Industrial Technique

Mats Rahmström, Business Area President

Sustainable Productivity

Productivity solutions to the manufacturing industry and vehicle service
Financial performance

Industrial Technique
Revenues and operating margin

Pie chart: Revenues YTD September 2012, Graph: 12 months figures
Operational agility

Industrial Technique organization

Motor Vehicle Industry Tools and Assembly Systems
- Car
- Truck
- Off-road
- Aerospace
- Power generation
- Power equipment
- Electronics
- Ship building
- Large coarse equipment
- Metals and metal production

General Industry Tools and Assembly Systems
- Motor Vehicle Industry Tools and Assembly Systems
- Car
- Truck
- Off-road
- Aerospace
- Power generation
- Power equipment
- Electronics
- Ship building
- Large coarse equipment
- Metals and metal production
- Metal fabrication
- Die casings
- Vehicle service
- Preventive maintenance
- Repair

Chicago Pneumatic Tools
- Metal fabrication
- Die casings
- Vehicle service

Industrial Technique Service
- Preventive maintenance
- Repair
- Consulting solutions
Operational footprint and logistic flows

- Tierp, Sweden
- Sub-suppliers
- Budapest, Hungary
- Qingdao, China
- Osaka, Japan
- Milan, Italy
- Nantes, France
- Rock Hill, USA
- Power Tools Distribution, Belgium

Operational agility

- Manufacturing
- People
- Quality
- R&D
- Sourcing
- Logistics
Worldwide presence 2000 vs. 2012

MSEK

<table>
<thead>
<tr>
<th>Region</th>
<th>2000</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>35%</td>
<td>25%</td>
</tr>
<tr>
<td>Europe</td>
<td>2%</td>
<td>6%</td>
</tr>
<tr>
<td>North America</td>
<td>25%</td>
<td>35%</td>
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</tbody>
</table>

Share of orders received 2000 (continuing operations)
Share of orders received 12 months September, 2012

Global projects

- 5 plants worldwide
- Estimated order size: 2,000 tools
- Key strategic supplier
- Global service organization
- Lowest Total Cost of Ownership
Market transformation
Market transformation

Wheel multiple
Tensor ST
Tensor Revo
Power Focus 6000
ST wrench
MicroTorque

A tour into the plant of the future
**Adhesives equipment**

<table>
<thead>
<tr>
<th>SCA company information:</th>
<th>SCA headquarters Bretten, Germany:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees worldwide:</td>
<td>Innovation center:</td>
</tr>
<tr>
<td>390</td>
<td>470 m²</td>
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<tr>
<td>Share of exports:</td>
<td>Technical center with:</td>
</tr>
<tr>
<td>approx. 65%</td>
<td>7 robots</td>
</tr>
<tr>
<td>Centers worldwide:</td>
<td>Trainings:</td>
</tr>
<tr>
<td>28</td>
<td>2 fully equipped</td>
</tr>
<tr>
<td></td>
<td>rooms, incl. robots</td>
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</tbody>
</table>
Why are we investing in adhesives?

Applications

- Swirl application
- Windscreen bonding
- Sound deadening
- 2-component adhesive bonding
- Structural adhesive bonding
- Seam sealing
- Underbody protection

- Body shop
- Paint
- Assembly
- Powertrain
- Composite
Strategic growth opportunities

1. We invest in our own people globally
2. Heavy investment in new technology and innovation
3. Transform market segment, with ROI sales
4. Investment in competence throughout the organization
5. We service what we sell
6. We focus on organic growth and complementary acquisitions

Summary
Committed to sustainable productivity.