AGENDA

1. Facts in Brief
2. Trends
3. Acquisitions
4. Business Concepts
   – Automotive
   – Aerospace
   – Energy
   – Service
5. Summary
INDUSTRIAL TECHNIQUE

- Automotive
- Offroad
- Shipyards / Offshore
- Metal fabrication
- Vehicle maintenance
- Aerospace
- Electronics
- Energy / Oil & gas
- White goods
INDUSTRIAL TECHNIQUE

In Brief

- Focus on further developing the offer within assembly technologies
- Innovation is key
- Extend the service offer

Q3 2015

- Increased order intake
- Growth in service
- Record operating profit
  - Operating margin at 23.6% (22.5)

Orders, revenues and operating margin

ROCE 31%
ORDERS RECEIVED – LOCAL CURRENCY

Industrial Technique

<table>
<thead>
<tr>
<th>September 2015</th>
<th>A Share of orders received, year-to-date, %</th>
<th>B Year-to-date vs. previous year, %</th>
<th>C Last 3 months vs. previous year, %</th>
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A Share of orders received, year-to-date, %
B Year-to-date vs. previous year, %
C Last 3 months vs. previous year, %
TRENDS

1. Environmental Regulations
2. Flexible and Agile Production
3. Quality Assurance
4. Ergonomics
5. Automation
6. BRIC Middle Class Growth
7. Emerging Markets
8. Data Driven Service
ACQUISITIONS

- **2011**
  - SCA: Adhesive systems and metering technology
  - STIX: Drilling equipment

- **2013**
  - SYNATEC: Hardware and software solutions for quality assurance
  - SALTUS: Mechanical, mechatronic and electronic torque wrenches
  - Rapid-Torc: Hydraulic torque wrenches and pumps

- **2013**
  - TENTEC: High torque bolting solutions
  - HENROB: Self-pierce riveting
  - TITAN: Hydraulic torque wrenches and pumps
  - PIVOTWARE: Process control solutions
AUTOMOTIVE

Business Concepts

Final assembly

Quality assurance

Error proofing

Service

Simultaneous Engineering

Body in white

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Capital Markets Day 2015
AEROSPACE

Business Concepts

- Handheld drills
- Assembly tools
- Quality assurance
- Advanced drilling units
- Service
ENERGY

Business Concepts

- High torque nutrunners
- Hydraulic wrenches
- Hydraulic tensioners
- Sanders and Grinders
- Service
Business Concepts

- Production Optimization
- Preventive Maintenance & Calibration
- Tool Management Center
- Data driven service

Small customers → Medium sized customer → Large customers
Revenues from service, parts and consumables

Organic growth

Service and consumables revenues, MSEK
Service and consumables, share of revenues, %

Growth % - Service organic

Industrial Technique – Service

Revenues from service, parts and consumables

Organic growth

Service and consumables revenues, MSEK
Service and consumables, share of revenues, %

Growth % - Service organic

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Capital Markets Day 2015
SUMMARY

Industrial Technique

- Focus on further developing the offer within assembly Technologies
- Innovation is key
- Extend the service offer
AFTERNOON DEMO TOUR

**Assembly**
PRESENTER: Karl Brodin

**Electronics**
PRESENTER: Leandro Spinardi

**Energy**
PRESENTER: Niels van Well

**Adhesive Solutions**
PRESENTER: Cornelius Aichele

**Self-Pierce Riveting**
PRESENTERS: Paul Briskham, Anthony Salisbury

**Service**
PRESENTERS: Ida Rehn, Steven Meazey
COMMITTED TO
SUSTAINABLE PRODUCTIVITY.