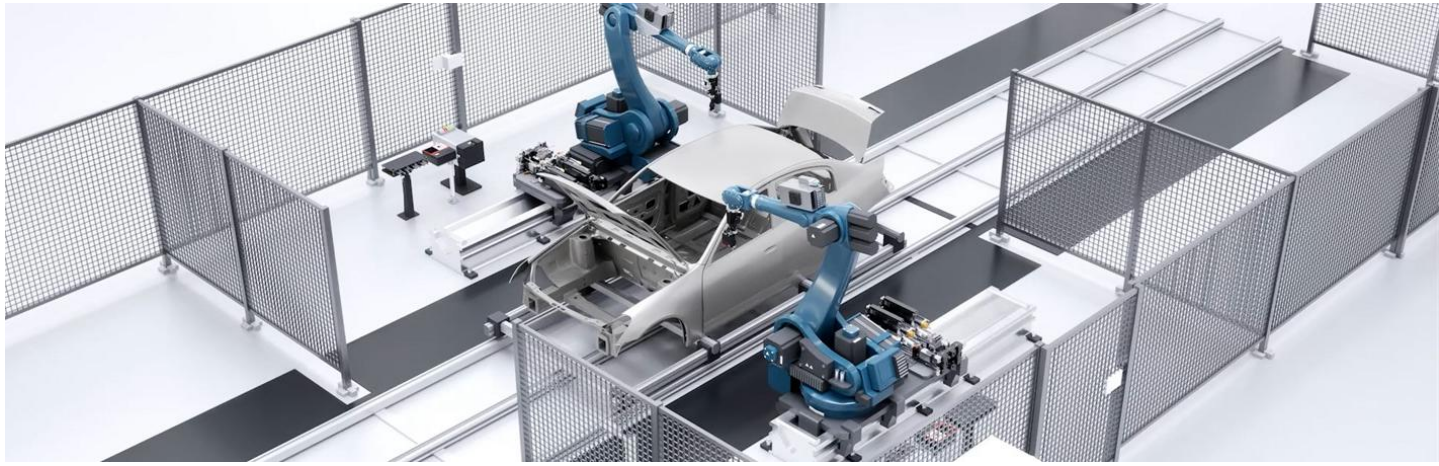


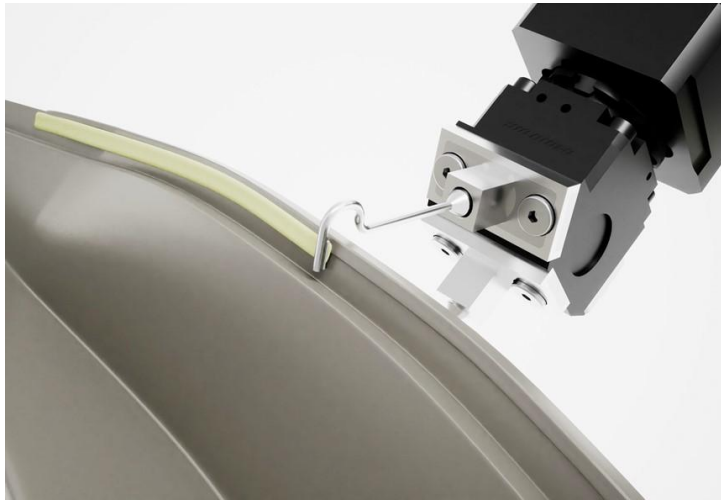




Innovation and the 8000 Controller platform

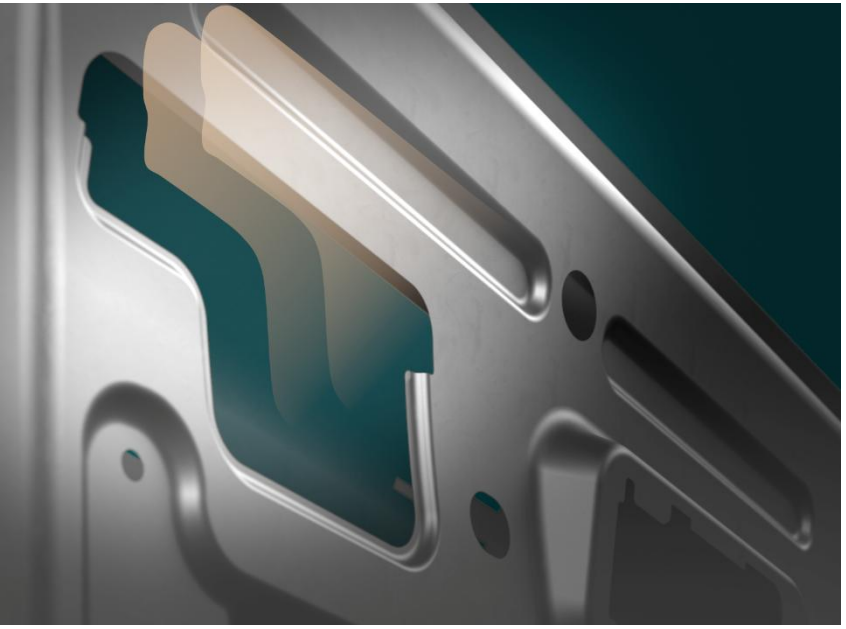




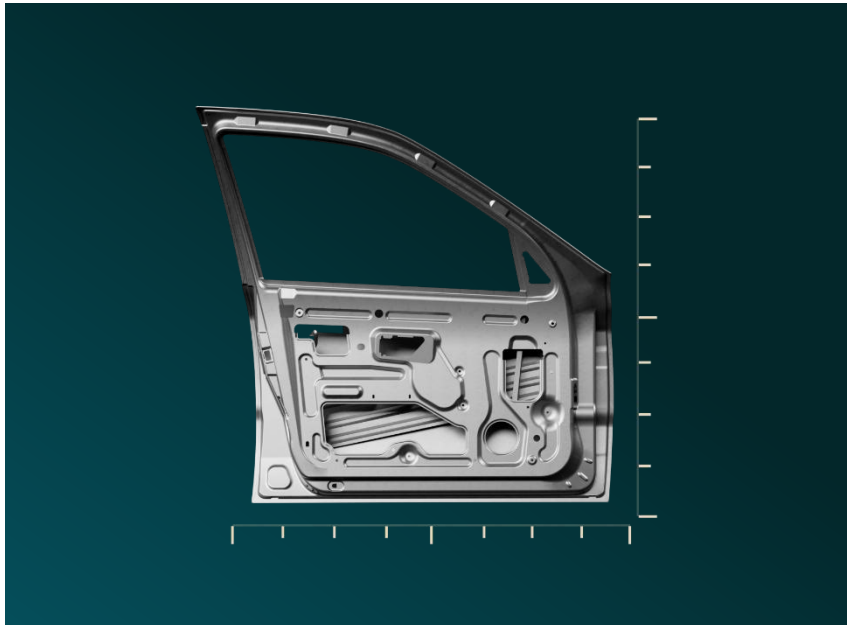


Expanding into in-line quality solutions

Vision systems



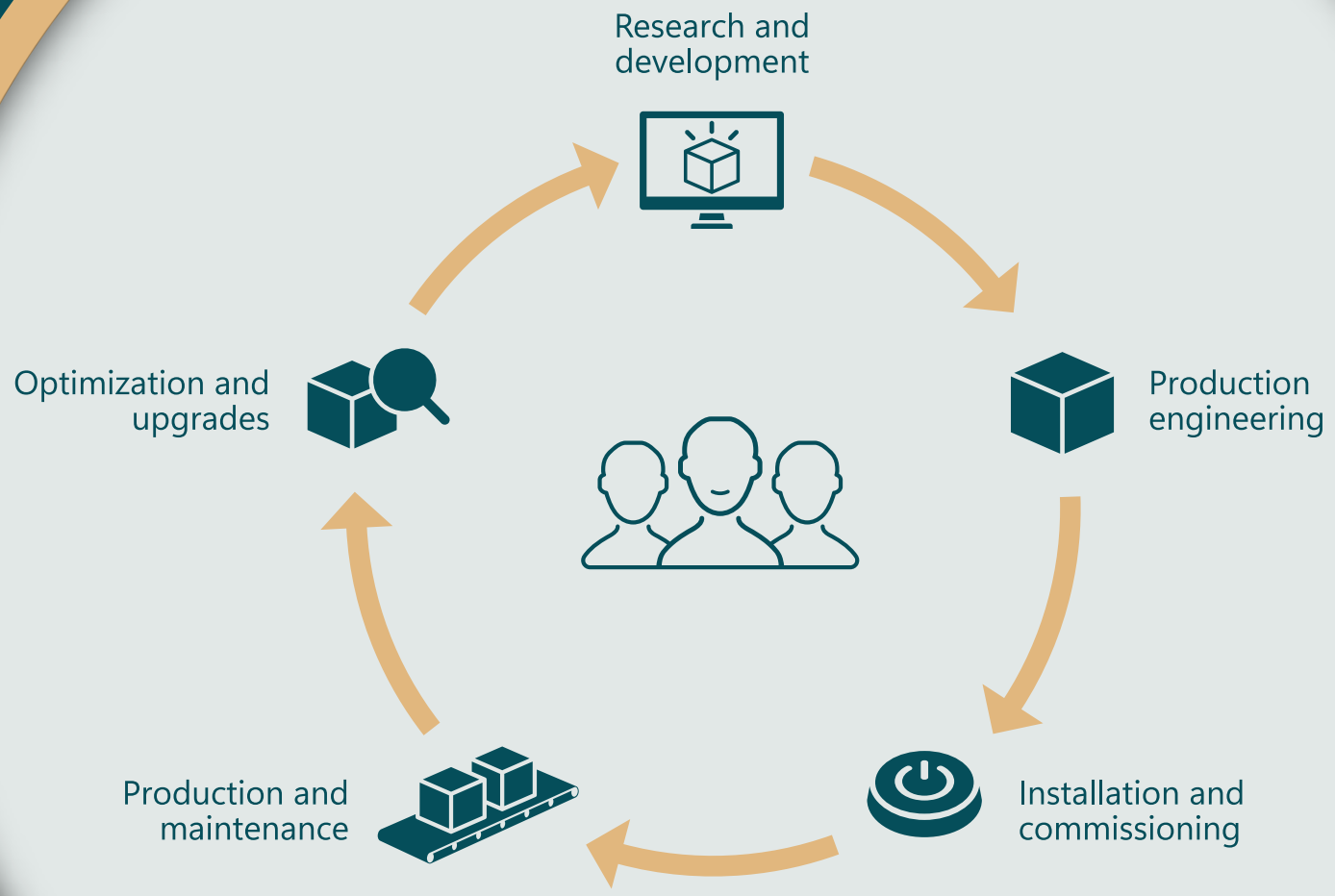
Quality control



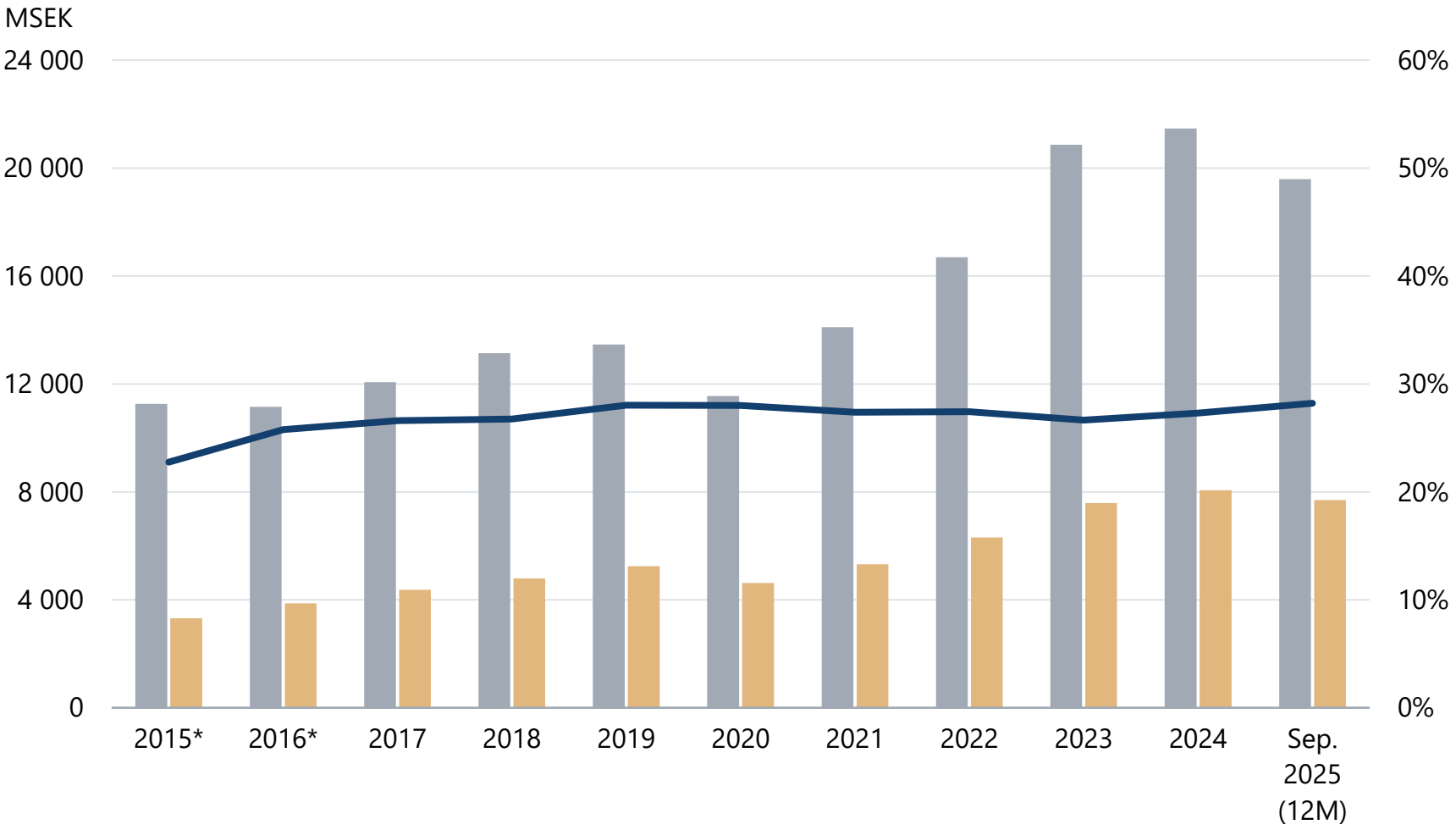
Metrology

Surface inspection

Lifecycle Service



Growth in equipment and service – Industrial Technique



CAGR Equipment **6%**

CAGR Service **9%**

Equipment revenues, MSEK

Service revenues (incl. consumables), MSEK

Service, share of revenues, %

CAGR refers to total growth 2015 – September 2025 (FX and structure included)

* Figures for the years 2015-2016 are best estimated numbers, as the effects of the distribution of Epiroc and restatements for IFRS15 are not fully reconciled.

Strategic focus on service

– Climbing the service ladder

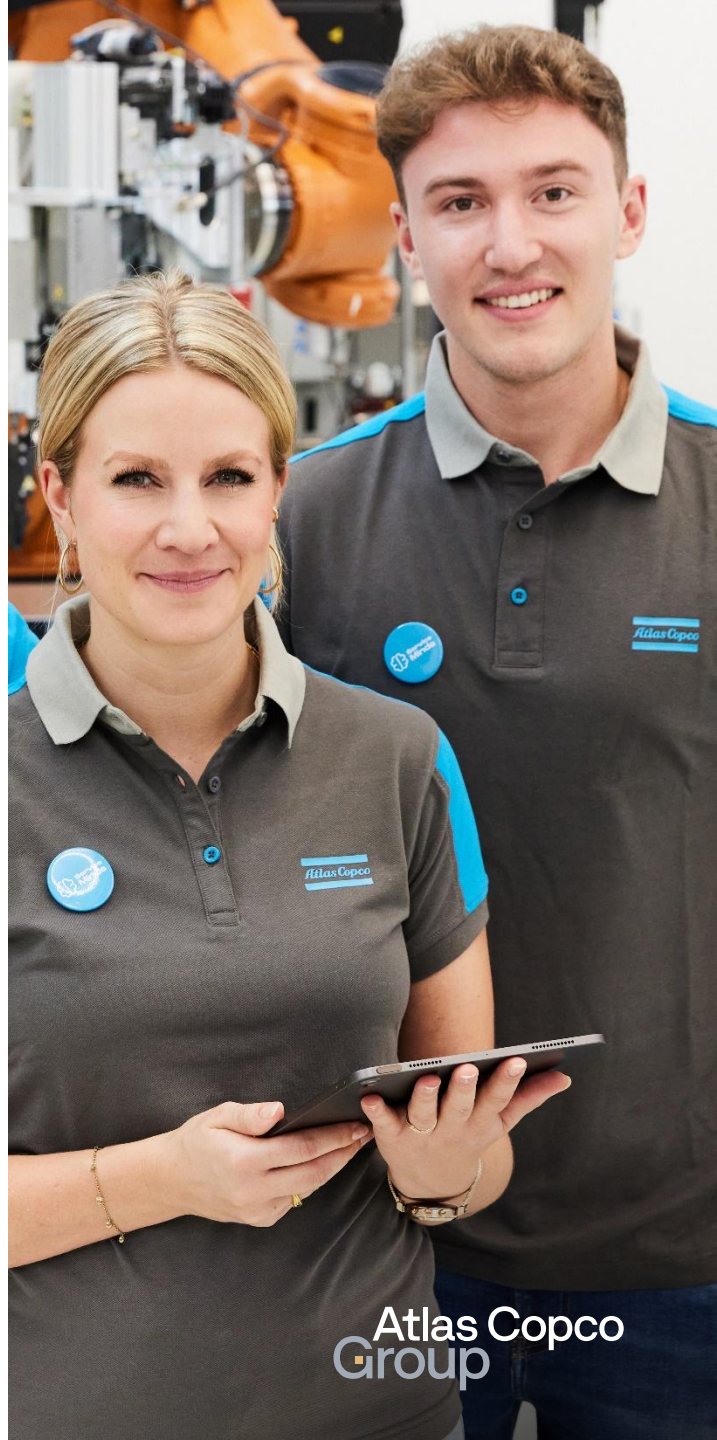
Data-driven optimization

392

Tool Management Centers

Proactive maintenance

Reactive service



Partnership with Electric Vehicle leaders

Partnership with Electric Vehicle leaders

BEV / PHEV / ICE

- Giga-castings
- Lighter materials
- Electronics module
- Inside-out concepts

Trends

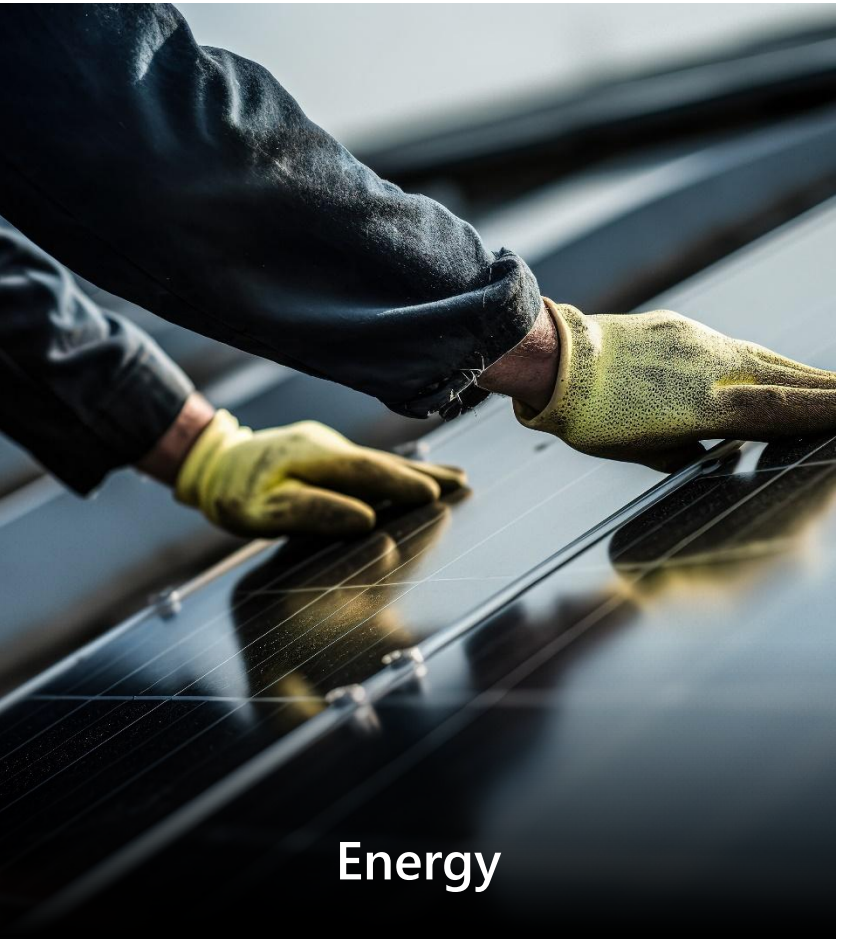
- Regionalized footprint
- Labor shortage
- Chinese OEMs going global

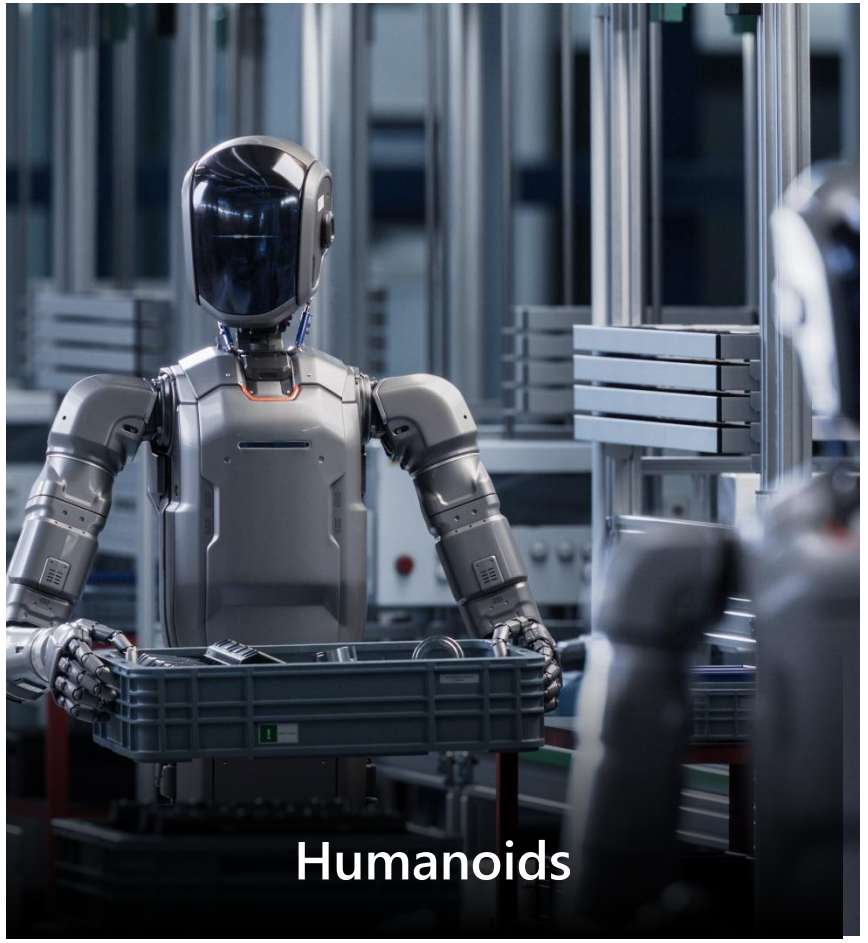
Actions

- Well positioned
- Innovation focus
- Focus on quality control, flexibility and automation
- R&D and operations in China

The winners of tomorrow

– and we are well positioned





Presence and geopolitical resilience

- Global footprint
- Strengthening R&D and operational footprint in China
- Innovation close to customers
- Customer Center of the Future
- Continuously evaluating footprint

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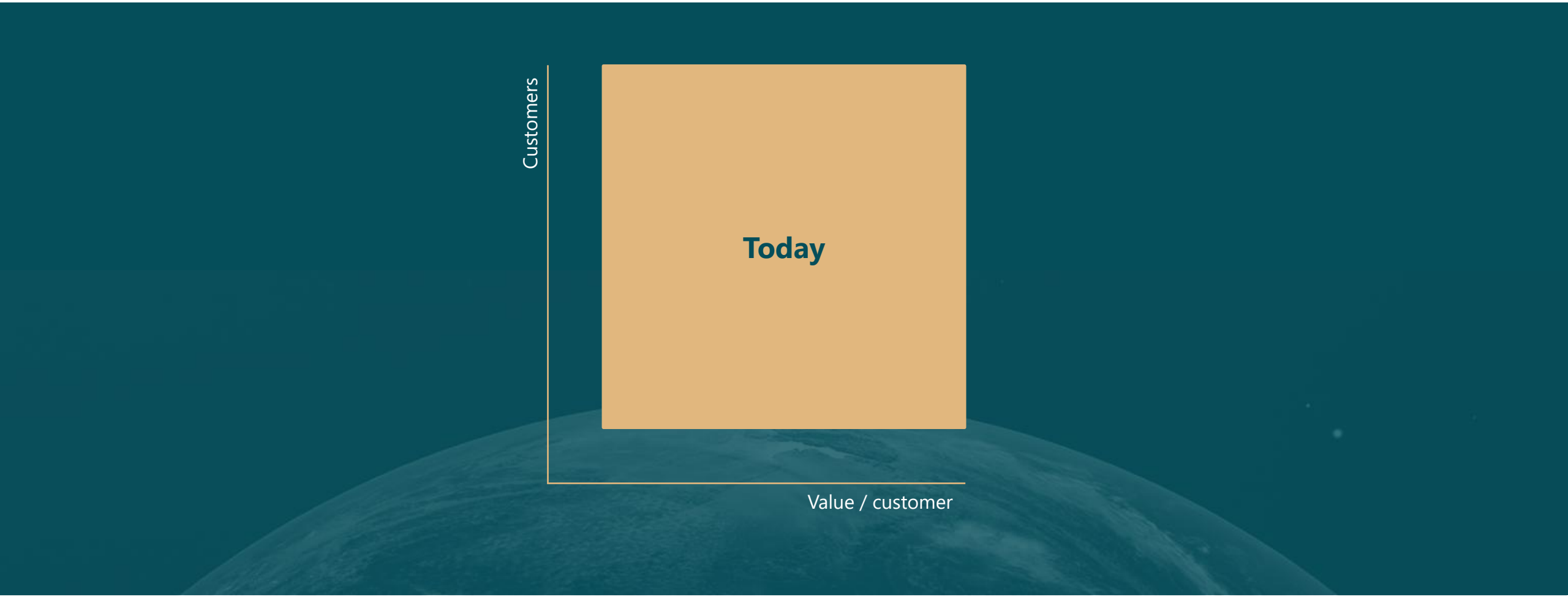
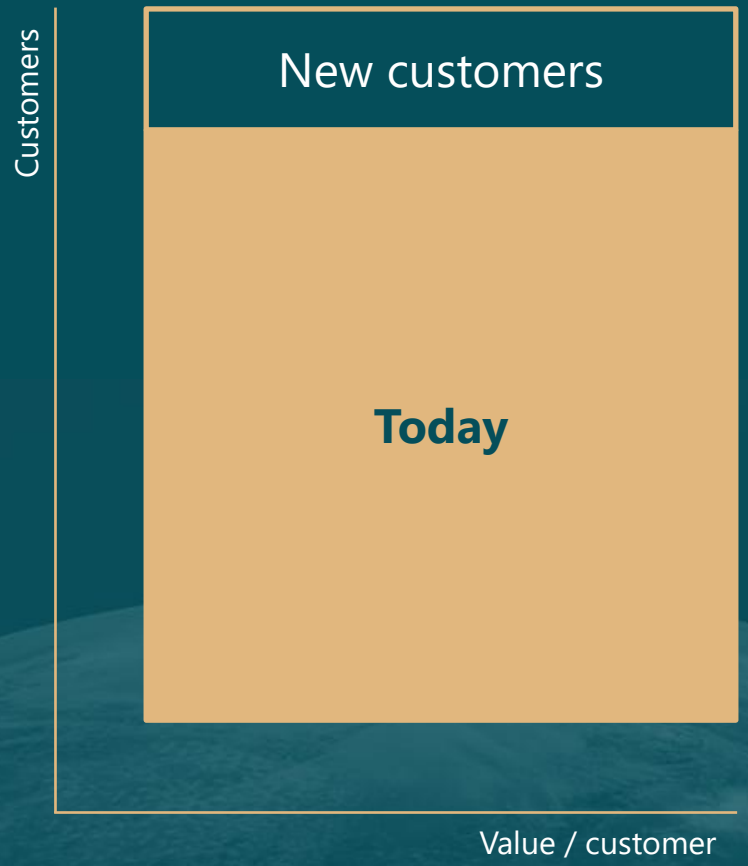
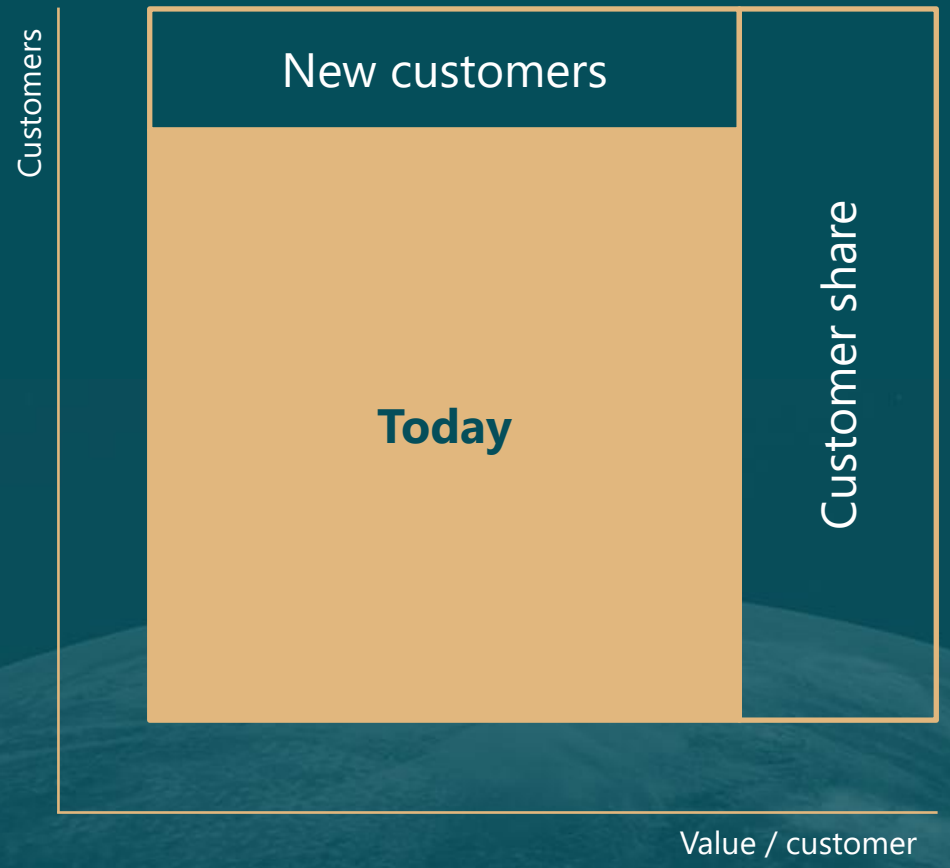
Full potential



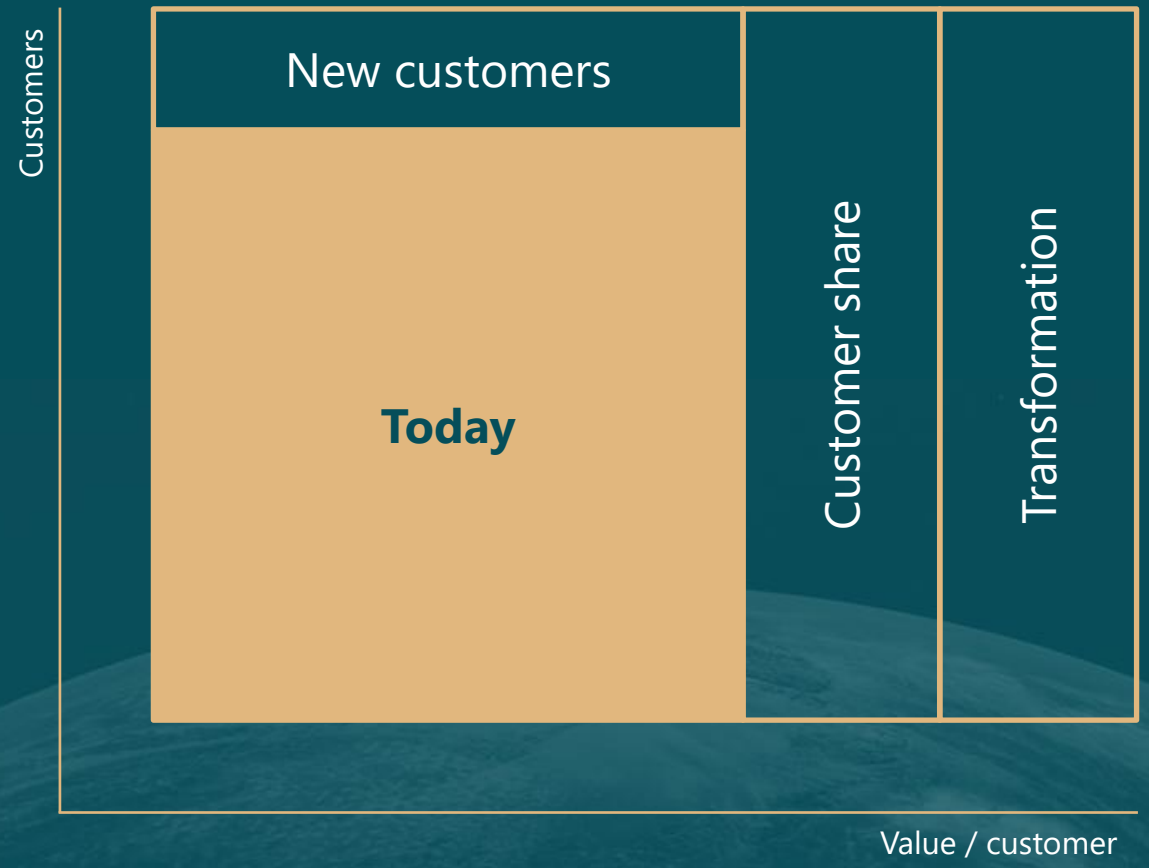
Full potential



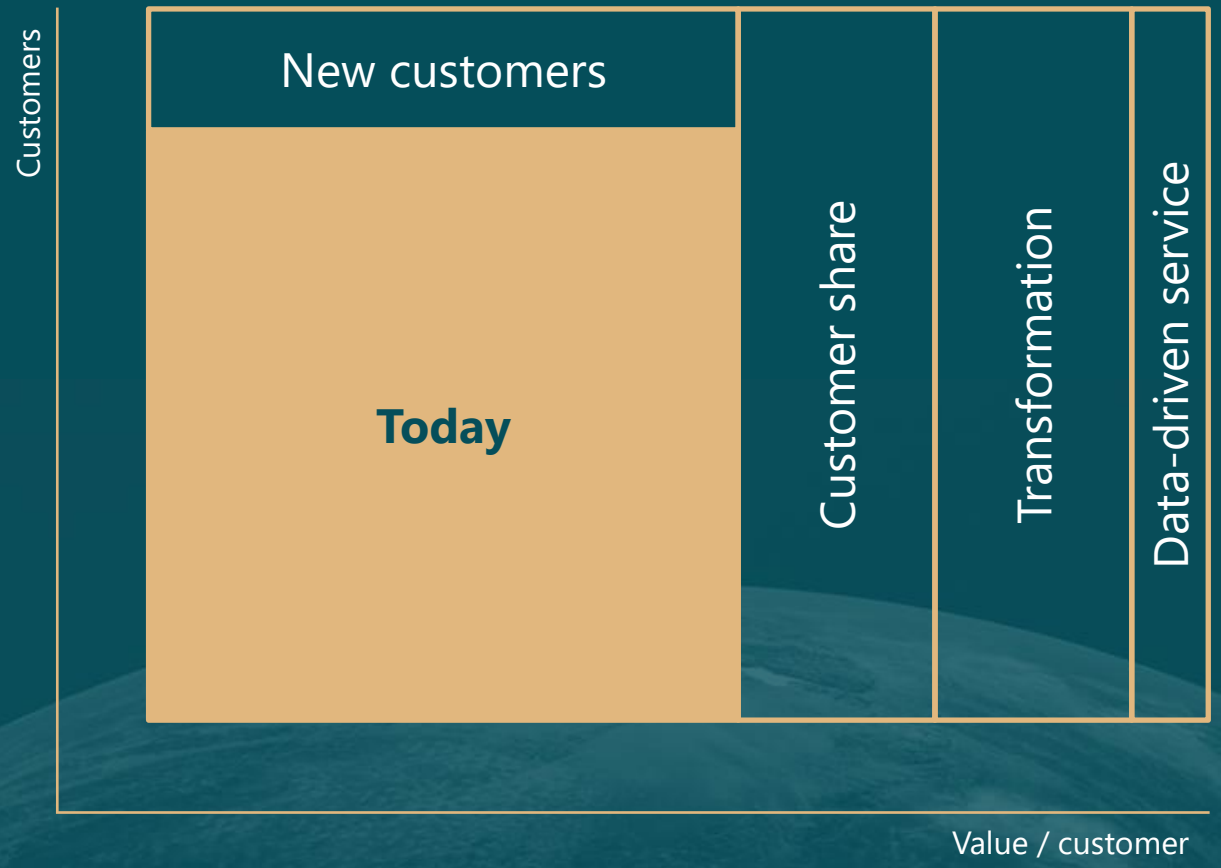
Full potential



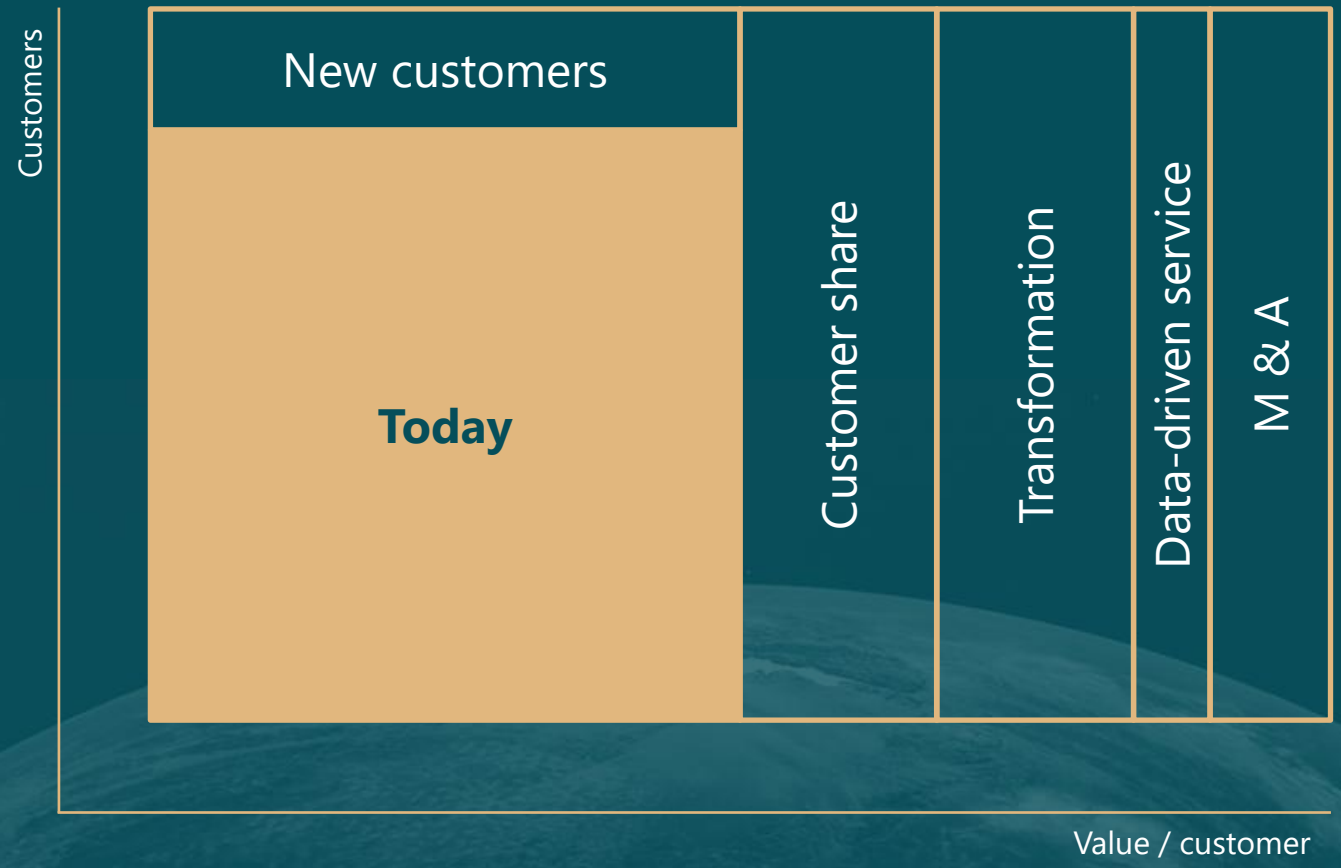
Full potential



Full potential



Full potential

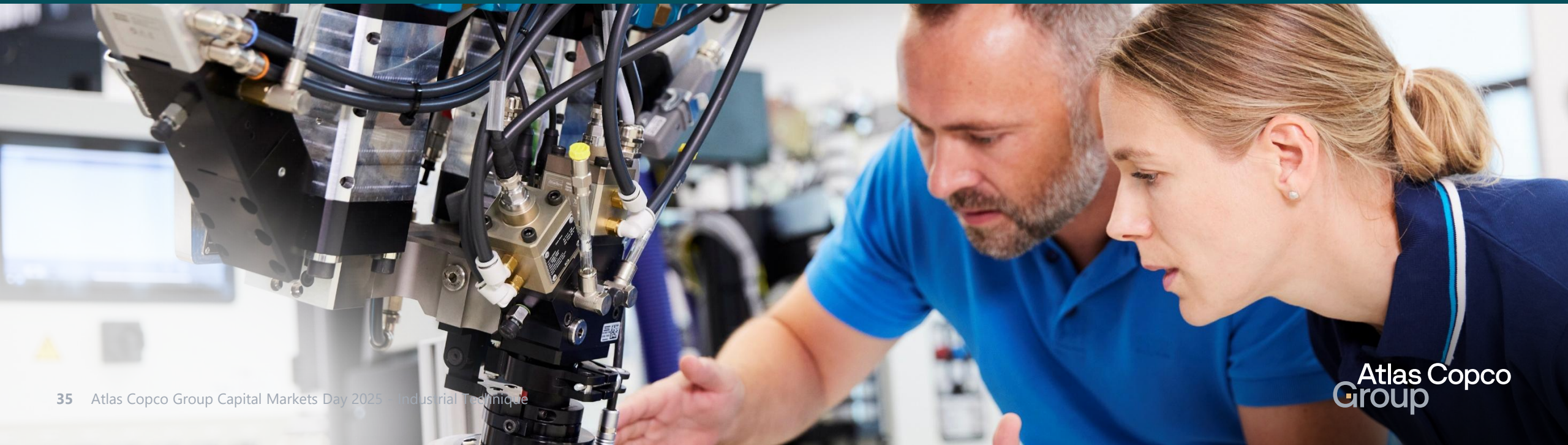


People and culture

Competence

Collaboration

Innovation



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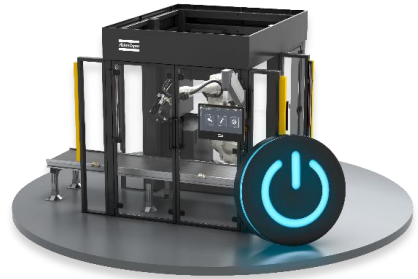
Summary

Summary

- Supporting customers in the automotive- and general industry
- Industrial tool solutions, automated assembly solutions, in-line quality solutions and service
- Market driven by manufacturing CAPEX and manufacturing technologies
- Strong focus on automation, transformation and smart manufacturing
- Strong partnership with Electric Vehicle leaders
- Wide customer base in the general industry and well positioned in growth industries
- Focus on presence, agility and geopolitical resilience
- Continued investment in R&D and ready to adjust costs to secure long term profitable growth
- Growth focus through increased customer share, transformation, service, and potential acquisitions



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Technology that transforms the future

“Some statements in this presentation are forward-looking, and the actual outcome could be materially different. In addition to the factors explicitly discussed, other factors could have a material effect on the actual outcome. Such factors include, but are not limited to, general business conditions, fluctuations in exchange rates and interest rates, political developments, the impact of competing products and their pricing, product development, commercialization and technological difficulties, interruptions in supply, and major customer credit losses.”