

# AGENDA



13.30

Registration

14.00 – 14.10

Introduction

*Johan Hjertonsson*

14.10 – 14.30

Bemsiq

*Mikael Johnsson*

*Albrektsson*

14.30 – 14.50

Hultafors Group

*Martin Knobloch*

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Swegon

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Coffee break

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Latour Industries

*Björn Lenander*

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Nord-Lock Group

*Fredrik Meuller*

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Caljan

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Coffee break

16.50 – 17.25

Panel discussion:  
Product development  
& digitalisation

CTEK

*Jon Lind*

Fagerhult

*Bodil Sonesson*

TOMRA

*Tove Andersen*

17.25 – 17.35

M&A

*Johan Menckel*

17.35 – 17.45

Conclusion

*Johan Hjertonsson*

*Anders Mörck*

*Johan Menckel*

17.45

Drinks

18.15

Dinner

For those who signed up  
that they wish to remain

Welcome!

# LATOUR INDUSTRIES

**A greenhouse for small industrial businesses with growth potential**

Background

## Latour Industries mission

Invest in small and mid sized technology companies with growth potential

Grow the portfolio companies to form the basis for future business areas  
within Latour's wholly owned industrial group

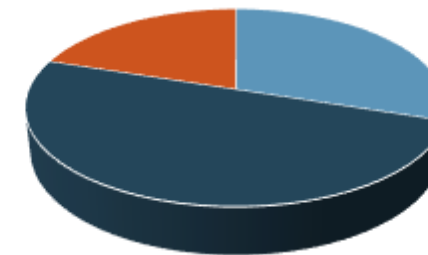
## Background

# Latour Industries structure

- 7 wholly owned company groups
  - Industrial technologies
  - Accessibility & mobility
  - Lift modernization
- Latour Future Solutions
- 40+ entities in 15 countries
- Net sales of SEK 3bn

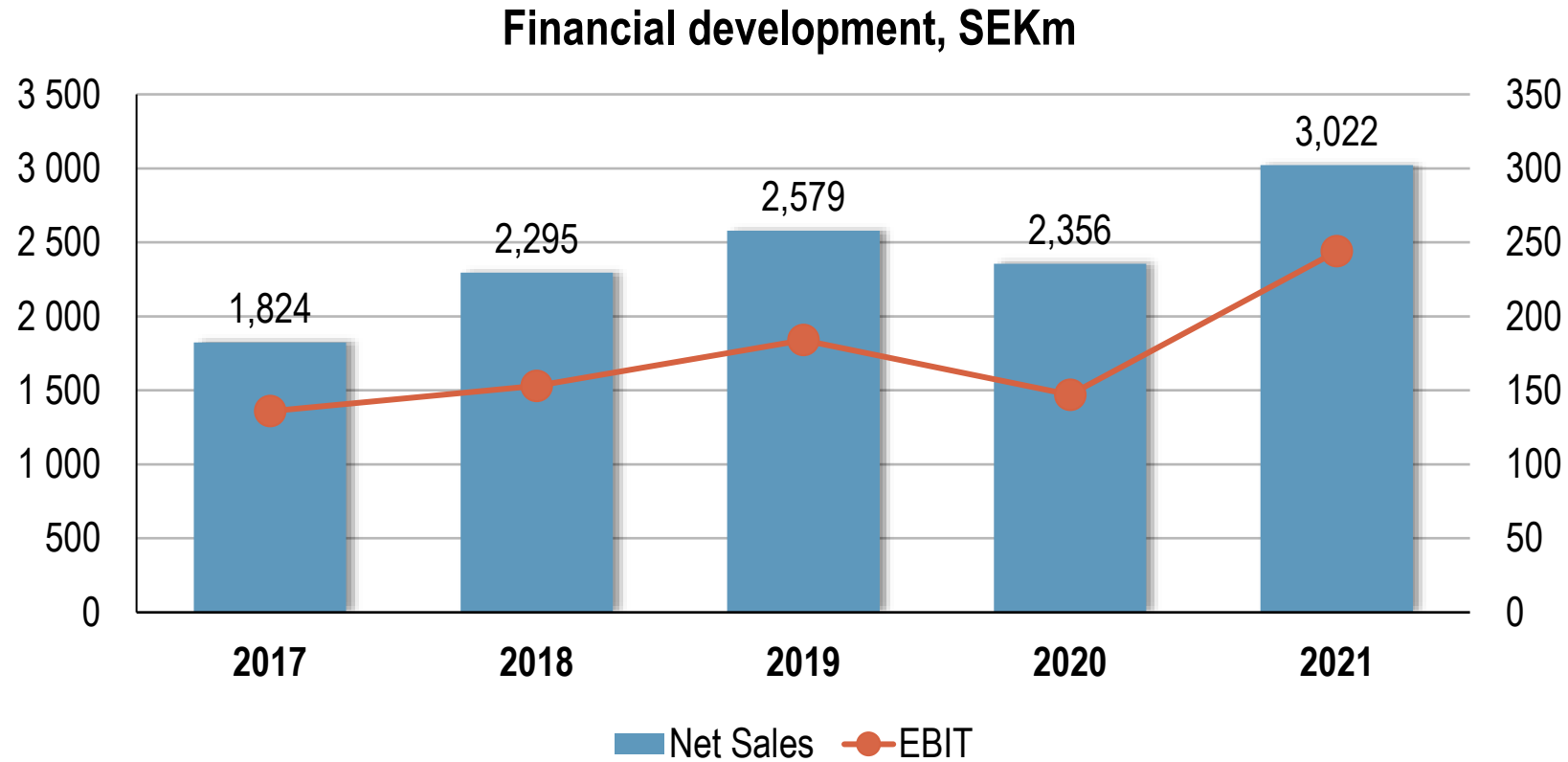


Net Sales



■ Nordics ■ Europe ■ ROW

## Latour Industries 2017-2021



## Governance

# Latour Industries has a clear governance model

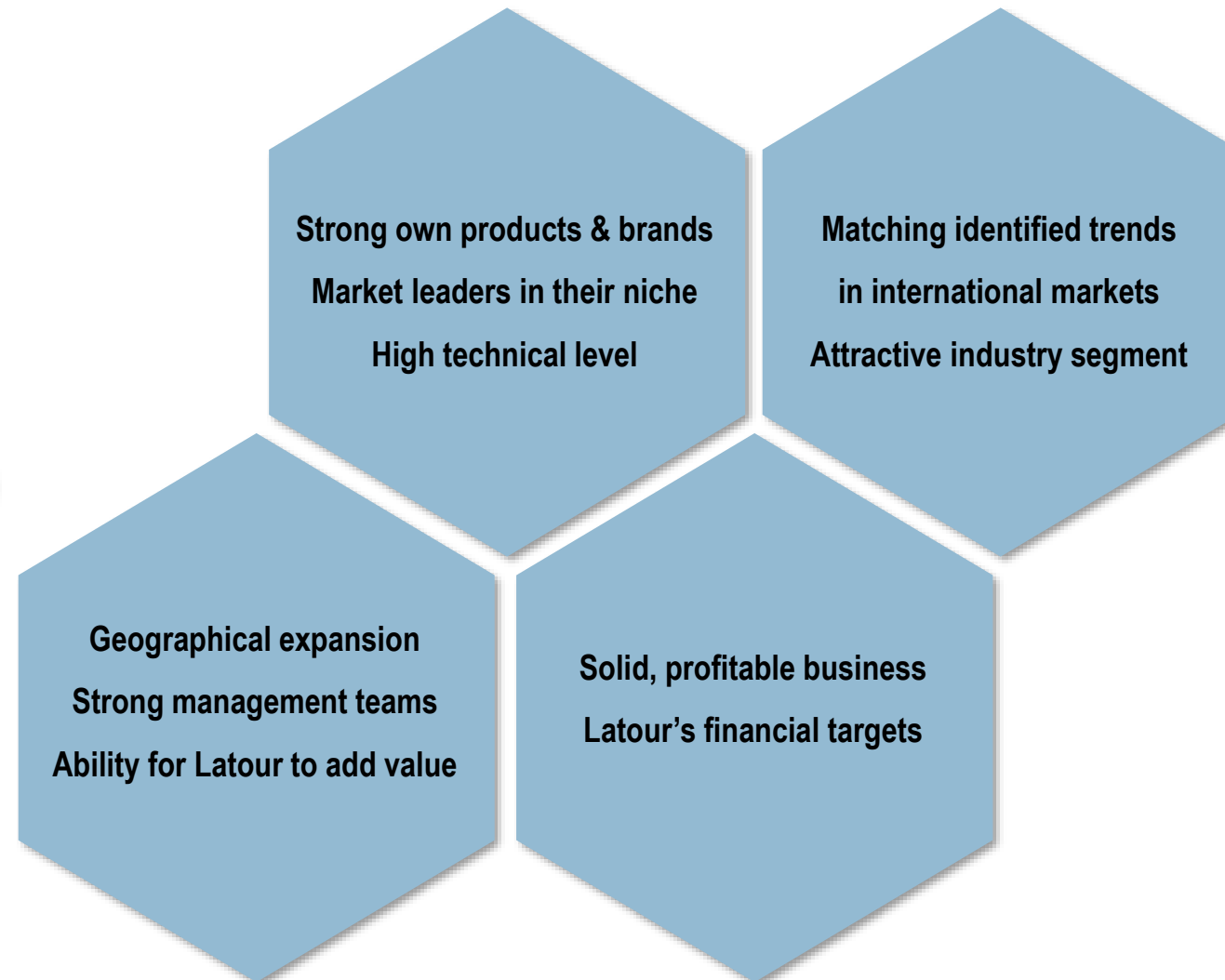
- Stand alone and independent holdings
- Decentralized decision making
- Full accountability for management
- Active board work and close contact with management
- Networking with Latour group of holdings



## Investment criteria

**Latour Industries has well established investment criteria for new platform investments with a long-term horizon**

***What we look for  
in a company***





## Past investments

We have made 17 investments in the last four years





Investment portfolio

# Latour Industries portfolio of companies

## Industrial technologies

SEK 750m

## Accessibility & mobility

SEK 2,000m

## Lift modernization

SEK 350m

**DENSIQ**

Supplier of advanced sealing technologies to the Nordic processing industry



**ARITCO**

Design and manufacturer of award-winning platform lifts for homes and public spaces



**VEGA**  
ITALIAN STYLE FOR LIFTS

Design and manufacture of passenger interface systems and control systems for lifts



**LSAB**  
40 years of cutting excellence

Tools and solutions supplier to the wood and metal processing industry in the Nordics



**vimec**

Design and manufacture of platform lifts and stairlifts for accessibility installations



**esseti**  
LIFT.COM

Design and manufacture of lift communication systems



**MS Group**

Design and manufacture motion and drive systems for the wheelchair market



Investment portfolio

# Industrial technologies

**LSAB**  
cutting excellence



**DENSIQ**



 **LATOUR**

Investment portfolio

## Accessibility & mobility





Investment portfolio

## Lift modernization

**VoLTE**  
Voice Over LTE  
and VoIP



**essee.ti**  
LIFT COM



**VEGA**<sup>®</sup>  
ITALIAN STYLE FOR LIFTS

A misty, blue-toned landscape featuring a dense forest of evergreen trees in the foreground and a hazy mountain range in the background.

## **LATOUR FUTURE SOLUTIONS**

**An industrial partner in developing sustainable businesses**



# Latour Future Solutions focuses on companies building circular industrial solutions

## Investment segments

### **MAKE: Resource production based on nature's ecosystem**

Bio-based materials and renewable energy systems

### **USE: Industrial solutions that minimize climate impact**

Products and services based on sustainable technology

### **RECYCLE: Circular solutions for products and materials**

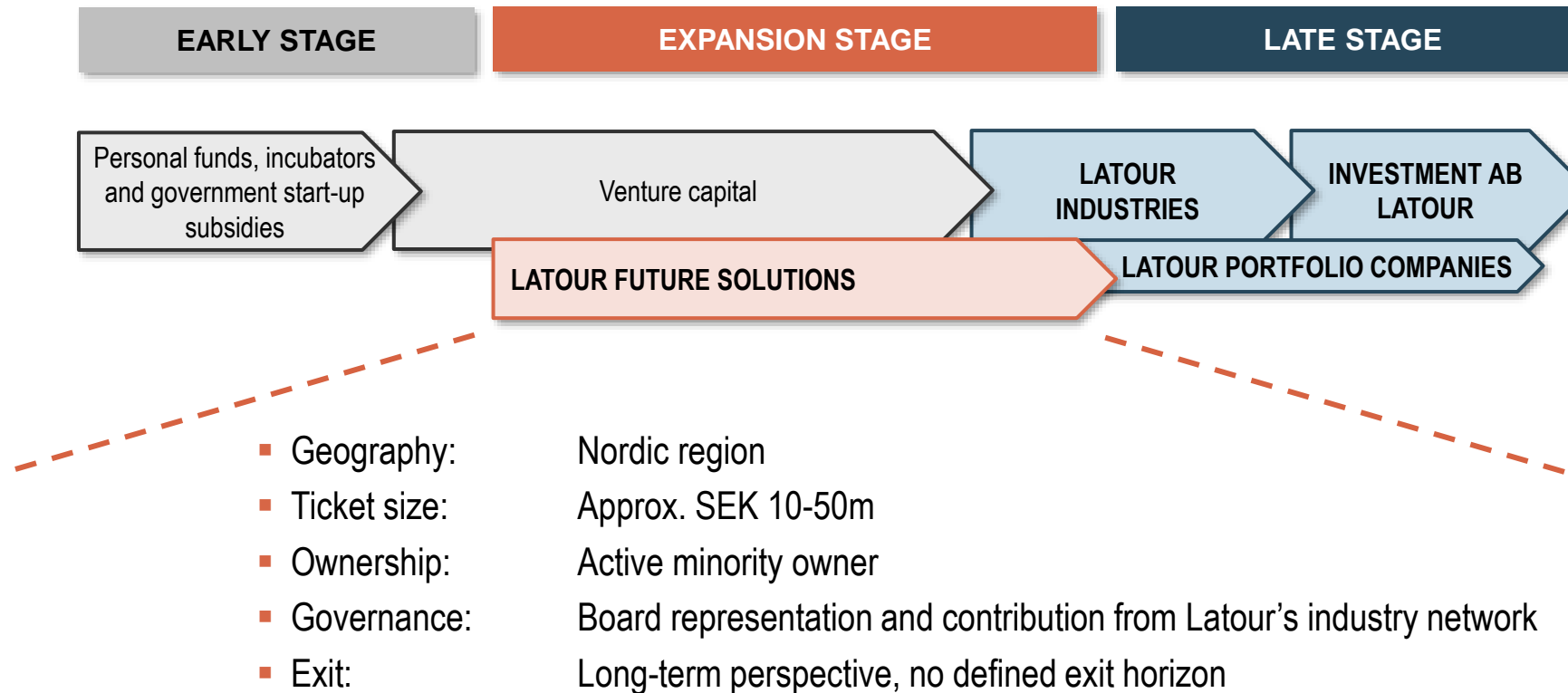
Re-use, sharing solutions, waste management and water treatment





## Investment stage

**We invest in the expansion stage, with a strong heritage from Latour's investment evaluation process**



## Portfolio overview

# Latour Future Solutions holdings



“Manufacturer of bio-based compostable polymers”



“IoT solutions for digitizing public water networks”



“Bio-based systems for cleaning of wastewater”

Target to invest in a portfolio of 15-20 companies



# LATOUR

LATOUR INDUSTRIES







**NORD-LOCK  
GROUP**

# FROM MATTMAR TO THE WORLD

**40** YEARS  
ANNIVERSARY



# GLOBAL #1 IN SECURE BOLTING



1982



WEDGE-LOCKING  
TECHNOLOGY  
**NORD-LOCK**

2011



MULTI-JACKBOLT  
TENSIONING  
**SUPERBOLT**

2015



HYDRAULIC  
TENSIONING  
**BOLTIGHT**

2016



PIVOT PIN  
TECHNOLOGY  
**Expander**

2019



SMART SENSOR  
TECHNOLOGY  
**NORD-LOCK  
GROUP**



WHEN SAFETY  
REALLY MATTERS





# COMBINING LOCAL PRESENCE AND GLOBAL REACH



**65** Countries with representation



**25** Offices



**700** Employees



**6** Production Plants

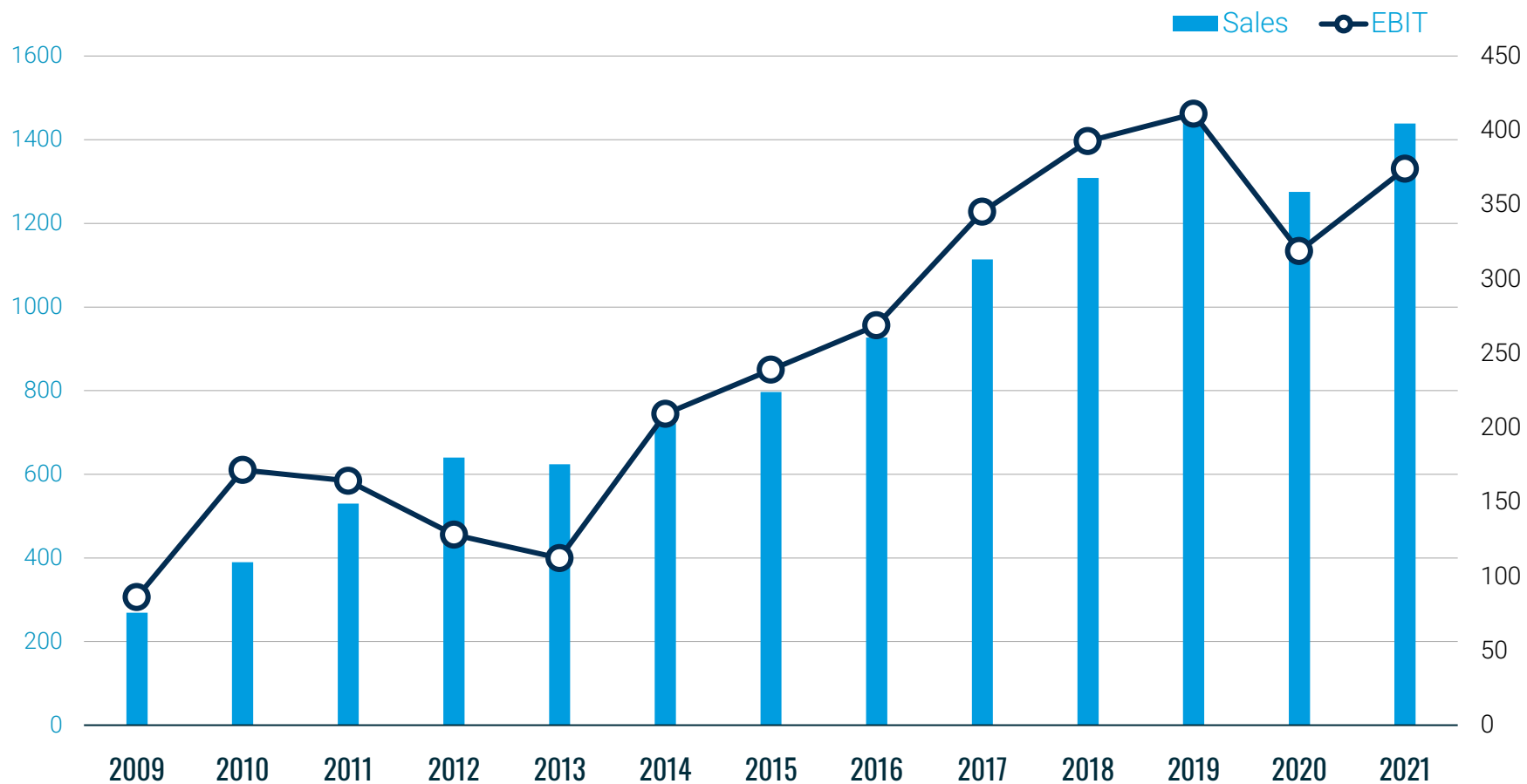


**10** Technical Centers



# EXCEPTIONAL PROFITABLE GROWTH OVER TIME

Group key figures, 2009-2021; SEK million



# 15%

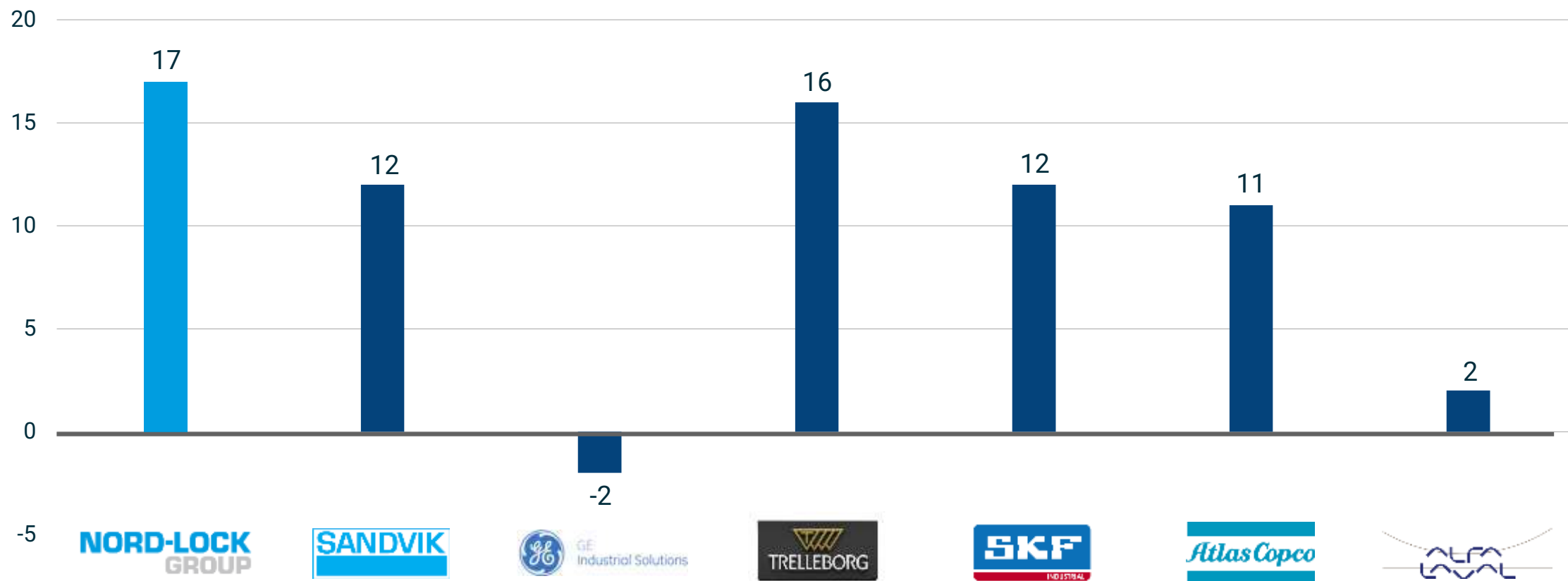
Net Sales CAGR  
2009-2021

# 29%

Avg. EBIT margin  
2009-2021

# ORGANIC GROWTH ABOVE LISTED PEERS LAST YEAR

Organic net sales change, 2021; percent



# FOLLOWING OUR SET ROADMAP

## STRATEGIC FRAMEWORK 2022-2024

### VISION

To be the trusted global partner  
for critical bolted solutions

### MISSION

To safeguard human lives and customer investments

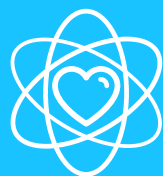
### MAIN PRIORITIES

EFFICIENCY

GROWTH

INNOVATION

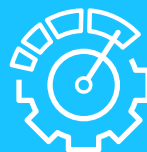
### CORE VALUES



Passion



Quality



Speed



Sustainability







# CLEAR PRIORITIES FOR OUR NEW *S-CURVE*

## EFFICIENCY

- Talent Management
- Manufacturing Excellence
- Supply Chain Excellence
- Digitalization & Automation
- Sustainability

## GROWTH

- Pricing Excellence
- New Markets & Segments
- New Products & Applications
- New Channels & Services
- Selective Acquisitions

## INNOVATION

- Thought Leadership
- SMART Technology
- Automated Marketing
- Intellectual Property
- Testing





**MATTMAR**



Wedge-locking washers



**PITTSBURGH**



Mechanical tensioners



**ÅTVIDABERG**



Pivot pins



**2020-2021**  
FROM IDEA TO EXECUTION





# IT'S ALL ABOUT (ORGANIC) GROWTH IN MULTIPLE DIMENSIONS



# SOLIDIFYING MARKET LEADERSHIP THROUGH INNOVATION



red dot winner 2020





Global #1 in Safety Bolting  
since 1982 – unique value  
creation track record



Following set roadmap –  
new operating platform  
enables future growth



Only scratched surface yet –  
all about (organic) growth in  
multiple dimensions

**40** YEARS  
ANNIVERSARY





**NORD-LOCK**  
GROUP

WHEN SAFETY  
REALLY  
MATTERS



# NORD-LOCK GROUP



Loading & Unloading



Document handling & Labelling



Automated Solutions



Aftermarket

**Improving industrial safety and productivity  
worldwide through quality and innovation**





**Caljan Group**  
**Henrik Olesen, CEO**





# Global Company

Key:

 HQ

 Production

 Sales & Aftermarket

 Auth. Distributor

IN BRIEF:		
25,000+ Global installed base	5 Production sites	24.5% Avg. growth 2016-2021
150 m€ Revenue 2021	19.5% EBITDA margin 2021	661 Employees world-wide



DENMARK

 1963

 8750 m<sup>2</sup>

 107



GERMANY

 1988

 5625 m<sup>2</sup>

 100



USA

 1991

 10000 m<sup>2</sup>

 47



UK

 1996

 2400 m<sup>2</sup>

 131



LATVIA

 2006

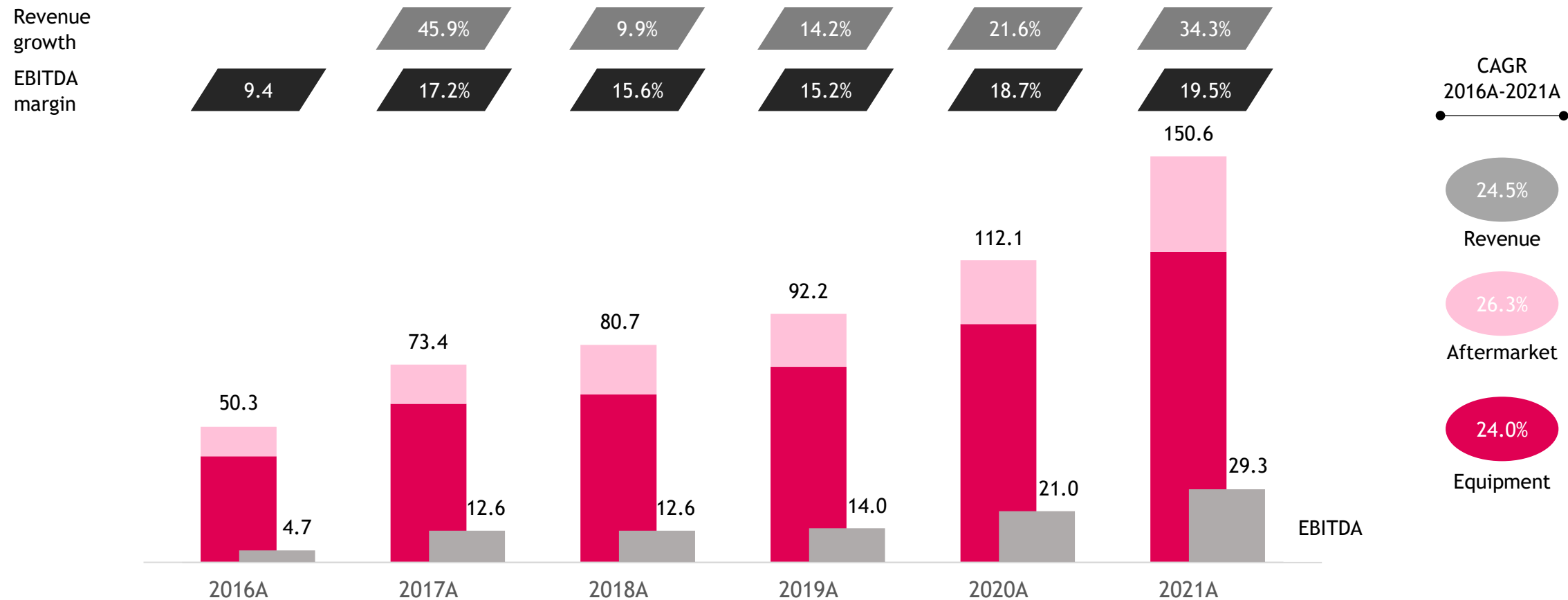
 13500 m<sup>2</sup>

 270





# Group Financial development



2 x

EBITDA margin more than doubled between 2016 and 2021

6 x

EBITDA grown significantly between 2016 and 2021

€29.3m

2021 EBITDA

All values in m€



# Driven by growth in E-commerce sales worldwide



NB: Includes products or services ordered via Internet. Travel, events and food services are not included.

Figures are in trillion dollars.  
2022-2025 are estimated.

Source: eMarketer, May 2021



# E-commerce driven applications & end users

Specialists within  
loading & unloading  
of loose goods



Divisions

Loading & Unloading



Document handling & Labelling



Automated Solutions



Aftermarket



Work areas

Fulfillment centre



Parcel Hub



Parcel Depot



Distribution centre



Selected accounts





# Strategic focus areas within the four divisions





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