

Johan Hjertonsson, President and CEO:

“WE ARE BUILDING AN EVEN STRONGER AND BETTER LATOUR”

The people and the culture. These are crucial to Latour's success.

Johan Hjertonsson feels proud of his fantastic team as he looks back on yet another year of record performance.

What word do you feel best sums up 2021 for Latour?
“Pride. Without any doubt, I feel proud of how we have managed all the challenges, how we have been able to grow, and gain market share in different areas. The year has certainly offered us the right conditions to perform well and grow, but the way we have done it is impressive. For example, how the organisation has handled the shortage of components and rising prices. I believe this has been possible because we have a decentralised structure where responsibility and decisions are taken in close interface with customers. I have the privilege of working with an amazing team. They should be extremely proud of what they have achieved.”

Which particular achievement stands out for you?

“Picking out one single event from such a busy year is not easy. One really important development has been the networking that is taking place within our group of companies. We have seen a considerable increase here. When the talented people who work in our fantastic companies start talking to and meeting one another, they help move each other's position forward. This is true in many areas including recruitment, skills development, sustainability and digitalisation initiatives. For instance, all companies take part in our Sustainability Day and Digitalisation Day, and we have a CFO day for all CFOs. And let's not forget the daily dialogues to discuss acquisitions and business.”

Would you like to comment on developments in the wholly-owned industrial operations?

“It was yet another year of strong performance. Bemsig is a new business area that Latour Industries has

built up and delivered. They can now focus on building a new business area again, but in a completely different industry. Meanwhile, Bemsig will be able to expand in a market where there is a huge worldwide need for new energy-saving solutions for properties. Its acquisition of the Canadian company Greystone shows where it is heading and what its long-term ambitions are. Organic

“I have the privilege of working with an amazing team. They should be extremely proud of what they have achieved.”

Johan Hjertonsson

on the importance of Latour's employees to its performance in 2021.

growth is starting to pick up in Nord-Lock Group, and following structuring of operations, including production capacity, it stands well prepared for continued growth. Caljan has done the same thing, building up competitive production capacity in key markets to enable organic growth. And it is growing. At a really swift rate. Its strategy to grow in pace with major key strategic customers has proved to be spot on and will enable it to continue to deliver strong growth moving forward. Hultafors Group is also experiencing a high rate of growth, both organically and by acquisition. It has made many important and interesting acquisitions in recent years, but has so far only scratched the surface of the opportunities afforded within its market. The pandemic, which has held the world in its grip for the past two years, has underscored the importance of healthy indoor environments. In this area, Swegon has the solutions needed and has built up an impressive order book during the year, which it will be fulfilling as it moves ahead.”





JOHAN HJERTONSSON

Position:
President and CEO

Years at Latour:
12 years, including those as CEO of AB Fagerhult, one of Latour's ten listed portfolio companies.

Previous experience:
CEO of AB Fagerhult and Lammhult Design Group AB. Senior positions within the Electrolux Group.



From four to six business areas in two years. Is there a limit?

“No, there really isn’t. All the business areas are operated independently and we provide the support needed for them to concentrate fully on their business and continued growth. We have expanded the central business development resources to enable us to assist our operations in all practical aspects of, for example, acquisition analysis and agreement processes. We have had a brisk pace of acquisition activity, with over ten acquisitions. Exactly as it should be.”

Do you have any comments on the performance of the investment portfolio companies?

“I’m very pleased with the way they have handled the disruptions in the supply chain and other challenges. The portfolio is also comprised of companies that continue to improve their position when it comes to sustainability. TOMRA, for example, holds a globally leading and increasingly strong position in the recycling market, and Fagerhult is expanding its energy-efficient lighting solutions into more and more areas. And the companies are continuing to make acquisitions. ASSA ABLOY and Securitas signed agreements for their largest ever acquisitions at the end of last year. ASSA wants to consolidate its presence in North America, and Securitas wants to advance its position in digital solutions, which is a key area and we believe it is absolutely right for the company. I would like to take this opportunity to extend a warm welcome to Tove Andersen, the new CEO of TOMRA, and also to CTEK, now the tenth company in our portfolio, and to Jon Lind, its CEO.”

CTEK takes you into the field of electrification. What is your vision for this area?

“Naturally, we have been monitoring developments and want to be on board, and CTEK is perfect for that exposure. It is a fantastic company that had built up a world-leading position in the battery charger market even before the electric car boom. This platform will enable continued growth and development of the company in an exciting market. I am delighted that we were able to be an anchor investor for its IPO.”

In respect of digitalisation of operations, how does Latour compare with others?

“Rather well, I would say. It is high on our agenda and, just as with sustainability, we are using our network to address key issues in the area, such as the expansion of our offering, how we can make our own operations more efficient, and of course review every part of the value chain from a digitalisation perspective. It is essential that we maintain a leading edge in this area in order to be able to compete and increase market share. It is also important to continuously assess the risks associated with this. For example, we have invested heavily in improving cyber security within the Group. This is a top priority.”



THREE THINGS ON MY RADAR FOR 2022



END OF THE PANDEMIC

I travelled quite a bit in the autumn of 2021, when it was finally possible to do so. We develop best when we meet people and visit businesses in the flesh. We need to resume face-to-face interactions this year.



TALENT MANAGEMENT

There are lots of opportunities for development and many employees have progressed far. A range of initiatives will allow us to become even better at identifying talents, both new and those that we have in our business today.



ENVIRONMENTAL ISSUES

It goes without saying that we will continue to reduce our carbon footprint, and we will also become even better at finding new business opportunities in the area.



“We have made it very clear that we are not interested in owning companies that do not take sustainability seriously, and that we expect progress in this area right across our operations.”

Johan Hjertonsson on how Latour has stepped up its focus on sustainability.

In just a few years, Latour has established itself as a company that takes sustainability seriously. What is the next step?

“Sustainability encompasses so much and I think all companies and employees have embraced it. The issues are discussed in all contexts at board meetings and during business activities and acquisitions. We have made it very clear that we are not interested in owning companies that do not take sustainability seriously, and that we expect progress in this area right across our operations. We acquire companies that are leaders in, for example, recycling and circular business models from which other companies can learn, or we acquire businesses that can learn from existing companies to enhance their market position and competitive strength. I am constantly seeing new examples of this sharing and exchange process and it is an incredible strength. Future Solutions is also making progress. In 2021, it invested in two companies with leading water management solutions that we can all learn from. We have also signed the UN Global Compact, whereby we commit to operating our business in line with the Ten Principles of labour, human rights, anti-corruption and the environment.”

Latour’s performance is strong and its shareholders are doing very well. What do you think investors appreciate most about what you do?

“The exposure to a broad portfolio of robust businesses that are well positioned to take advantage of long-term and strong trends. Delivering returns to shareholders is, and always has been, important to us. It makes me feel proud that the Board is proposing to increase the dividend by 10 per cent to SEK 3.30 per share for the past financial year. It sends out a strong signal and is important to us.”

What would you say is the best recipe for success?

“The people and the culture. We must create a work climate that makes people feel safe and included, so they can perform to the best of their abilities. Which is exactly what all our fantastic employees did in 2021. A year of record performance for Latour and a continuation of our exciting journey that I expect will last for some considerable time.” ●

A handwritten signature in blue ink, reading 'Johan Hjertonsson'.

Gothenburg, March 2022
Johan Hjertonsson
President and CEO

This is Latour

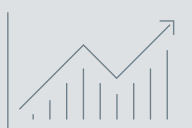
We believe in active ownership

Latour makes long-term investments in companies that have proprietary products and brands, considerable growth potential supported by global megatrends, and good prospects for internationalisation.

LATOUR'S OPERATIONS are primarily carried out in two business lines: wholly-owned industrial operations and a portfolio of listed holdings. There are also a handful of other holdings, mainly in Latour Future Solutions. In all holdings, Latour acts as an active principal owner, where the work of the Board is the most important platform for the sustainable creation of value.

IN ALL HOLDINGS, there is a structured approach to the work of the Board, acquisition processes and integration processes. Latour's interests in several global groups help the companies to develop in line with the adopted international expansion strategy, by enabling the holdings to exchange experiences and knowledge.

LEADERSHIP PLAYS A central role in the corporate governance. Leaders at Latour should be culture carriers and role models. They should assume responsibility for performance, sustainable value creation and the well-being of the organisation. The leadership style is characterised by freedom with responsibility and is favourably combined with feedback and transparency.



VISION

Latour's vision is to be a sustainable and attractive choice for long-term investors that want good returns. Latour creates added value in its holdings by being an active and steadfast owner that, with financial strength and solid industrial know-how, contributes to the sustainable development of the companies.



BUSINESS CONCEPT

Latour's main business concept is to invest in sustainable companies with proprietary products, strong growth potential supported by global megatrends and good future prospects. Its long-term ambition is to create international growth and added value in these holdings by means of active ownership.



CORE VALUES

- ▶ Long-term perspective
- ▶ Businessmanship
- ▶ Trust & Accountability
- ▶ Development

Governance is characterised by a delegated decision-making structure, with each holding having a unique corporate culture and its own strategic process. However, Latour's core values permeate all holdings.



A SUSTAINABLE STRATEGY

Sustainability is integrated in Latour's investment strategy. Long-term values are created by developing sustainable operations. Latour has its greatest impact by being an active and responsible owner. Through the work of Boards, Latour places high expectations on and drives the sustainable development of the holdings.

LOW NET DEBT

Latour's total net debt cap is set at 10 per cent of the investment portfolio's value and 2.5 times the wholly-owned industrial operations' EBITDA, measured as an average for the last three years and adjusted for acquisitions and divestitures.

CORPORATE GOVERNANCE WORTH ITS PRICE

Latour's shareholders are offered active corporate governance for a management fee of approximately 0.1 per cent of the managed market value.

FINANCIAL TARGETS FOR THE INDUSTRIAL OPERATIONS OVER A BUSINESS CYCLE

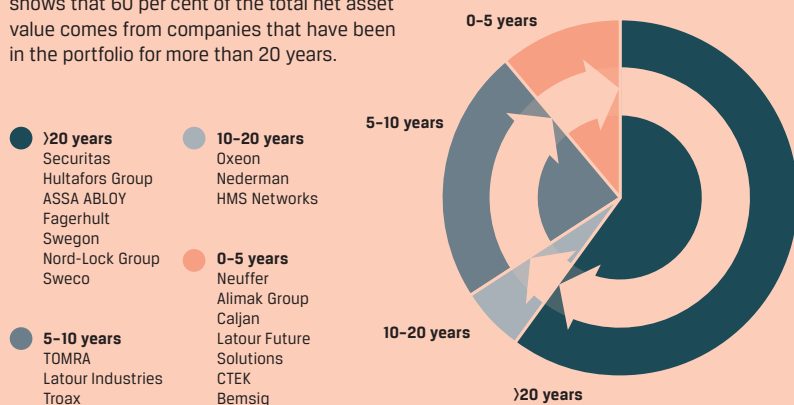
Average annual growth	>10 per cent
Operating margin	>10 per cent
Return on operating capital	15–20 per cent

DIVIDEND POLICY

Further payment of dividend received from the investment portfolio and part-owned holdings	100 per cent
Profit after tax in wholly-owned companies	40–60 per cent

CREATING LONG-TERM VALUE

Latour is a long-term investor. The diagram shows that 60 per cent of the total net asset value comes from companies that have been in the portfolio for more than 20 years.



GROWING INTERNATIONALLY

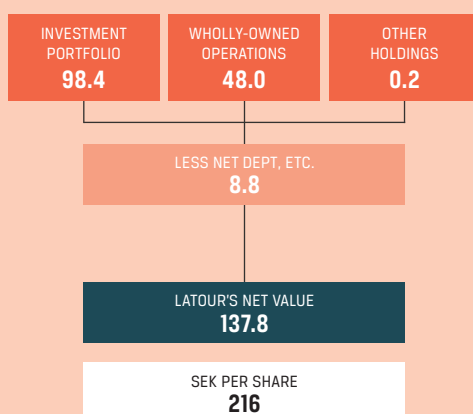
Latour's holdings have a solid foundation on which to grow with their own products and through international expansion. The wholly-owned operations' sales outside the Nordic region have increased from 54 per cent in 2016 to 67 per cent in 2021.

2016
54%

2021
67%

THE NET ASSET VALUE AND ITS COMPONENTS

Latour's net asset value is dominated by the investment portfolio and the wholly-owned industrial operations. A description of the method used to calculate the value of the wholly-owned industrial operations can be found on Latour's website, latour.se.



398,000 PER CENT TOTAL RETURN

Since the start in 1985, the Latour share has had a total return of approximately 398,000 per cent. This can be compared with 10,000 per cent for the SIXRX. Latour's market value was SEK 235.9 billion (127.8 billion the previous year) at the end of 2021.

Latour
398,000%

SIXRX
10,000%

All amounts are in SEK billion unless stated otherwise. These figures apply as at 31 December 2021.

Organisation

Small, flexible organisation with a delegated structure

With fourteen employees at the head office and some 435,000 in the holdings, Latour underscores a delegated decision-making structure in the Group.

ENGAGED PRINCIPAL OWNER

Just as Latour's principal owners are represented in Latour's Board, Latour is likewise an engaged owner in all of its investments. Corporate governance of the listed holdings is performed efficiently by its own representatives and a network of experienced Board members.

CLEAR, DELEGATED RESPONSIBILITIES

The wholly-owned industrial operations are grouped into six business areas with a clear and delegated responsibility. Leadership plays a central role in Latour's ownership control, and close cooperation with the business areas' management teams is of great importance. The business areas are responsible for a sustainable development their own operations and for meeting financial targets on capital, margins and growth.

The Group's parent company, Investment AB Latour, is a small, flexible organisation of just fourteen employees. Its main functions are business management, treasury and finance and business development. Latour's Group management has the overriding responsibility for management, business development, financial governance, follow-up of results and communication.

GOOD STAKEHOLDER RELATIONSHIPS

Latour is committed to maintaining good relationships with representatives in the company's network and other stakeholders with long-term, substantial influence on the company. External stakeholders should feel that the company's communication is open and maintains a high standard and that contact with Latour is easy and straight-forward.

Board of Directors



Standing, from the left: Johan Hjertonsson, Mariana Burenstam Linder, Eric Douglas, Joakim Rosengren, Lena Olving, Carl Douglas and Anders Böös. **Sitting from the left:** Ulrika Kolsrud and Olle Nordström.

Latour's employees



Standing from the left: Johan Menckel, Ida Saalman, Fredrika Ekman, Johan Hjertonsson, Gustav Samuelsson, Niclas Nylund, Torbjörn Carlén, Jonas Davidsson, Hedvig Wennerholm and Angelica Pavlic. **Sitting from the left:** Anders Mörrck, Maria Asterholm, Fredrik Lycke and Katarina Rautenberg.

Sustainability

A long-term owner with a strong focus on sustainability

Sustainability plays a central role for Latour and is integrated into every aspect of its operations. A strong sustainability focus is vital to the creation of long-term value.

SUSTAINABILITY IS CLEARLY reflected in Latour's four core values and is embedded in all elements of its operations. As an active owner, Latour has high expectations and sets high standards for sustainable development in all holdings. Sustainability is a key factor in the investment process and Latour recognises there are significant benefits to be gained from promoting business networks between the holdings to drive sustainable devel-

opment forward by learning from one another.

A number of central initiatives were presented during 2021. Among others, Latour became a signatory of the UN Global Compact and also implemented the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

Read more about the sustainability work in Latour's Sustainability Report, which is part of the Annual Report, and on the Group website.

UN SDG

Driving positive impact through active ownership

AGENDA 2030 AND the Sustainable Development Goals (SDGs) were adopted by the United Nations General Assembly in 2015. There are 17 global goals, aimed at achieving long-term sustainable economic, social and environmental development in order to eradicate extreme poverty, reduce inequality and injustice in the world, and combat climate change.

LATOUR HAS ANALYZED the SDGs to determine where, as an investment company and active owner, it can best contribute to sustainable development. Based on this analysis, Latour is focusing its efforts mainly on seven SDGs.

FOURTEEN PEOPLE work at Latour's head office and the holdings employ more than 435,000 people worldwide. The head office's direct impact on sustainability is thus limited compared with the holdings' total impact. The SDGs that Latour has identified is therefore mainly met by the holdings found in the portfolio. Latour has a responsibility for deciding what investments are made and how active ownership drives the sustainable development forward. Read more about the SDGs that Latour has identified in the Sustainability Report and on the Group website.





Latour's business development team:
Johan Menckel, Gustav Samuelsson, Fredrika Ekman,
Fredrik Lycke, Ida Saalman and Niclas Nylund.

Latour's business development team

LARGER TEAM SUPPORTS CONTINUED GROWTH

Latour's business is growing, both organically and through new acquisitions. In 2021, the team that will be helping to create new opportunities doubled from three to six people, with **Johan Menckel** as manager.

You joined Latour in September. What attracted you to the company?

"The strong corporate culture and the opportunity to be involved in scaling up a portfolio of exciting companies. Latour is a unique investment company with its mix of wholly-owned and part-owned companies that work in similar ways to identify the right opportunities, whatever the company. The businesses are supported by solid industrial expertise that helps them to grow profitably in their niches in a lasting and sustainable way. My extensive international experience and skills as an operations manager fit well into this structure. While at Gränges, I had the privilege of making a number of major and strategically important acquisitions in various countries, including Poland and the USA."

So you are responsible for a growing business development team?

"That is correct. Latour has expanded greatly in recent years and this team will help create new opportunities and take Latour into the future. Our team now comprises six people with well-defined roles and specialist areas. Two new team members, apart from myself, have started during the year.

JOHAN MENCKEL

Position:

Business development

Years with the Group:

1 year

Previous experience:

CEO of Gränges for eight years, various positions at Sapa and consultant at Accenture.

Fredrika Ekman and Niclas Nylund have brought exciting experience with them from McKinsey, Klarna, Ratons, PwC and other companies. There is real strength and energy in the team with everyone working towards the same goal – to create long-term values in our companies."

What does the trend forecast look like?

"We have expanded our horizons when it comes to companies we want to invest in. Partly because we now have Latour Future Solutions with investments that bring additional dimensions, and partly because we are focusing more on accelerating megatrends such as electrification and hydrogen energy. Digitalisation and sustainability are, of course, two other trends that were brought to the fore by the pandemic. There is a rapid change taking place across the industry. It's the next phase in the so-called industrial revolution, where smart, connected and energy-efficient manufacturing processes are being implemented in more and more sectors. Industrial software and hardware is a huge future market where our investment portfolio HMS Networks has an exciting position."

What does work look like otherwise on a daily basis?

"We have a constant and ready inflow of potential acquisitions that need to be assessed and considered. We receive input from the wholly-owned companies, and each person in the team monitors and maintains dialogues with two of the listed companies in order to provide support in the acquisition discussions. Our companies maintain an ongoing dialogue with one another, with our team often acting as a coordinator and helping with the analysis."

What are the strengths of Latour's acquisition strategy?

"We have specific criteria for the companies that we want to acquire. If they do not meet the criteria, we do not pursue matters further. A company has to match our strategy and also meet company-specific requirements regarding proprietary products, sustainability, profitability and, very importantly, strong management.

We focus on segments where we see good opportuni-



"Our companies maintain an ongoing dialogue with one another, with our team often acting as a coordinator and helping with the analysis."

Johan Menckel on the everyday Business Development process.



ties for long-term growth through add-on acquisitions to existing businesses. Hultafors Group and Bemsig are excellent examples of this. They both added profitable growth, step by step, through acquisitions."

Bemsig is now its own business area and CTEK is new in the investment portfolio. Any comments?

"Bemsig holds a leading position in Europe and is now taking its next international step with the acquisition of the Canadian company Greystone. We have taken this business operation out of Latour Industries and appointed a board with some external expertise – similar to a listed company.

Latour has long been interested in acquiring CTEK, partly because of its great passion for innovation. We didn't hesitate when we were given the opportunity to step in as an anchor investor at its IPO in September. We want to be involved in supporting the transition to a sustainable transport sector."

Which acquisitions made in 2021 do you want to throw the spotlight on?

"It probably has to be the acquisition of Greystone in Canada. The pandemic made it more difficult to complete the transaction but we were helped by Swegon's North American CEO who visited the facility. Other due

diligence was conducted via video communications.

In fact, we have established really good digital methods for conducting business, whatever the market situation.

Fristads, Kansas and Leijona is another exciting acquisition, which we completed early on in the year and it makes a very strong addition to Hultafors Group. Among other things, it has a smart and sustainable warehouse concept that delivers high productivity. We will be able to learn from this and apply it to other parts of the business. The integration process has also gone very smoothly."

Future Solutions' portfolio is growing, what does that mean for Latour?

"It has been operational for just over a year now and we have completed three acquisitions. We have gained important insights into new industries and technologies that offer inspiration and major opportunities. We assist companies with knowledge and capital during the early stages to drive the important environmental change in society."

Finally, what is the outlook for 2022?

"We are starting to see a bit of a delayed effect following our many, intense dialogues with companies. One of the things we will be continuing to do is to create values linked to the electrification trend." ●



CTEK's battery charger expertise has made the company a world leader. Its products are sold to over 50 of the top global automotive manufacturers.

Acquisition of unique technology Positioned for the electric vehicle boom

Latour sees major growth opportunities for companies specialising in unique products related to the electrification of the transport sector. One such company is CTEK from Dalarna in central Sweden, of which Latour became the principal owner during the year.

CTEK has developed unique low-voltage chargers and built up a wealth of knowledge about battery charging, which has made the company a global leader. A few years ago, CTEK acquired the company Chargestorm in Norrköping, which makes chargers for electric cars. This enabled CTEK to apply its market-leading knowledge of chargers to electric car chargers. CTEK is now actively involved in the transformation of the electric vehicle industry and the development and expansion of the charging infrastructure. Its products are sold through global distributors and dealers to more than 50 of the world's leading vehicle manufacturers, as well as through charge point operators, real estate owners and other organisations to provide access to electric charging infrastructure.

LATOUR HAS HAD its eye on CTEK for several years and when the opportunity to invest arose in the spring of 2021, it initiated a detailed analysis of the company. As an anchor investor, Latour undertook to purchase 31 per cent of the shares in CTEK for SEK 69 per share, for the total sum of SEK 1,054 million. The acquisition took place on the date of the company's listing on Nasdaq Stockholm in September 2021. During the autumn, Latour assumed a seat on the board of CTEK. CTEK has been added to Latour's portfolio of listed holdings, which now consists of ten holdings with a total value of SEK 98 billion at the end of the year.

"We saw this as a unique opportunity to create value linked to developments in electric vehicles."

Fredrik Lycke
Responsible for the analysis of CTEK.

INVESTMENT CRITERIA

MARKET AND TRENDS

- Addresses identified trends
- The industry is showing profitable growth

DEVELOPMENT POTENTIAL

- Next wave of development has begun
- Potential for geographic expansion
- Sustainable business with high ethical standards
- Latour adds value

BUSINESS AND MARKET POSITION

- Development and manufacture of proprietary products under their own brands
- Sustainable products with high added value
- Favourable position in the value chain
- Strong management

FINANCIAL PERFORMANCE

- Ability to meet Latour's long-term financial targets

The Latour share

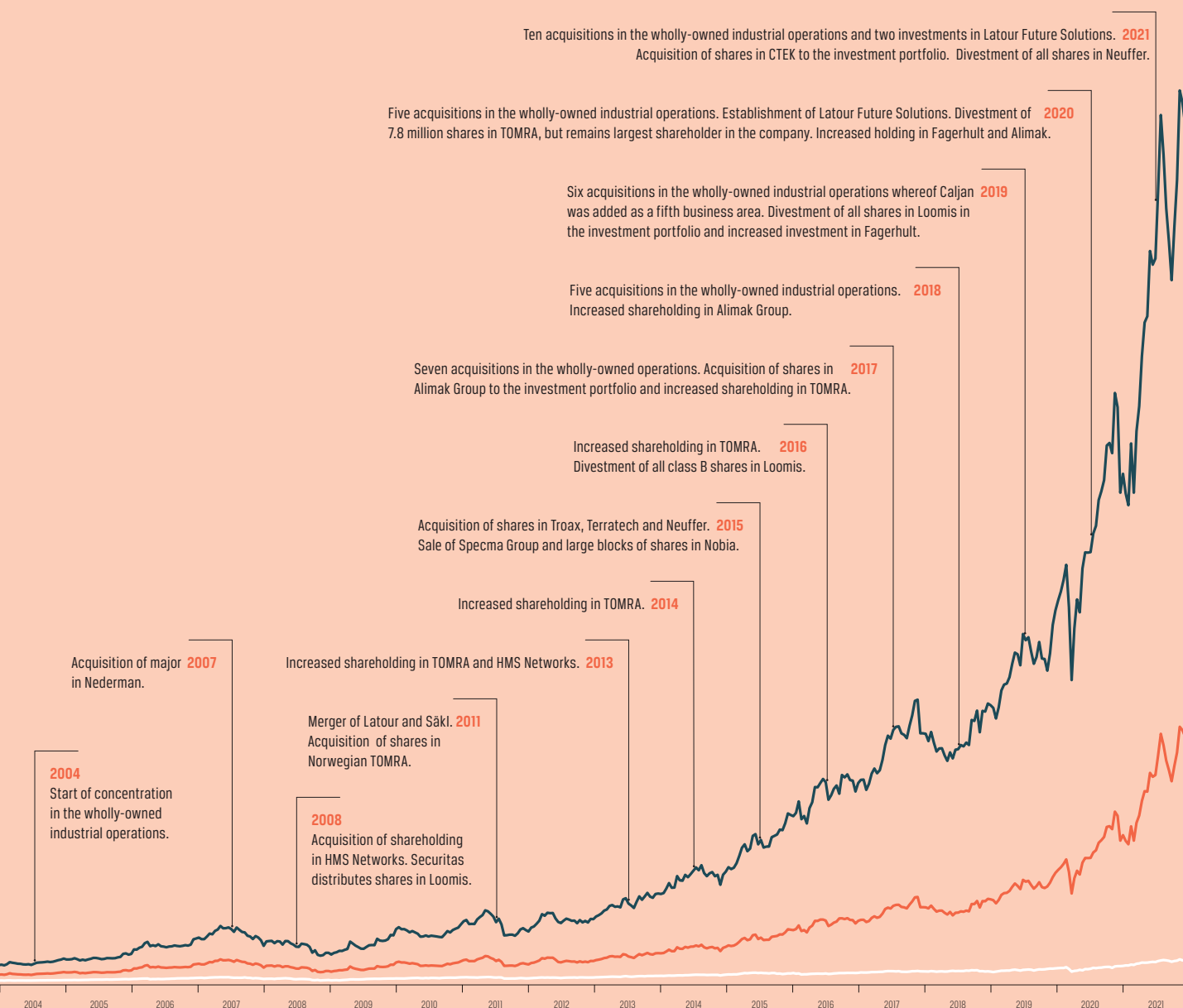
Total return of 398,000 per cent

Latour's share is listed on the Nasdaq OMX Stockholm Large Cap list. Latour's history stretches back to the end of 1985. Since then the total return, including share price growth and dividends, has been over 398,000 per cent. In 2021 the total return was 86.8 per cent.



LARGEST SHAREHOLDERS AS AT 31 DECEMBER 2021

Shareholders	Number of A shares, thousands	Number of B shares, thousands	% of share capital	% of voting rights
The Douglas family with companies	39,958	446,554	76.0	79.2
The Palmstierna family with companies	6,409	3,370	1.5	6.3
AMF - Försäkring och Fonder		10,372	1.6	1.0
The Nordström family with companies	800	1,720	0.4	0.9
State Street Bank and Trust Co, W9		9,433	1.5	0.9
JM Morgan Chase Bank		6,542	1.0	0.6
SEB Investment Management		4,518	0.7	0.4
Bertil Svensson, family and companies		4,251	0.7	0.4
Spiltan Funds		4,173	0.6	0.4
Handelsbanken Sverige Index, Criteria		3,561	0.6	0.3
Other	463	97,199	15.3	9.6
Investment AB Latour, share buyback		517	0.1	—
	47,630	592,210	100.0	100.0



Continued profitable growth and a new business area

Despite supply chain challenges and rising raw material prices, Latour's wholly-owned industrial operations continued to grow profitably in 2021. Furthermore, Bemsig was added as a new business area, having previously been part of Latour Industries.

26%

The industrial operations increased their operating profit by 26% in 2021.

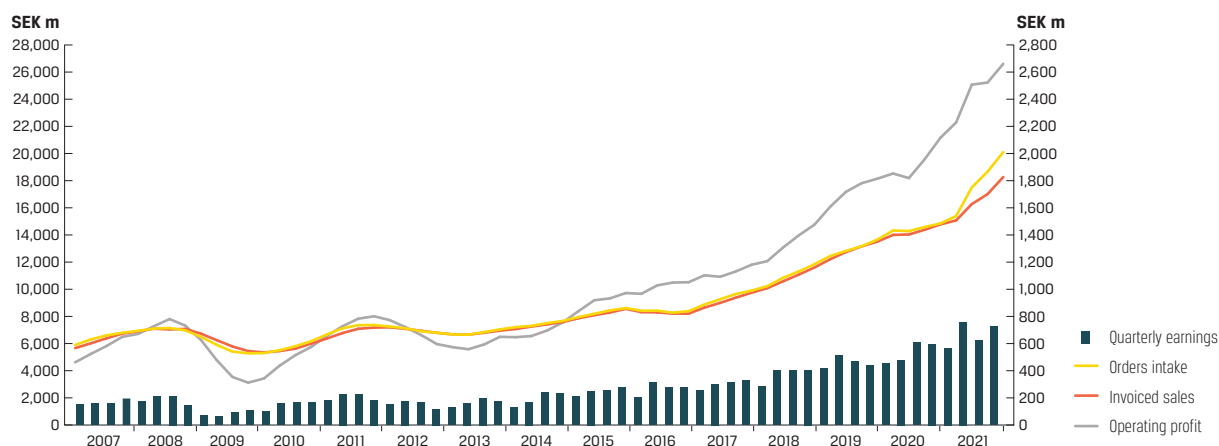
LATOUR'S WHOLLY-OWNED INDUSTRIAL operations comprise six business areas with over 100 companies and generate annual sales of approximately SEK 18 billion. All the business areas are strongly positioned in their respective niches with companies that develop, manufacture and market proprietary products for customer segments that represent considerable and growing international demand.

DESPITE CHALLENGES IN THE FORM of disruptions in global supply chains and steep rises in the costs of raw materials and transport, all the business areas continued to take a forward-looking view and invested continuously in various initiatives within product development, sales and marketing. Above all, there has been a strong focus on forging ahead with sustainability and digitalisation, areas that are key to underpinning future growth. Latour's new business area, Bemsig, is a fine example of a business well at the forefront of both areas, with

smart digital solutions that enhance the energy efficiency of properties. An acceleration in the development and launch of climate-friendly products has been seen in all the business areas during the year. Recruitment of new employees has been stepped up to meet the strong market demand and need for new essential skills. The international presence has been further bolstered both organically and by acquisition. Covid-19 restrictions have impeded the international expansion in some regions, especially in Asia.

THE FINANCIAL TARGETS are for the operations to achieve a minimum of 10 per cent average annual growth and operating margin and 15 to 20 per cent return on operating capital over a business cycle. The pandemic presented challenges to the achievement of the targets in 2021. Despite this, 5 out of the 6 business areas surpassed the targets for operating margin and growth. ●

GROUP – TRAILING 12 MONTHS





Bemsiq

Bemsiq comprises a portfolio of companies in the sectors of building automation and energy efficiency.

BEMSIQ AT A GLANCE

Bemsiq's mission is to accelerate the journey towards SMART and GREEN commercial buildings by being a leading global supplier of sensor, control and connectivity technologies and products. Bemsiq is a group of international companies that deliver innovative products to the building automation and energy metering sector. The products that these companies develop and sell are used in an extensive range of applications that enhance the smartness and environmental performance of buildings.

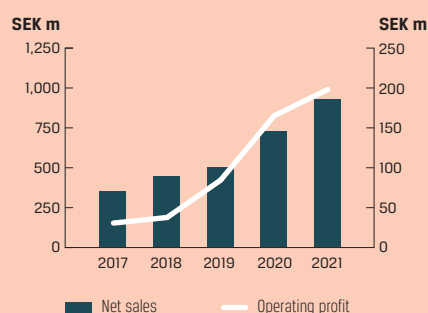
SIGNIFICANT EVENTS IN 2021

- ▶ New separate business area within Latour from the fourth quarter of 2021.
- ▶ Continued good demand resulted in high sales growth with good profitability, despite supply challenges.
- ▶ Acquisition of Swedish Elsys, a manufacturer of sensors for SMART buildings.
- ▶ Acquisition of the Canadian company Greystone, with over 30 years of experience of HVAC sensors and transmitters for the building automation industry.
- ▶ Produl acquired Finnish HK Instruments, which supplies advanced measuring devices for building automation.

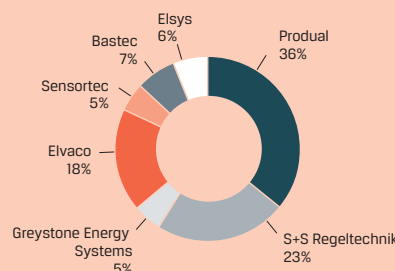
STRATEGY FOR PROFITABLE EXPANSION

- ▶ Continued high pace of development of new products and technology for the building automation and energy metering sectors.
- ▶ Further expansion of position in key European markets by stepping up activities in existing operations.
- ▶ Continue to develop a presence in North America and select parts of Asia.
- ▶ Pursue an active acquisition agenda.

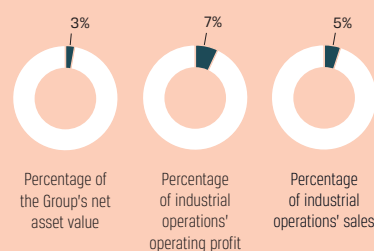
SALES AND EARNINGS

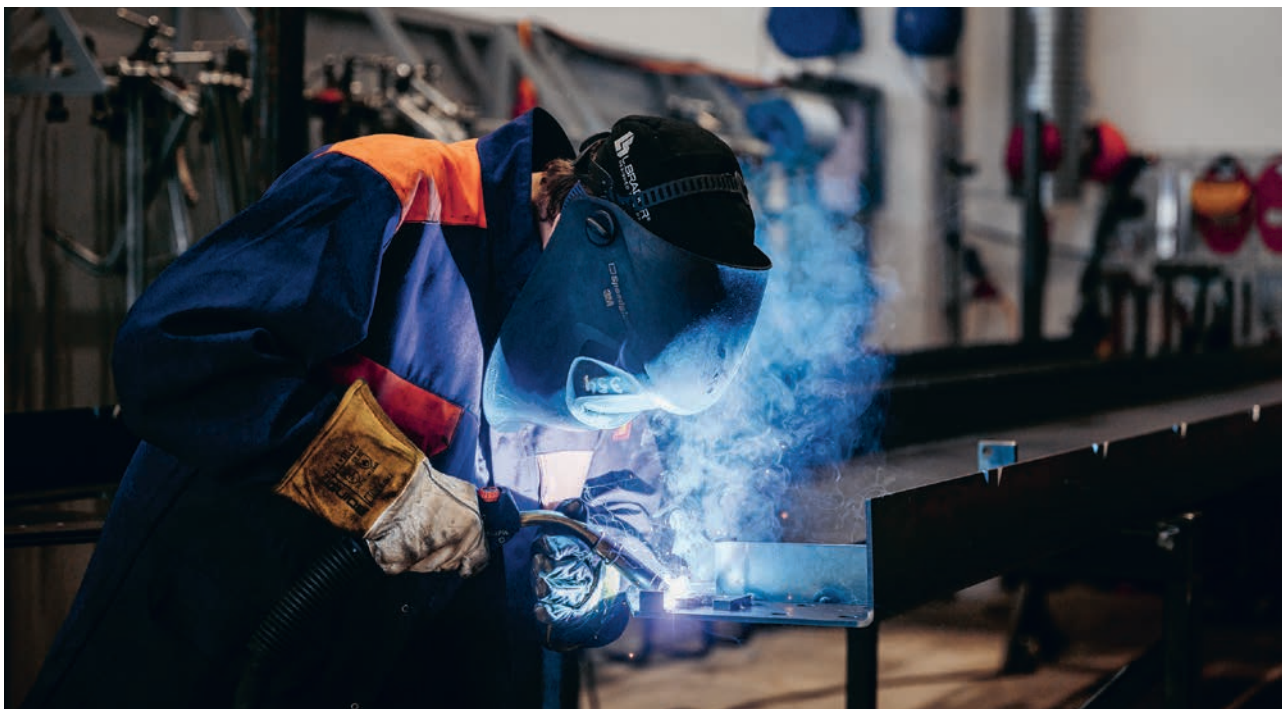


BREAKDOWN OF SALES BY PRODUCT AREA



PERCENTAGE OF NET ASSET VALUE, OPERATING PROFIT AND SALES





Caljan

Since 1963, Caljan has specialised in helping packing companies, distributors and manufacturers around the world to manage loose cargo efficiently. Today, Caljan is a global leader in a strong growth market.

CALJAN AT A GLANCE

Caljan is a leading supplier of equipment, solutions and services that optimize loading and unloading processes within logistics. Caljan supports customers handling FMCG at many stages of their supply chain, typically centered around e-commerce, postal and distribution. Caljan's solutions are used by large international customers for whom fast, secure and cost-effective parcel handling represents an important competitive advantage. The business comprises four global divisions.

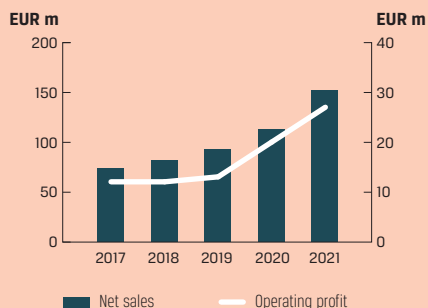
SIGNIFICANT EVENTS IN 2021

- ▶ Strong demand produced robust sales growth with sustained high profitability.
- ▶ Order intake increased significantly and the order book reached a new record level.
- ▶ Recruitment of a large number of new employees to match the strong growth.
- ▶ Focus on securing supply chains and access to essential components.
- ▶ Establishment of factory in the USA completed and the first products delivered. Establishment under way of new factory in Germany for Document Handling & Labelling.

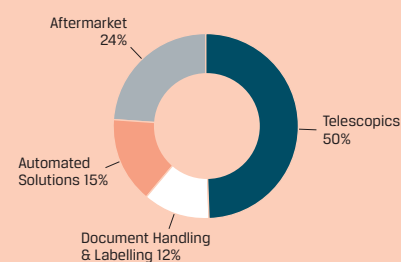
STRATEGY FOR PROFITABLE EXPANSION

- ▶ Grow alongside strategic customers, especially within e-commerce.
- ▶ Expand production capacity and growth in Europe and the USA.
- ▶ Rollout country by country of service and then solutions for automated labelling and document management.
- ▶ The large and rapidly growing installed base of telescopic equipment provides a good foundation for strong customer contacts and recurring revenue streams.

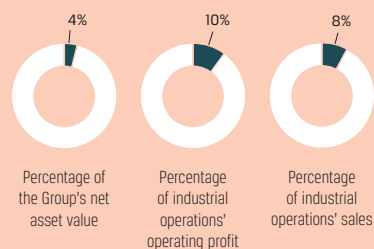
SALES AND EARNINGS



BREAKDOWN OF SALES BY PRODUCT AREA



PERCENTAGE OF NET ASSET VALUE, OPERATING PROFIT AND SALES





Hultafors Group

Hultafors Group offers a portfolio of leading brands to help professional users stay at the forefront when it comes to performance, safety and productivity.

HULTAFORS GROUP AT A GLANCE

Hultafors Group is one of Europe's largest companies providing professional users with workwear, safety footwear, head protection, hand tools and ladders. The products are developed, manufactured and sold through the company's own brands and are available via leading distributors in nearly 70 countries globally, with the emphasis on Europe and North America.

SIGNIFICANT EVENTS IN 2021

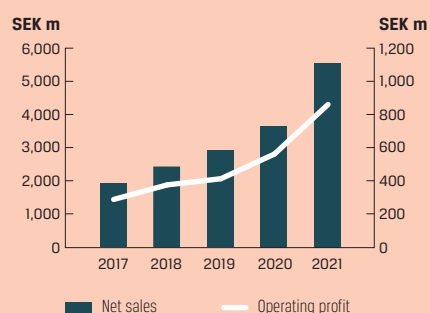
- ▶ Good demand in all product areas resulted in strong sales growth.
- ▶ Disruptions in supply chains from Asia resulted in an increase in shipping and purchasing costs. Price increases were implemented. Cost control remains tight.
- ▶ Digitalisation and sustainability initiatives to improve competitive edge.
- ▶ Acquisition of the Danish company Scangrip A/S, a leading manufacturer of innovative LED worklights for professional users.

- ▶ The acquisition of Fristads, Kansas and Leijona was completed.
- ▶ New distribution centre in Poland inaugurated.

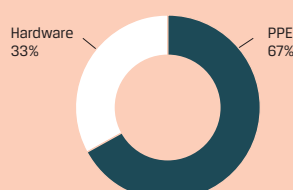
STRATEGY FOR PROFITABLE EXPANSION

- ▶ Create organic growth through product development, more efficient use of sales and distribution channels, increased investment in marketing, and stronger relationships with end users.
- ▶ Pursue complementary acquisitions of brands with strong positions among distributors and end users.

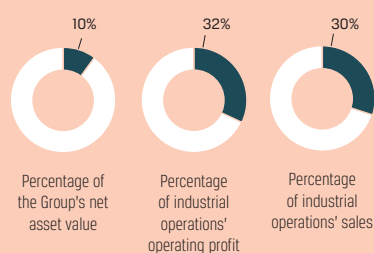
SALES AND EARNINGS

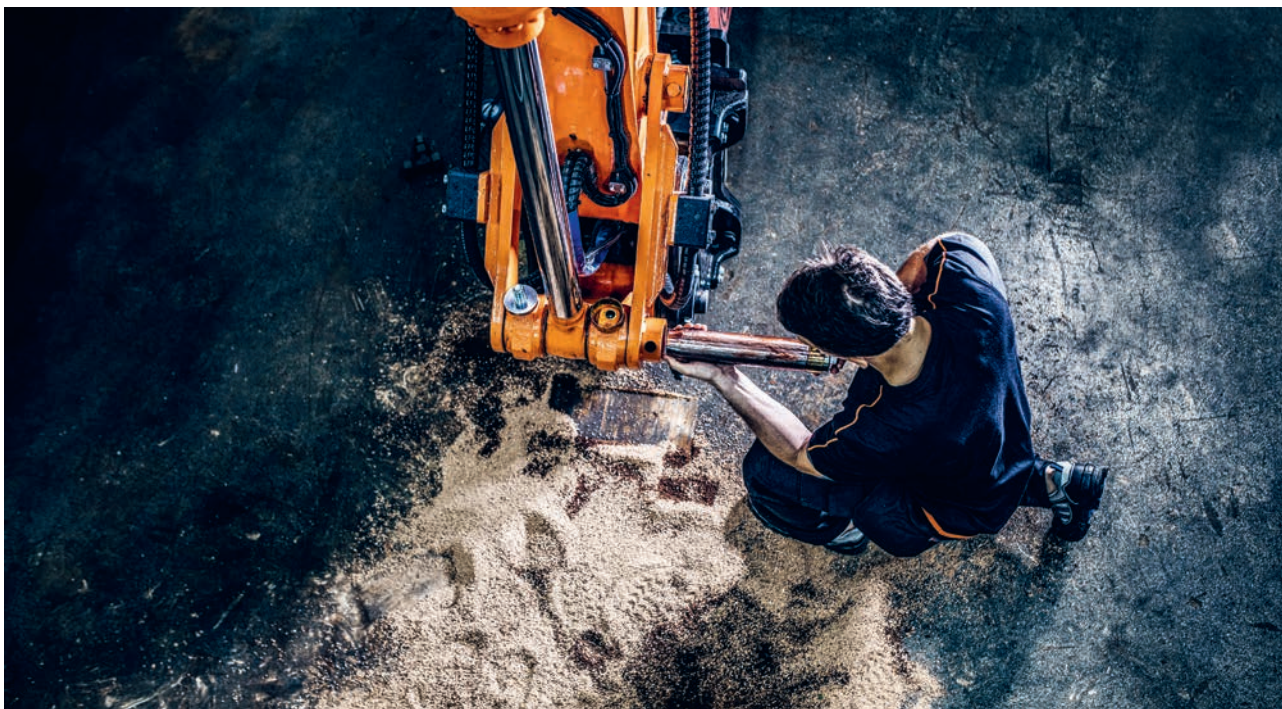


BREAKDOWN OF SALES BY PRODUCT AREA



PERCENTAGE OF NET ASSET VALUE, OPERATING PROFIT AND SALES





Nord-Lock Group

Nord-Lock Group is a world-leading manufacturer of safe and reliable bolt-securing solutions. Since 1982, Nord-Lock Group has been using its innovative products and extensive expertise to provide reliable and effective bolted joints to customers in all major industries.

NORD-LOCK GROUP AT A GLANCE

Nord-Lock Group focuses on customers in all major industrial segments where quality and safety standards are high and the consequences of failure would be serious. Over 90 per cent of production is exported. Sales take place through its own companies and a worldwide network of distributors.

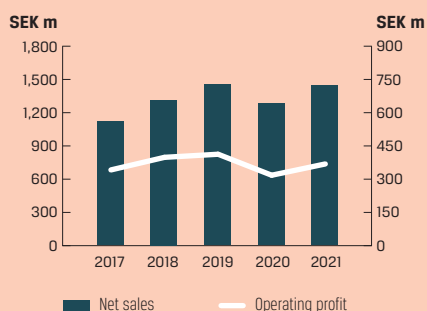
SIGNIFICANT EVENTS IN 2021

- ▶ Strong organic growth and sustained high profitability.
- ▶ The Group's best result ever, excluding major project deliveries in 2019.
- ▶ The upgrade and expansion of the Group's three largest production units was completed and inaugurated.
- ▶ Growth initiatives within Expander, including online stores in Japan and the USA.
- ▶ Named Top Workplace Winner 2021 in Pittsburgh, USA.

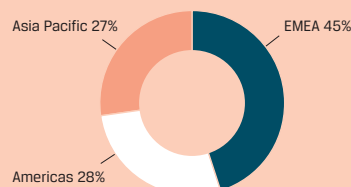
STRATEGY FOR PROFITABLE EXPANSION

- ▶ Development of capacity and productivity in production and supply chain processes to meet customer demand in a cost-effective manner.
- ▶ Expansion of operations through organic growth and value-adding acquisitions.
- ▶ Maintain its position as an industry leader through customer-oriented R&D driven by digital and smart technologies.

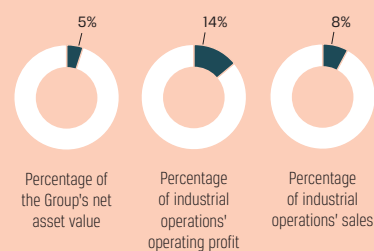
SALES AND EARNINGS



BREAKDOWN OF SALES BY MARKET



PERCENTAGE OF NET ASSET VALUE, OPERATING PROFIT AND SALES





Swegon

Swegon maintains its clear focus on creating quality indoor climate to promote the well-being, health and comfort of those who use the buildings. Feel good inside.

SWEGON AT A GLANCE

Swegon supplies the market with high-quality products and efficient system solutions that promote a healthy indoor environment and contribute to lower energy consumption and life-cycle costs for all types of buildings. Sales and marketing activities are conducted through its own companies in 16 countries and through distributors in other markets. Swegon has production units in Europe, North America and India.

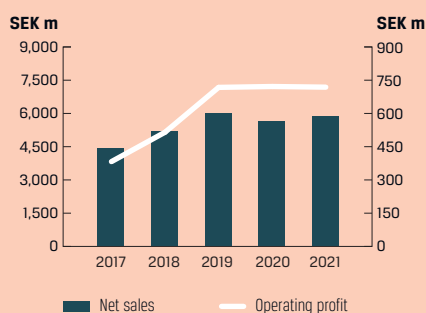
SIGNIFICANT EVENTS IN 2021

- ▶ Strong improvement in the order intake and profitability remains healthy.
- ▶ Due to supply chain disruptions and delays in construction projects, invoiced sales did not have the same growth rate as order intake.
- ▶ Acquisition of the majority of the shares in the Finnish company 720° (Seven Twenty degrees), which offers software that measures, analyses and visualises the indoor environments of buildings.

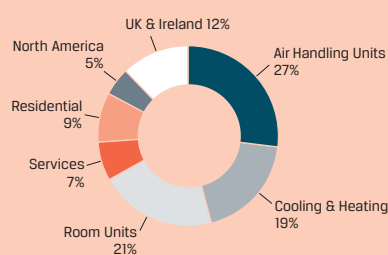
STRATEGY FOR PROFITABLE EXPANSION

- ▶ Differentiate the offering through market-leading, innovative system solutions for a better indoor environment.
- ▶ Greater focus on providing a superior customer experience via digital solutions and service.
- ▶ Establish strong positions in key European markets through acquisitions and development of existing operations, and continue to develop a presence in North America.

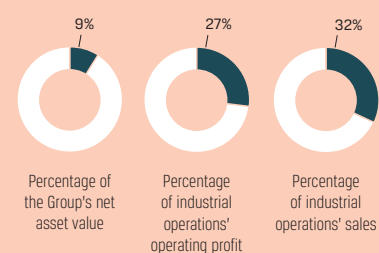
SALES AND EARNINGS

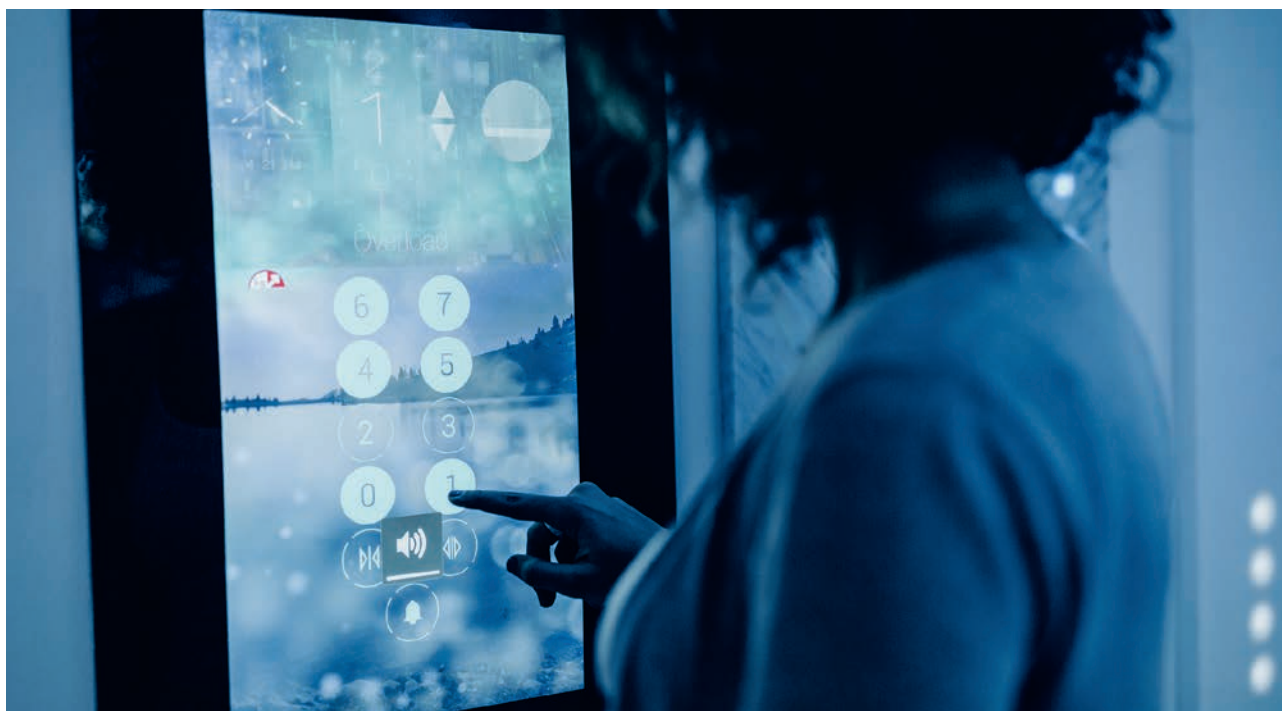


BREAKDOWN OF SALES BY BUSINESS UNIT



PERCENTAGE OF NET ASSET VALUE, OPERATING PROFIT AND SALES





Latour Industries

Latour Industries is a miniature Latour, in which active and careful ownership will result in stable and independent development of the holdings. One of the main goals for the holdings is to become independent business areas within Latour at some point in the future.

LATOUR INDUSTRIES AT A GLANCE

Latour Industries comprises six wholly-owned holdings and one partly-owned holding whose proprietary products contain high-tech components and have considerable potential for growth. All holdings have their own business concept and business model.

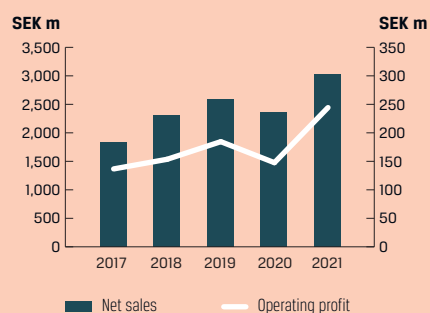
SIGNIFICANT EVENTS IN 2021

- Bemsig reported separately as an independent business area within Latour.
- Order intake and invoiced sales growth remains strong.
- Supply chain disruptions and increased raw material prices had an adverse effect on profitability.
- Acquisition of Italian company Vega.
- Aritco acquired Motala Hissar, a leading manufacturer of platform lifts.
- Densiq acquired DEPAC Anstalt based in Lichtenstein and the Danish company VM Kompensator.

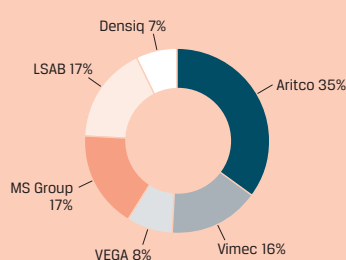
STRATEGY FOR PROFITABLE EXPANSION

- Drive expansion in current holdings by strengthening sales organisations, escalating product development and pursuing complementary acquisitions.
- Continue to implement new platform acquisitions in line with Latour's criteria for investment.

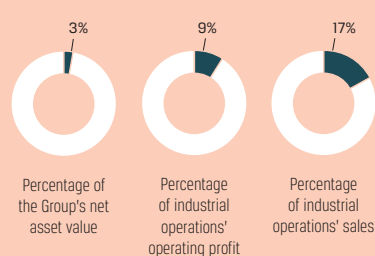
SALES AND EARNINGS



BREAKDOWN OF SALES BY BUSINESS UNIT



PERCENTAGE OF NET ASSET VALUE, OPERATING PROFIT AND SALES





Latour Future Solutions

Latour Future Solutions was established at the end of 2020 as a new investment area that targets sustainability-focused growth companies.

LATOUR FUTURE SOLUTIONS

The area's core business idea is to invest in growth companies that offer products or services that contribute to a more sustainable society. The two investments that Latour Future Solutions made in 2021 have helped Latour now become widely recognised as an industrial investor in sustainability too. Being part of Latour and its strong brands is an asset when interacting with new companies, and Latour's central investment team will provide support when conducting analysis of new investment targets.

DEVELOPMENT OPPORTUNITIES

There is also considerable potential to develop partnerships between the companies in Latour Future Solutions' portfolio with other holdings within the Latour Group, such as in the area of product development. For example, there is great interest in working with Gaia BioMaterials, Latour Future Solutions' first investment, to find solutions to replace plastic materials with biomaterials in various end uses.

FUTURE STRATEGY

In 2022, Latour Future Solutions will be looking for new investments and placing high priority on the process of expanding and developing existing holdings.

Current business units

Gaia BioMaterials AB

Develops and manufactures biodegradable biomaterials from renewable sources to replace fossil-based plastics. The company was founded in 2011 and its head office and manufacturing facility are in Helsingborg, Sweden.

Aqua Robur Technologies AB

Designs and manufactures IoT devices, sensors, energy-harvesting products and software for the water industry. The company offers water utilities complete solutions for digitalising their water networks. The company was founded in 2015 and its head office is in Gothenburg, Sweden.

Swedish Hydro Solutions AB

Offers sustainable solutions for water treatment via mobile and stationary treatment systems for bilge and stormwater, process water and remediation of polluted areas. The company was founded in 2015 and has offices in Alingsås and Stockholm.

Active principal owner in ten listed holdings

LATOUR'S INVESTMENT portfolio consists of ten companies where Latour is the principal owner or one of the principal owners and where Latour controls at least 10 per cent of the voting rights. Just like in the wholly-owned industrial operations, the work of the Board is a platform for Latour's creation of value. Regardless of the ownership stake, a structured approach is applied in the work of the Board. Latour operates as a transparent principal owner committed to initiatives that realise sustainable growth and profitability. All holdings are at the forefront within their respective industries.

MARKET VALUE AND TOTAL RETURN

The market value of the holdings at the end of 2021 was SEK 98 billion. The return was 44.6 per cent, adjusted for dividends. This can be compared with 39.3 per cent for Nasdaq OMX Stockholm (SIXRX).

INVESTMENT PORTFOLIO

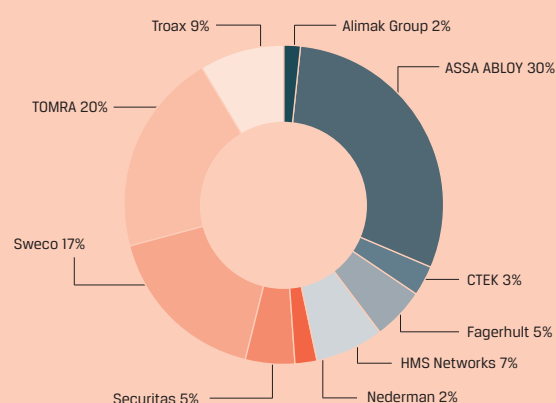
Share	Market value, SEK m ¹	Share of votes, % ²	Share of equity, % ³
Alimak Group	1,832	29.7	29.6
ASSA ABLOY	29,138	29.5	9.5
CTEK	3,088	31.0	31.0
Fagerhult	5,159	48.1	47.8
HMS Networks	6,757	26.0	25.9
Nederman	2,297	30.0	30.0
Securitas	4,953	29.6	10.9
Sweco	16,657	21.2	26.9
TOMRA	20,186	21.1	21.1
Troax	8,371	30.2	30.1
Total	98,438		

¹ The last price paid is used as the listed share price.

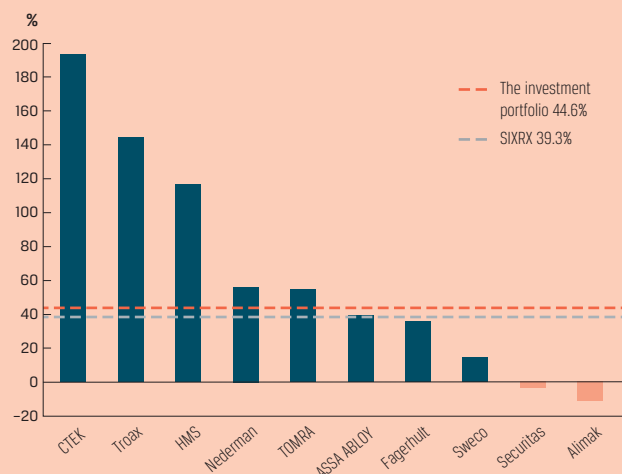
² Share of votes calculated after deduction of treasury shares.

³ Share of equity calculated based on total number of shares issued.

BREAKDOWN OF INVESTMENT PORTFOLIO'S VALUE



TOTAL RETURN OF THE PORTFOLIO COMPANIES FOR 2021



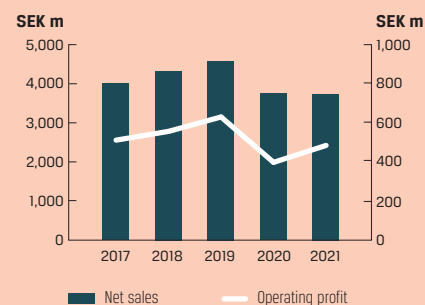
The total return, including share price growth and dividend, for each portfolio company compared with the SIXRX benchmark index in 2021.

ALIMAK GROUP

ALIMAK GROUP is a world-leading provider of vertical access solutions for professional use with sales to more than 100 countries. The Group develops, manufactures, sells and services lifts and platforms under the brands Alimak, CoxGomyl, Manntech, Avanti and Alimak Service. Alimak Group, founded 1948 in Skellefteå, has 2,100 employees globally.



NET SALES AND OPERATION PROFIT

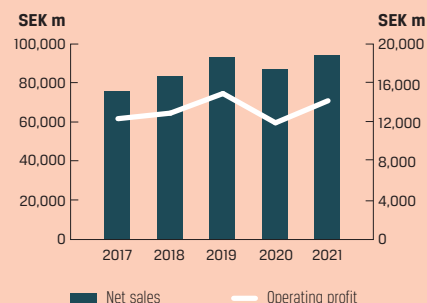


ASSA ABLOY

ASSA ABLOY is the global leader in access solutions. Everyday, ASSA ABLOY helps billions of people experience a more open world through innovations that enable safe, secure and convenient physical and digital access solutions. The Group is a world leader in access solutions with products and services such as locks, doors, gates and entrance automation solutions.



NET SALES AND OPERATION PROFIT

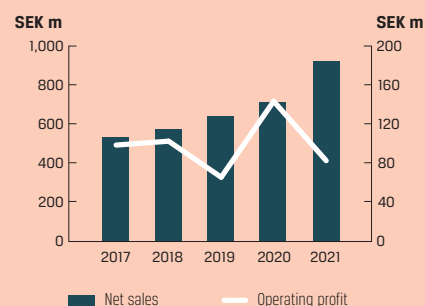


CTEK

CTEK is the leading global brand in battery charging solutions, mainly for vehicles. CTEK develops a range of products, from 12V & 24V battery chargers to charging solutions for electrical vehicles. Products are sold via global distributors and retailers, to more than 50 of the world's leading vehicle manufacturers, and through operators and property owners to provide access to electric charging infrastructure.



NET SALES AND OPERATION PROFIT

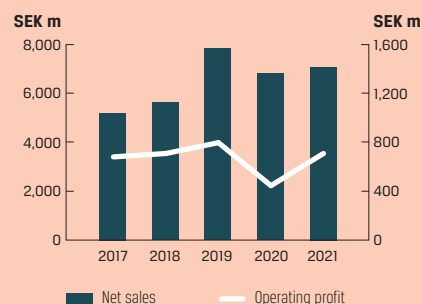


FAGERHULT

FAGERHULT is one of Europe's leading lighting companies with subsidiaries in 28 countries. Fagerhult designs and manufactures innovative and energy-efficient lighting solutions in four business areas – Collection, Premium, Professional and Infrastructure. The business is conducted locally through several companies with strong brands. Sales are also made via agents & distributors to over 40 markets.



NET SALES AND OPERATION PROFIT

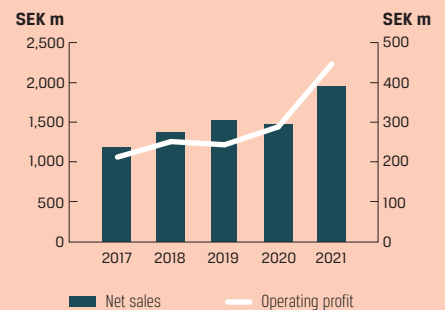




HMS NETWORKS is a world-leading supplier of software and hardware for industrial ICT (Information & Communication Technology). Over 90 per cent of its sales are outside of Sweden to some 60 countries. The head office is located in Halmstad with local offices in 16 countries. The products enable industrial devices to communicate with their surroundings.



NET SALES AND OPERATION PROFIT

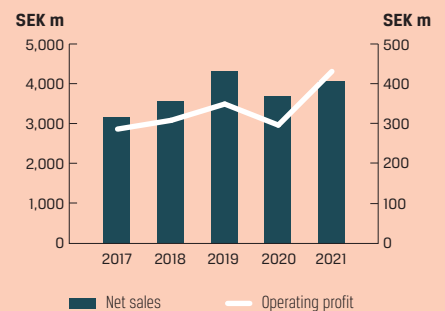


Nederman

NEDERMAN is a global environmental technology company that develops products and systems for advanced air filtration. The solutions protect people from the environment and production from the harmful effects of industrial processes. The offer includes individual products, complete future proof IIoT-solutions, design, installation, commissioning and service.



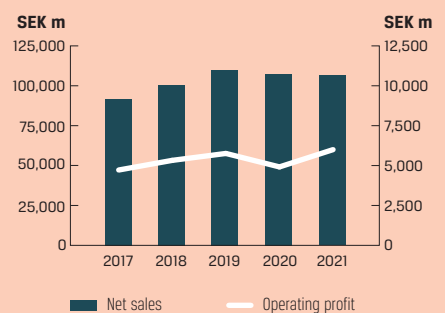
NET SALES AND OPERATION PROFIT



SECURITAS is a leading global partner within intelligent security solutions. The company has a flat and decentralized structure with 345,000 employees in 46 countries. Securitas offers services within guarding, electronic security, fire and safety as well as risk management that enable the company's over 150,000 customers to see a different world.



NET SALES AND OPERATION PROFIT

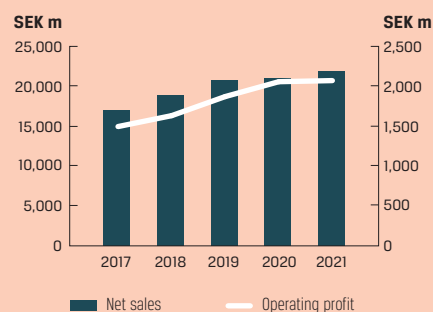




SWECO is the leading consultant company in technology and architecture in Europe. Together with the clients and the collective knowledge of 18,000 architects, engineers and other specialists, they co-create solutions to address urbanisation, capture the power of digitalisation, and make societies more sustainable.



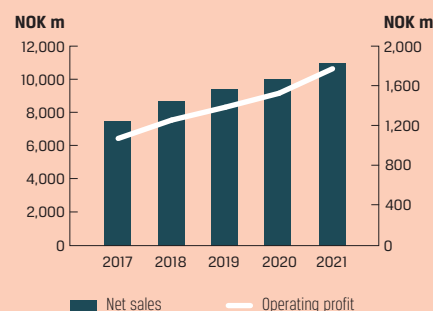
NET SALES AND OPERATION PROFIT



TOMRA is a world leader in sorting and recycling technologies for optimal resource productivity. The company was founded in Norway in 1972 and today has approximately 4,600 employees and operations in over 80 countries worldwide. Its products and services are offered in three business areas: TOMRA Collection, TOMRA Recycling Mining and TOMRA Food.



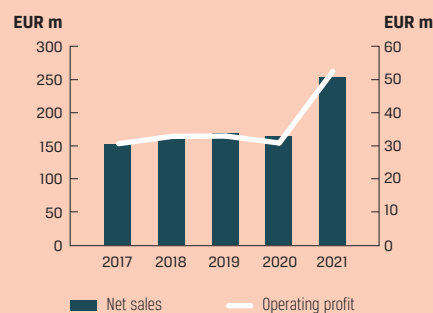
NET SALES AND OPERATION PROFIT



TROAX is the leading global supplier of indoor perimeter protection. Troax mission is to develop sustainable, high quality and innovative safety solutions to protect people, property and processes. Since the start in 1955, Troax has developed into a successful listed international group with about 1,100 employees and local presence in 45 countries.



NET SALES AND OPERATION PROFIT



Latour makes long-term investments in companies that have proprietary products and brands, considerable growth potential supported by global megatrends, and good prospects for internationalisation. Its operations are primarily carried out in two business lines: wholly-owned industrial operations and a portfolio of ten listed holdings of which Latour is the principal owner or one of the principal owners.



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