

Corporate Governance Report

Indutrade applies the Swedish Corporate Governance Code (the Code) since 1 July 2006. The Code is a component of self-regulation in Swedish industry and is based on the “comply or explain” principle. This means that companies that adhere to the Code may depart from individual rules, provided that they give an explanation for each departure. Indutrade has no departures to report for the 2016 financial year. The Corporate Governance Report has been reviewed by the Company’s auditors.

Delegation of responsibilities

Responsibility for management and control of the Group is delegated among the shareholders (via general meetings), the Board, its designated committees and the President in accordance with the Swedish Companies Act, other laws and regulations, applicable rules for listed companies, the Company’s Articles of Association and the Board’s internal governance documents.

Share capital and shareholders

The share capital amounts to SEK 240 million, divided among 120,000,000 shares with a share quota value of SEK 2. All shares have equal voting power. Indutrade, which was previously a wholly owned subsidiary of AB Industrivärden, was introduced on the Stockholm Stock Exchange on 5 October 2005. At year-end 2016 Indutrade had 10,518 shareholders (7,965). The ten largest shareholders controlled 61% of the share capital at year-end. Swedish legal entities, including institutions such as insurance companies and mutual funds, held 69% of the

share capital and votes at year-end. Foreign investors (legal entities) owned 24% of the share capital and votes.

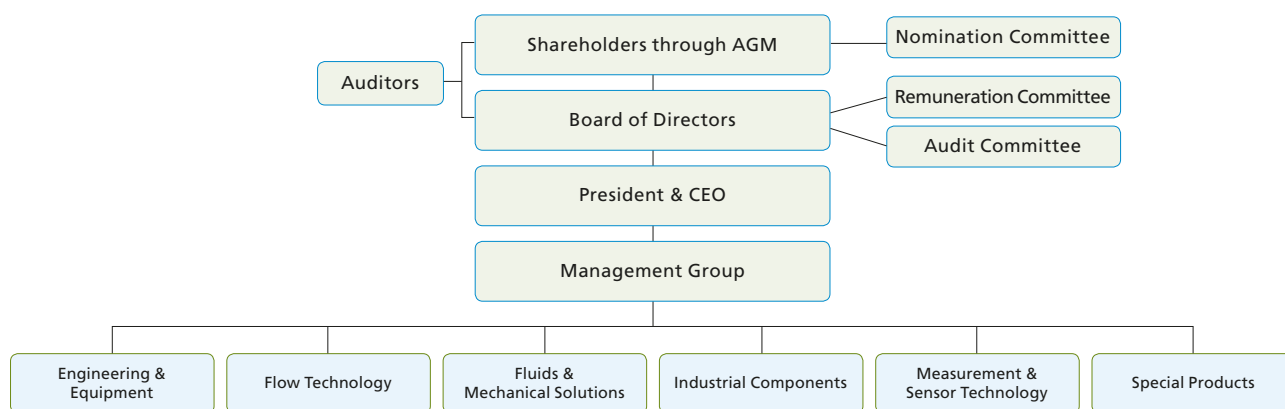
One shareholder, L E Lundbergföretagen AB, with 26.3% of the share capital and votes, controlled 10% or more of the share capital and votes at year-end.

Indutrade’s shares are listed on Nasdaq Stockholm and have been included on the Large Cap list since January 2015.

According to Ch. 6 § 2 a of the Swedish Annual Accounts Act, listed companies are to provide disclosures about certain conditions that could affect opportunities to take over the company through a public offer to acquire the shares in the company. No such conditions exist in Indutrade AB.

Articles of Association

Indutrade is a public company whose business is to “on its own or through subsidiaries, pursue trade in connection with the import and export of machines, raw materials and finished and semi-manufactured products as well as industrial necessities, including production, preferably within the plastics, mechanical and chemical industries, and activities compatible therewith.” The Board shall consist of a minimum of three and a maximum of eight directors, who are elected each year at the Annual General Meeting. Notices of general meetings of shareholders shall be made through advertisement in the Official Swedish Gazette (Post- och Inrikes Tidningar) and on the Company’s website within the time frame prescribed by the Swedish Companies Act. An advertisement shall be posted



External rules and regulations

Examples of external rules and regulations that affect governance of Indutrade

- The Swedish Companies Act
- Account laws, including the Bookkeeping Act, the Annual Accounts Act and IFRS
- Nasdaq Stockholm’s Rulebook for Issuers
- The Swedish Corporate Governance Code

Internal rules

Examples of internal rules that affect governance of Indutrade

- The Articles of Association
- The Board’s work plan
- The CEO’s instructions
- The Code of Conduct
- Other policies

in the Swedish daily newspaper Dagens Nyheter announcing that notice of the Annual General Meeting has been issued. In votes at general meetings of shareholders, there is no limitation to the number of votes for represented shares.

General meetings of shareholders

General meetings of shareholders are Indutrade's highest governing body. At the Annual General Meeting (AGM), which is held within six months after the end of each financial year, the income statement and balance sheet are adopted, the dividend is set, the Board and auditors are elected (where applicable), their fees are determined, other items of legally ordained business are conducted, and decisions are made on proposals submitted by the Board and shareholders.

All shareholders who are registered in the shareholder register on a specified record date and who have notified the Company in due time of their intention to participate at the general meeting are entitled to attend the meeting and vote for the total number of shares they have. Shareholders may be represented by proxy. More information about the 2017 AGM is provided on page 83 of this Annual Report and on the Company's website.

The notice of the AGM scheduled for 26 April 2017 is expected to be published on 22 March 2017 in the Official Swedish Gazette and on Indutrade's website. The notice will include a proposed agenda including proposals for the dividend, the election of directors, directors' fees (broken down by the Chairman and other directors), the election of the auditor, the auditor's fee, proposed guidelines on compensation of the Company's senior executives, and a proposal for a new long-term incentive programme.

Annual General Meeting 2016

At the AGM on 27 April 2016, shareholders representing 61.2% of the shares and votes were in attendance. Fredrik Lundberg was appointed to serve as AGM chairman. The annual report and audit report were presented to the AGM. In connection with this, Chairman of the Board Fredrik Lundberg provided information on the work of the

Board and reported on the guidelines for compensation of the executive management and on the work of the Audit and Remuneration Committees. In addition, CEO Johnny Alvarsson gave an address reviewing Indutrade's operations in 2015 and the start of 2016.

The auditors reported on their audit of the Group and presented relevant parts of their audit report for 2015.

The 2016 AGM made the following resolutions:

- to adopt the financial statements for 2015
- to set the dividend at SEK 9.00 per share
- to discharge the members of the Board of Directors and the President from liability for the past financial year
- to re-elect directors Fredrik Lundberg, Bengt Kjell, Ulf Lundahl, Krister Mellvé, Lars Pettersson, Katarina Martinson and Johnny Alvarsson, and to elect Annica Bresky as a new director.
- to re-elect Fredrik Lundberg as Chairman of the Board
- that Indutrade shall apply compensation levels for senior executives which mainly shall consist normally of a fixed and variable portion, shall be in line with the going rate in the market, and shall be commensurate with the executives' level of expertise, responsibility and performance.

At the AGM on 6 May 2013, the decision was made in favour of a standing instruction for Indutrade's nomination committee, which shall apply until further notice. According to this instruction, the Nomination Committee ahead of a forthcoming AGM shall consist of representatives of four of the largest shareholders in terms of votes, plus the Chairman of the Board.

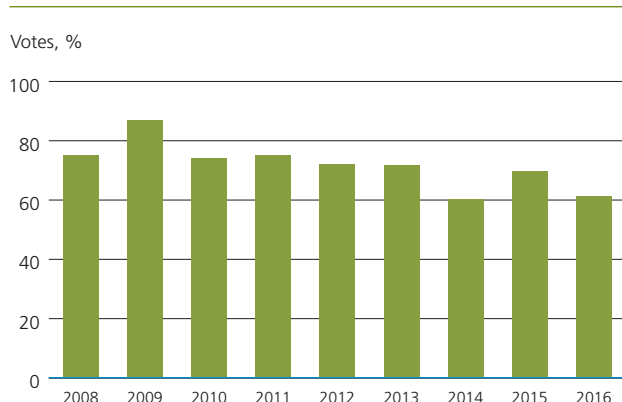
Members of the Board of Directors

Indutrade's board of directors, which is elected by the AGM, consists of eight members including the President. Indutrade has not set any specific age limit for the board members, nor any term limit for how long a director may sit on the Board.

The Chairman of the Board, Fredrik Lundberg, is President and CEO of L E Lundbergföretagen. The Vice Chairman, Bengt Kjell, is a former Executive Vice President of Industrivärden and former CEO of AB Handel och Industri. Ulf Lundahl is a former Executive Vice President of L E Lundbergföretagen. Krister Mellvé has held leading positions in the Robert Bosch Group. Lars Pettersson is a former President and CEO of Sandvik. Katarina Martinson works with asset management for the Lundberg family. Annica Bresky is a former CEO and Business Area Manager of Iggesund Paperboard. Johnny Alvarsson is President and CEO of Indutrade.

A presentation of the current assignments of the members of the Board can be found on pages 40-41 of this Annual Report. The Company's CFO serves as company secretary. Other executives participate at board meetings in a reporting role.

AGM attendance



Attendance at board meetings and committee meetings in 2016

| ■ Member ● Committee chair | Audit Committee | Remuneration Committee | Year elected | Attendance at board meetings | Attendance at Audit Committee meetings | Attendance at Remuneration Committee meetings | Independent in relation to the Company | Independent in relation to major shareholders ¹⁾ |
|--------------------------------|-----------------|------------------------|--------------|------------------------------|--|---|--|---|
| Johnny Alvarsson | | | 2004 | 11/11 | | | No | Yes |
| Eva Färnstrand | ■ | | 1998 | 3/11 | 1/5 | | Yes | Yes |
| Bengt Kjell (Vice chairman) | ■ | ■ | 2002 | 11/11 | 5/5 | 3/3 | Yes | Yes |
| Annica Bresky | ■ | | 2016 | 7/11 | 4/5 | | Yes | Yes |
| Ulf Lundahl | ● | | 2006 | 11/11 | 5/5 | | Yes | Yes |
| Fredrik Lundberg (Chairman) | ■ | ● | 2013 | 11/11 | 5/5 | 3/3 | Yes | No |
| Krister Mellvé | ■ | | 2012 | 11/11 | 5/5 | | Yes | Yes |
| Lars Pettersson | ■ | ■ | 2013 | 10/11 | 5/5 | 3/3 | Yes | No |
| Katarina Martinson | ■ | | 2015 | 11/11 | 5/5 | | Yes | No |

1) Pertains to situation in 2016.

All of the directors, except for Johnny Alvarsson, are independent in relation to Indutrade. Johnny Alvarsson, Bengt Kjell, Krister Mellvé, Ulf Lundahl and Annica Bresky are independent in relation to Indutrade's major shareholders. The Board thereby meets the requirement that at least two of the directors who are independent in relation to the Company shall also be independent in relation to the major shareholders. Only one director, Johnny Alvarsson, has an operational role in the Company.

The work of the Board of Directors

Each year the Board adopts a written work plan that governs the Board's work and its internal delegation of duties including the committees, decision-making procedures within the Board, meeting procedure and duties of the Chairman. The Board has also issued instructions for the CEO and instructions on financial reporting to the Board.

In addition, the Board has adopted numerous policies, including a finance policy and an investment policy.

The Board is responsible for the Company's organisation and for the administration of its affairs. This entails ensuring that the organisation is suited for its purpose and designed in such a way so as to ensure satisfactory control of its bookkeeping, treasury management and financial conditions in general. In addition, the Board is responsible for ensuring that the Company has satisfactory internal control and continuously evaluates the extent to which the Company's system for internal control works. The Board is also responsible for developing and monitoring the Company's strategies by drawing up plans and setting objectives. The Board oversees and evaluates the President's and operative management's work on a continuous basis. This particular matter is addressed yearly without any members of the executive management present.

In accordance with the adopted work plan, the Board holds at least five regular meetings each year, including the statutory meeting after the AGM, and on any other occasions when warranted by the situation.

In 2016 the Board held a total of eleven meetings including the statutory meeting. The Board conducted its work in accordance with the Board's work plan. Matters requiring special attention by the Board during the year pertained to strategy, finance, acquisitions and sustainability.

As a significant part of the Board's work during the year, a number of subsidiary presidents and business area presidents gave in-depth presentations of their businesses.

All decisions made by the Board during the year were unanimous.

The Chairman's role

The Chairman organises and leads the work of the Board to ensure that it is carried out in compliance with the Swedish Companies Act, other laws and regulations, applicable rules for listed companies (including the Code), and the Board's internal governance documents. The Chairman monitors business activities through regular contact with the CEO and ensures that the other directors are provided with adequate information and decision-making documentation.

To ensure and improve the quality of the Board's work, every year an evaluation is performed of the board members and of the Board's work, under the direction of the Chairman of the Board. In 2016 this evaluation was conducted by means of a questionnaire that was completed by all of the board members. The results of the evaluation was reported in writing to the board members, who thereafter discussed it jointly at the board meeting in

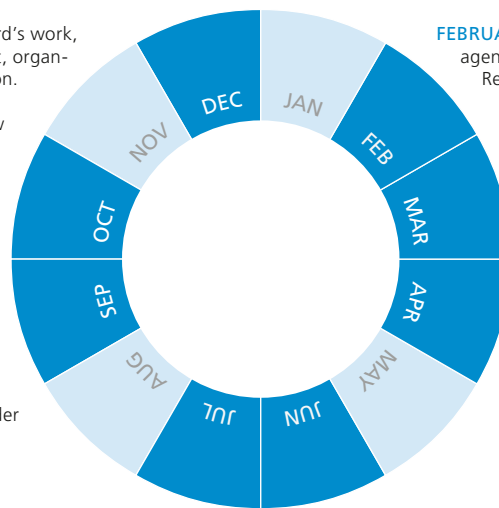
Board meetings 2016

DECEMBER Budget, evaluation of the Board's work, evaluation of CEO and Group Management, organisational development, leadership succession.

OCTOBER (Two meetings) Decision on new President and CEO. Visit to new plant in the Netherlands. Quarterly report January-September, report from Audit Committee, report from the auditors, report on the completion of internal audit, evaluation of the need for internal audit.

SEPTEMBER Visit to three companies in the UK. Group strategy, follow-up of acquisitions, capital structure.

JULY (Two meetings) Decision on new insider policy, revised information policy. Quarterly report January-June.



FEBRUARY Year-end report, annual report, AGM agenda, report from the auditors and the Remuneration Committee.

MARCH Decision on annual report, AGM notice.

APRIL Quarterly report January-March. **AGM. Statutory meeting.** Decision on company signatories, adoption of instructions and policies, appointment of Remuneration Committee and Audit Committee, meeting schedule.

JUNE Market situation, business intelligence, report from Audit Committee and Remuneration Committee, evaluation of reporting to the Board.

October. The Chairman of the Board also reported on the results of the evaluation at a meeting of the Nomination Committee.

The Chairman represents the Company on ownership matters.

Remuneration Committee

The Board's remuneration committee draws up a recommendation for decision regarding the terms of employment for the President. The Remuneration Committee also addresses and conducts drafting work for issues related to compensation of the members of the executive management, which culminates with the submission of a recommendation for decision by the AGM.

The President consults with the Remuneration Committee on the terms of employment for the other members of the executive management.

Audit Committee

The Audit Committee has an oversight role with respect to the Company's risk management, governance and control, and financial reporting. The committee maintains regular contact with the Company's auditor to ensure that the Company's internal and external reporting satisfies the requirements made on market-listed companies and to discuss the scope and focus of auditing work. The Audit Committee evaluates completed audit activities and informs the Company's nomination committee about the results of its evaluation and assists the Nomination Committee on drawing up recommendations for auditors and fees for their auditing work.

During the year a procurement of audit services was conducted in accordance with Regulation (EU) No. 537/2014 on statutory audit of public-interest entities,

Article 16.1-16.5. The Audit Committee thereafter issued a recommendation to the Nomination Committee for appointment of the Company's auditor.

On three occasions in 2016 the committee conducted reviews with and received reports from the Company's external auditors.

Directors' fees

Fees are payable to the Chairman of the Board and directors in accordance with an AGM resolution. The Chairman receives a fee of SEK 530,000, the Vice Chairman receives a fee of SEK 398,000, and the other directors receive a fee of SEK 266,000 each. However, no fee is payable to directors who are employed by a company within the Indutrade Group. The Audit Committee chair is paid a fee of SEK 52,000, and the members of the Remuneration Committee each receive a fee of SEK 26,000. The total yearly fees thus amount to SEK 2,388,000.

Nomination Committee

At the AGM on 6 May 2013 a decision was made in favour of a standing instruction for Indutrade's nomination committee, which applies until further notice. According to this instruction, the Nomination Committee ahead of a forthcoming AGM shall consist of representatives of four of the largest shareholders in terms of votes, plus the Chairman of the Board, who shall also convene the first meeting of the Nomination Committee. The member representing the largest shareholder shall be appointed as committee chair. The composition of the Nomination Committee ahead of the AGM is to be based on ownership data as per 31 August each year and is to be publicly announced not later than six months prior to the AGM. The composition of the Nomination Committee

ahead of the 2017 AGM was announced on 4 October 2016, based on ownership information as per 31 August 2016.

Nomination Committee composition

| Representative | Owner | Share of votes as per 31 Aug 2016 |
|--------------------|--|-----------------------------------|
| Claes Boustedt | L E Lundbergföretagen, Committee Chair | 26.3 % |
| Henrik Didner | Didner & Gerge funds | 9.8 % |
| Anders Oscarsson | AMF Insurance and funds | 6.4 % |
| Jonathan Schönbäck | Handelsbanken funds | 5.8 % |
| Fredrik Lundberg | Chairman of the Board | |

The Nomination Committee held two meetings, documented by minutes, at which the evaluation of the Board's work during the past year was presented and the Board's composition was discussed, among other items of business. The Nomination Committee is tasked with drawing up recommendations to be presented to the AGM for resolutions regarding a person to serve as AGM chairman, the Chairman of the Board and other directors, directors' fees, the auditor's fee and election of the auditor, and the principles for the appointment of a new Nomination Committee.

Based on the results of the Board's evaluation and the current directors' availability for re-election – among other things – the Nomination Committee makes an assessment of whether the sitting board meets the requirements that will be made for the Board in view of the Company's situation and future orientation, or if the composition of expertise and experience needs to be changed.

Ahead of the 2017 AGM, the Nomination Committee has proposed the re-election of board members Fredrik Lundberg, Bengt Kjell, Ulf Lundahl, Katarina Martinson, Krister Mellvé and Lars Pettersson. Annica Bresky has notified the committee that she is not available for re-election. Susanna Campbell has been nominated for election as a new director. Susanna Campbell (born 1973), M.Sc. Econ. Stockholm School of Economics, is a former CEO of Ratos and is currently a director for Telia Company AB, among other assignments.

Johnny Alvarsson, President of Indutrade AB, will retire in connection with the 2017 AGM and is not available for re-election. The President-elect, Bo Annvik, M.Sc. Econ., has been nominated for election as a new director. Bo Annvik was President and CEO of Haldex until February 2017. He has previously served in executive positions for Volvo Cars, SKF and Outokumpu.

Fredrik Lundberg has been nominated for re-election as Chairman of the Board. The Nomination Committee's proposal entails that the number of directors on the Board

will be unchanged during the coming mandate period and that the Board will thereby have a total of eight members. A more detailed presentation of the members of the Board is provided on pages 40-41 of this Annual Report.

Operating activities

The President is responsible for the administration of Indutrade's day-to-day affairs, which are managed by the Company's executive management team. The President's decision-making authority regarding investments and financing matters is governed by rules set by the Board.

President

Indutrade's President, Johnny Alvarsson, has been employed by Indutrade since 2004. He was CEO of Elektronikgruppen from 2001 to 2004, CEO of Zeteco AB from 1988 to 2000, and held various management positions at Ericsson from 1975 to 1987. Johnny Alvarsson owns 2,150 shares of Indutrade stock and 15,000 warrants.

At the AGM 2017 Johnny Alvarsson will retire and Bo Annvik will be appointed President and CEO.

External auditor

At the 2016 Annual General Meeting, the chartered accounting firm PricewaterhouseCoopers AB ("PwC") was re-elected as auditor for a term extending through the 2017 Annual General Meeting.

The auditors maintain regular contact with the Audit Committee and the executive management.

The chief auditor since 2013 is Michael Bengtsson, Authorised Public Accountant. The auditor's fee is reported in Note 10 of this Annual Report.

Indutrade's nine-month interim report for the 2016 financial year was reviewed by the Company's auditors.

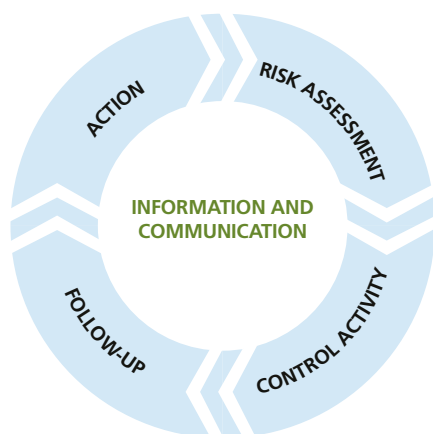
Internal control over financial reporting

As prescribed by the Swedish Companies Act, the Board is responsible for internal control. This report has been prepared in accordance with the Annual Accounts Act and describes how the internal control over financial reporting is organised.

Control environment

Effective board work is the foundation for good internal control. The Board's work plan and the instructions for the CEO and the Board's committees ensure a clear delegation of roles and responsibilities to the benefit of effective management of risks in the Company's operations.

In addition, the Board has adopted a number of fundamental guidelines and policies designed to create the conditions for a good control environment. These include, among other things, Indutrade's Code of Conduct, a policy for economic and financial reporting, a finance policy and an investment policy. These policies are followed up and



revised as needed. The executive management continuously draws up instructions for the Group's financial reporting which, together with the policies adopted by the Board, are included in the Group's financial manual.

The Group has a joint reporting system that serves as the base for the Group's monthly reporting, consolidation work and monitoring of earnings performance.

Risk assessment

The Company has implemented a structured process for assessing risks that could affect financial reporting. This is an annually recurring process and is evaluated by the Audit Committee and the Board.

Through this risk assessment it has been ascertained that the Group's structure, consisting of a large number of standalone companies of varying size that are independent from each other in various sectors and geographical markets, entails a considerable diversification of risk. The risk assessment also covered the Group's income statement and balance sheet items to identify areas in which the aggregate risk for error and the effects of these would be greatest. The areas identified consisted primarily of revenue recognition, trade receivables and inventories.

In addition, continuous risk assessment is conducted in connection with strategic planning, budgeting, forecasts and acquisition activities, aimed at – among other things – identifying events in the market or operations that could give rise to changes in e.g., revenue streams and valuations of assets or liabilities.

Control activities

The Indutrade Group is organised in six business areas. In addition to a business area president, the respective business area management teams include a controller. The controller plays a central role in analysing and monitoring the business area's financial reporting and in ensuring compliance by the companies in the business area with Group policies. The Parent Company has additional func-

tions for continuous analysis and monitoring of financial reporting by the Group, the business areas and subsidiaries. The Parent Company's finance department also initiates work on the annual self assessment routine regarding internal control over financial reporting.

In this evaluation the Group's companies have been grouped into three categories, based on the nature and scope of the respective companies' businesses. For each category of companies, a questionnaire for evaluation of internal control has been prepared based on the performed risk analysis.

All companies owned by Indutrade at the start of 2016 were required to respond to the evaluation questionnaire. The responses were compiled and evaluated per category of companies and for the Group as a whole. As a complement to this work, the auditors validated parts of the respective companies' completed questionnaires. In addition to this, the controllers of the business areas and Parent Company monitor internal control through visits to a number of companies each year. Both the evaluation performed by the Company and the result of the auditors' validation were reported and discussed with the Audit Committee. Feedback is provided to the companies in the Group where a need for improved routines has been identified. The overall evaluation of internal control over the Group's financial reporting will serve as documentation for the subsequent years' self assessment and work on further strengthening internal control.

Information and communication

The Company's governing documents, consisting of policies, guidelines and manuals – to the extent that these pertain to financial reporting – are updated on a regular basis and communicated to the companies within the Group. Systems and routines have been established to provide management with reports on the results of operations and financial position in relation to set targets, among other things.

Monitoring

The Board conducts a monthly evaluation of business development, earnings, position and cash flow using a report pack containing comments on outcomes and certain key ratios.

The Audit Committee has an oversight role regarding the Company's financial reporting, risk management, and governance and control. In addition, the Audit Committee maintains regular contact with the Company's auditors to ensure that the Company's internal and external reporting satisfies requirements made on market-listed companies and to monitor any observations that emerge from the audit.

Internal audit

The Group has a simple operative structure consisting primarily of small and medium-sized standalone businesses that are independent of each other, with varying conditions for internal control. Compliance with governance and internal control systems that have been drawn up by the Group is checked by the controllers on a regular basis at the business area and Parent Company levels. In addition, the controllers perform continuing analyses of the companies' reporting and financial outcomes to verify their performance. Added to this is the routine for annual self assessment of internal control over financial reporting. In view of the above, the Board has opted to not have a dedicated internal audit function.

| Proposed distribution of earnings | SEK million |
|--|--------------|
| Dividend of SEK 3.20 per share | 384 |
| To be carried forward | 2,888 |
| Total | 3,272 |

The Board of Directors proposes a dividend of SEK 3.20 per share corresponding to SEK 384 million. The Board's proposal is fully disclosed in note 33.