

Address to Nolato's 2026 Annual General Meeting

Spoken words apply.

Dear shareholders,

Ladies and gentlemen,

“Moving forward against headwinds” – that is the heading of my President and CEO's comments in the 2025 Annual Report. Given the global uncertainty that has characterized the year, not least the US tariffs and Russia's ongoing war of aggression against Ukraine, it is an apt summary of the year. Because despite this turbulent external environment, Nolato has moved in the right direction, with the clear objective over time of reaching and exceeding our financial targets, which were updated in 2025.

Nolato's EBITA margin increased to 11.3 percent, bringing us quickly closer to our financial target of an EBITA margin exceeding 12 percent over a business cycle. And Nolato generated a return on capital employed of 14.2 percent, which is also close to our target of a return on capital employed exceeding 15 percent over a business cycle. In terms of growth, however, conditions were somewhat tougher and we reported modest growth of 2 percent, while the target is 8 percent growth over a business cycle.

Thanks to this performance, the Board of Directors has decided to propose an increase in the dividend of SEK 0.20 per share to SEK 1.70 per share, fully in line with the company's dividend policy.

Our three financial targets provide a straightforward way of assessing Nolato's health and ensuring that we are a growing and profitable company that creates value, both for you as shareholders and for our customers and other stakeholders.

The financial targets are also a yardstick for whether we are moving in the right direction on Nolato's journey towards becoming the customer's first choice: a highly valued production partner and adviser on innovation and sustainable development, rather than being regarded as “just” a supplier. This is to a large extent a shift in mindset, both for us and for our customers. I would like to take you on a brief journey to show you how we think.

To illustrate the journey that Nolato is making in our customers' world, I will use a simple model, a value pyramid. We use this model in our customer surveys, and it is inspired by the American psychologist Maslow's hierarchy of needs. You have probably come across it at some point: the idea is that people first and foremost need to meet their basic needs, such as having food on the table, sleep and a sense of security. Only once these are in place do we start to be driven by higher-level needs, such as developing as individuals and feeling that we can use our full potential.

In the same way, customers want their suppliers to deliver the right products, of the right quality, at the right time and at the agreed price. If the supplier does not meet these basic requirements, it matters little how pleasant the salespeople are. The fundamentals must always be in place. The next level is customer experience, where soft factors such as accessibility, service and communication are decisive.

At the very top of the pyramid is the strategic partnership, where the business is based on a professional relationship that creates high and unique value for the customer. Our journey is about how Nolato becomes the customer's most important strategic production partner and builds a strong, value-creating professional relationship.

If we look more closely at the top of the pyramid, there are six clearly distinguishable key strengths that help make Nolato the customers' first choice. I will now briefly go through each of these and give examples of how we have strengthened Nolato in the past year.

Our first key strength is Nolato's global reach, which we have gradually built up through acquisitions and investments. Today we have a global footprint that enables us to support our customers in an increasingly uncertain world. We can regionalize our value chains and deliveries, and we can redirect production flows, all in line with customers' wishes and needs. During the year we invested in expanded capacity for the Medical segment in Hungary, Poland and Ireland. The plant in Penang, Malaysia, has been renewed to be able to serve several segments with different types of products. Finally, we have strengthened the plant in Hallsberg in terms of both production and development within Materials. Taken together, this gives us the ability to engage in dialogue with customers about how we can help them with flexible production solutions at different sites, which is a prerequisite for large global contracts.

The key capability that has perhaps been most important for Nolato's journey from being just another supplier to becoming the customers' first choice is our Technical Design Centers (TDCs). With solid expertise in materials as well as cost and environmental performance, and in production technologies and processes, we can generate significant added value for customers by being involved already at the drawing-board stage. The challenges Nolato can help customers address include increasing the pace of innovation, enhancing sustainability, shortening lead-times from design to finished product and streamlining both product development and production.

In 2025, TDCs made clear progress. The organization has been strengthened and expanded to support customers' development work even better. At the same time, TDC has been established as a hub for collaboration within the Group, where synergies are leveraged in combined business that brings together material expertise with system and component solutions. During the year, TDC was involved from the outset in various projects in new technology and application areas, strengthening the conditions for long-term customer value.

Nolato's next distinctive capability is our broad technological base – our third key strength. It is about focusing on customers' needs in combination with extensive knowledge of both materials and solutions, and long experience of how we can optimize them. I believe our genuine desire to help customers has already come across

in my address, but it bears repeating. Putting the customer at the centre is easy to say but harder to truly achieve. I believe Nolato has come a long way, but there is always more to do.

Our expertise and capabilities across different technology areas mean that we are involved early when customers are developing new products. We read a great deal about AI and enormous amounts are being invested in software development, but the AI revolution also requires huge data centers, energy and fast communication of large volumes of data. This capability has already opened business in fast-growing technology areas such as electrification, digitalization, AI and advanced electronics. Through collaboration between Engineered Solutions and Materials we can now offer solutions for players to build data centers.

Over the year, Nolato has further broadened and deepened its material and solutions expertise. The combination of polymer expertise, advanced material solutions and industrialization capability enables us to address even more complex customer challenges. This technological breadth strengthens customer value and Nolato's position in the value chain.

This brings me to the next key strength. There is much talk about sustainability having been reassessed, not least driven by the sharp swings in US politics and the EU's U-turn on some key regulations in this area. For those of us operating in business, particularly in manufacturing industry, sustainability is, however, still absolutely central. It is in our DNA and is about something as simple as using resources sparingly, reusing resources, working smarter and optimizing both design and process. In short: better business. And who does not want to do better business, especially if at the same time it makes the world we live in a little better to pass on to the next generation? This is seen not only by us but also by our customers, paving the way for Nolato's expertise in this area to be welcomed.

During the year, Nolato has had a clearer focus on circular customer flows, with increased collaboration on design, choice of materials and production in order to reduce resource use and climate impact over the entire life cycle. At the same time, collaboration across the entire value chain has deepened, both with customers and suppliers, to enable material shifts and reduce carbon dioxide emissions throughout the value chain, the so-called Scope 3 footprint. The increased analysis work in line with the EU's higher requirements has sharpened our goals and made our sustainability work more focused – with clearer priorities and greater impact from our initiatives. We therefore see sustainability work as an important part of our creation of value. Thanks to our advanced position – which in 2025 was confirmed by Nolato's ranking and gold medal in the EcoVadis rating – sustainability is becoming a door-opener for new business.

Now to the next key strength: Global Sales. Our global sales organization plays a key role in enabling Nolato to develop existing business and win new business with major global players. We still believe in decentralized entrepreneurship, with responsibility lying at the frontline close to the customer, but in order to gain access to even more global key customers we need a sales organization that facilitates dialogue with them at the right level. And to earn their trust and thereby accelerate Nolato's transition, we

need to adapt to their way of working. During the year, we have therefore strengthened the organization with a focus on the segments where we see the greatest potential.

Finally, I would like to mention our sixth key strength, namely that Nolato is moving towards becoming a complete solutions provider, where we contribute not only individual products but complete solutions and systems. A clear trend is that our customers want to streamline their own operations, focusing for example on innovation and development, on customer relationships and on doing business. We see this clearly in Medical, where we already today supply customers with advanced solutions for administering pharmaceuticals, such as injection pens, or equipment for diagnostics. A similar development is taking place in other areas. For example, this may involve complete electronic products where our solid material expertise is combined with capabilities in electronics. The cameras we manufacture for Verisure are a good example of how Nolato can act as a complete partner. This area will be the focus of our continued acquisition journey.

Those are our six key strengths that lay the foundation for Nolato to become the customers' first choice as development and production partner. To use another pyramid analogy, it is tempting to glance towards the pyramids of Egypt, in the sense that we too are building from the ground up with the ambition that Nolato's success will be sustainable in the long term. What links these strengths together are our values, a leadership that is based on far-reaching individual responsibility combined with a strong sense of the team and collaboration, and an ambition always to be close to customers in order to understand their challenges and needs.

Our focus on going forward is simple: we will continue on the chosen path but increase the pace. For 2026, the priorities are clear: we are targeting continued profitable growth, complemented by strategic acquisitions that strengthen our offering. 2026 will also be an eventful year, a year of change: after extensive investments we are now scaling up production and beginning deliveries under the large order we secured in 2024. The customer is a leading player in medical devices used to administer medicines for obesity and diabetes. This illustrates the potential Nolato has as a qualified partner to companies in Life Science. In parallel, we will continue to develop and deepen our expertise and capabilities.

We operate in an environment that creates considerable uncertainty for us and for our customers; more reason to focus on what we can influence. The new financial targets are ultimately an expression of confidence in the future – we see that Nolato can go further, we want to continue the positive journey, and we naturally hope that you want to be part of it.

Thank you for listening.