



**NORD-LOCK
GROUP**

WHEN YOU'RE MOVING AT 320 KM/H,
WE WON'T MOVE AT ALL



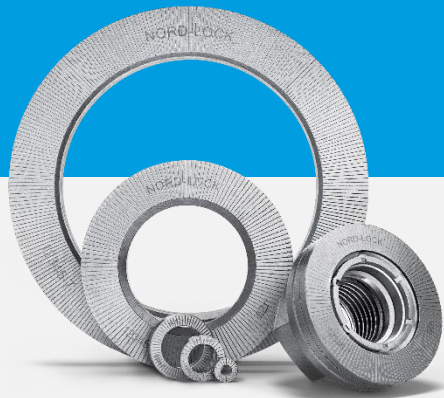


Fredrik Meuller



GLOBAL #1 IN SECURE BOLTING AND ENGINEERED SOLUTIONS

**NORD-LOCK
GROUP**



**WEDGE-LOCKING
TECHNOLOGY**
NORD-LOCK



**MULTI-JACKBOLT
TENSIONING**
SUPERBOLT



**HYDRAULIC
TENSIONING**
BOLTIGHT



**PIVOT PIN
TECHNOLOGY**
Expander

WHEN SAFETY REALLY MATTERS



LOCAL PRESENCE, GLOBAL REACH

65 Countries with representation

25 Offices

600 Employees

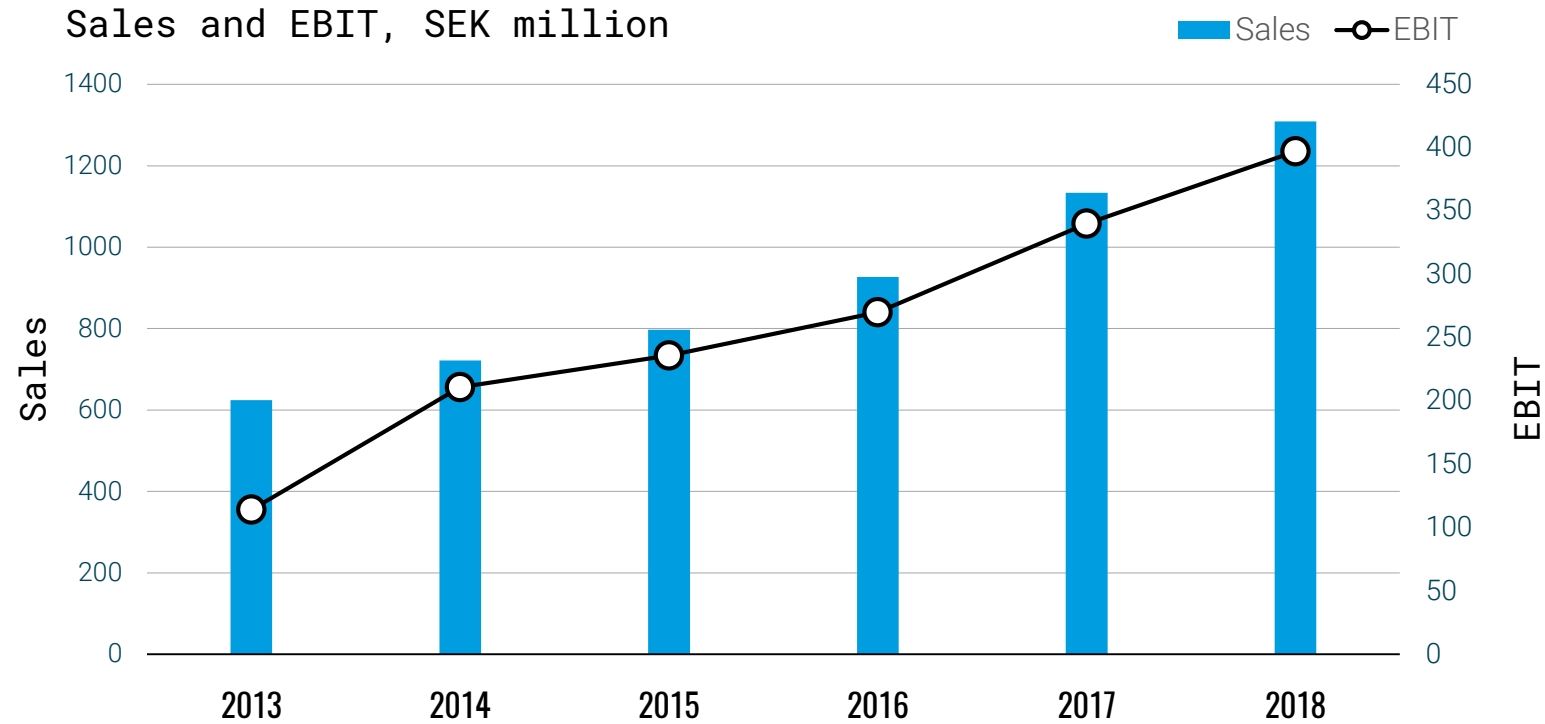
6 Production Plants

6 Technical Centers



AN EXCEPTIONAL PERFORMANCE TRACK RECORD

Group key figures, 2013A-2018A



EBIT margin (ROS)

18.3%

29.2%

29.6%

29.1%

30.5%

30.7%

14

Consecutive quarters
of organic growth

ATTRACTIVE GROWTH OPTIONS IN MULTIPLE DIMENSIONS



VALUE-BASED
PRICING



MORE OF EXISTING
OFFERING



NEW PRODUCTS



NEW GEOGRAPHIC
MARKETS



NEW SEGMENTS



NEW DISTRIBUTION
CHANNELS



SERVICES

RAPID INTERNATIONAL EXPANSION WITH ASIA AS LOCOMOTIVE



2019



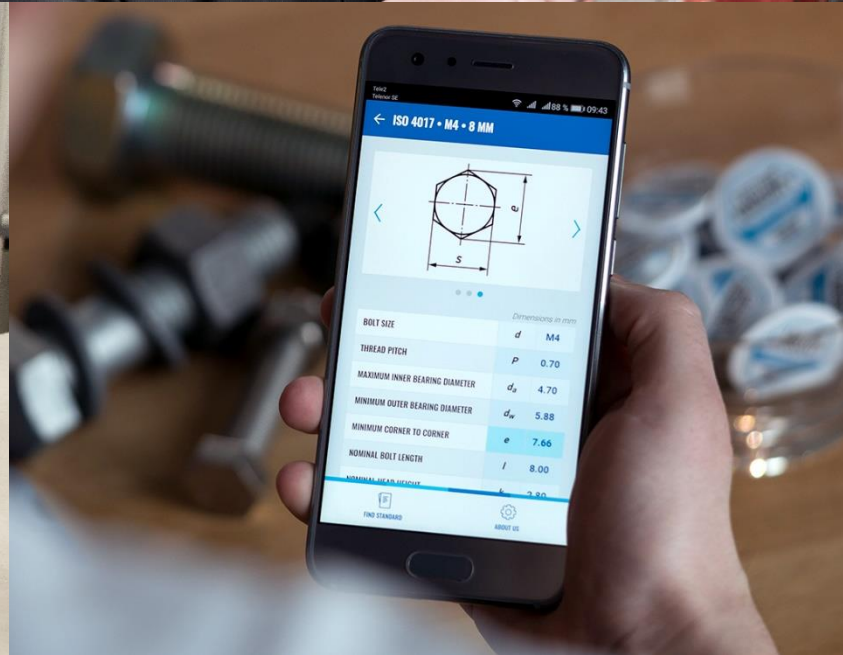
2011

40%

average annual sales
growth rate since 2011



THOUGHT LEADERSHIP AND KNOWLEDGE PARTNERSHIP



CLEAR PRIORITIES TO ENSURE OUR FUTURE SUCCESS

EFFICIENCY

Enhance operations by optimizing **structure**, **processes** and **systems**, and by investing in **capacity** and **talent**

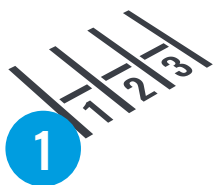
GROWTH

Expand the business far beyond a **SEK 2 billion** turnover by executing on **organic growth** opportunities, and by making **value-adding** acquisitions

INNOVATION

Be perceived as the industry **thought leader**, and raise the bar vis-à-vis our peers, via **customer-centric R&D**, including **Digital** and **SMART** technology

TRULY UNIQUE AND OUR JOURNEY HAS ONLY JUST BEGUN!



Strategic starting
point highly solid
— Global #1



Substantial
additional potential
to take the business
to 'the next level'



Clear profitable
growth roadmap
— Efficiency, Growth
and Innovation

NORD-LOCK
GROUP

WHEN
SAFETY
REALLY
MATTERS

