



Lindab Group

SEB Nordic Seminar 2018

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Fredrik von Oelreich
Acting President and CEO



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Business Update



WE ARE ALWAYS
NEARBY

136 branches

32 countries

3,000 retailers



ON-TIME
DELIVERIES

New
distribution
concept



A NEW WAY OF
THINKING

Expanding
the value
proposition



NEW WAYS TO
INCREASE
CUSTOMER VALUE

24,000

unique customers
each year



HAVING THE
BEST TEAM

5,100

number of
employees



Our financial and non-financial targets

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Financial targets

5–8%

Annual growth¹

10%

Operating margin

<2,5

Net debt/ EBITDA

Non-financial targets



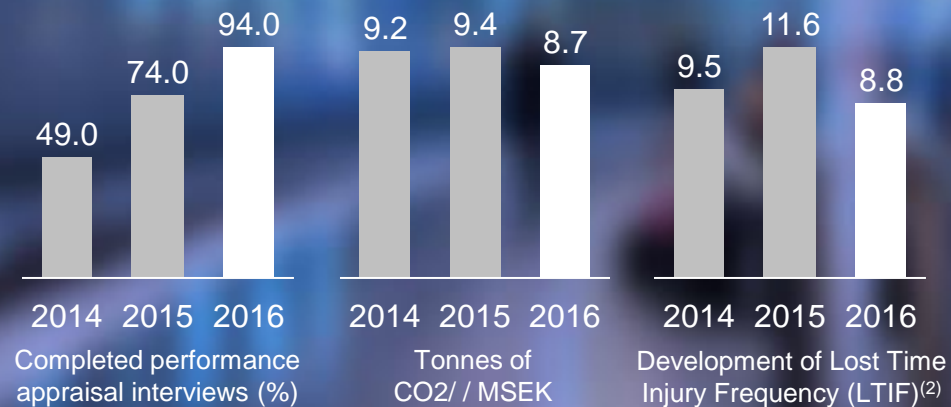
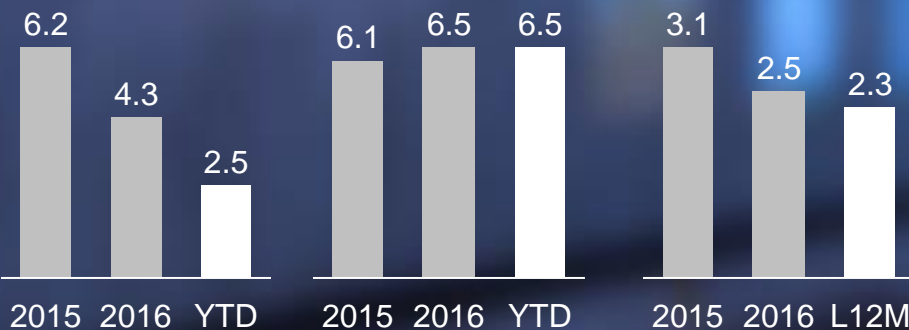
Attractive employer



Lower carbon dioxide emissions



Better working environment



Dividend policy 30% of the company's profit after tax

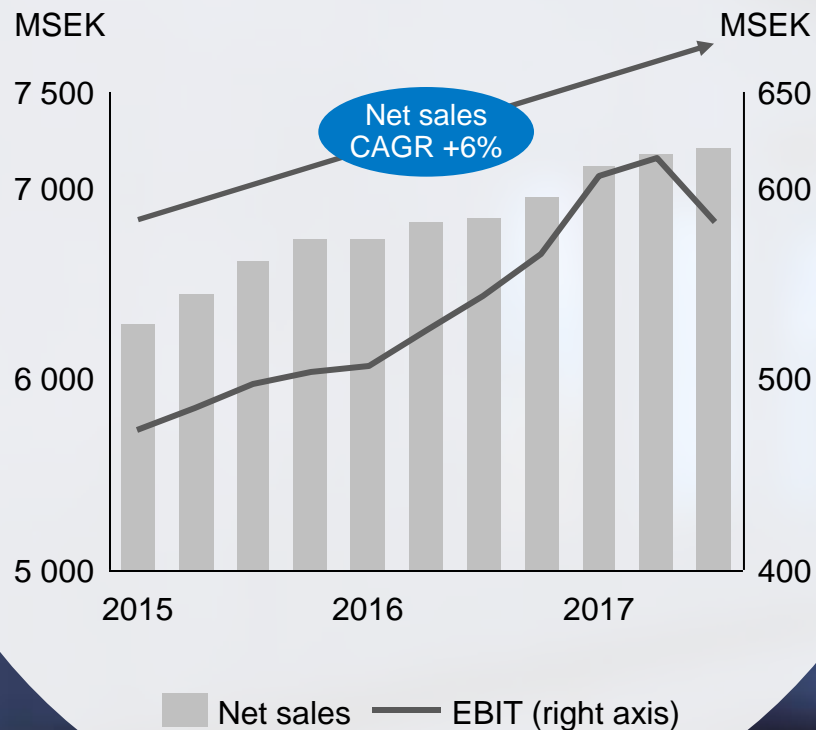
1: Organic growth + structure

2: LTIF: Number of lost time injuries occurring in a workplace per 1 million man-hours.

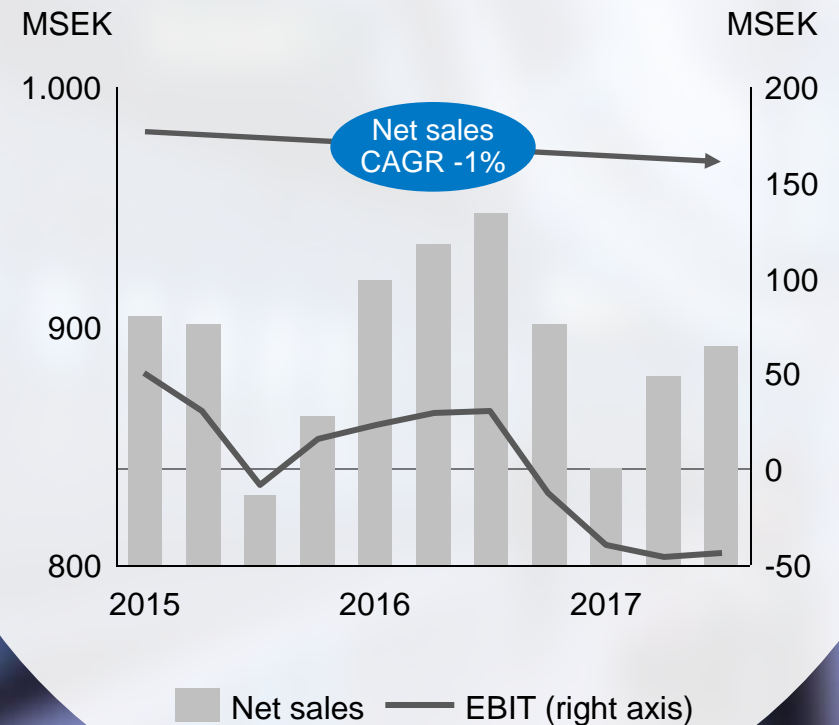
3: YTD and L12M refers to September 2017.



Products & Solutions



Building Systems





Price increases

Cost structure
Building Systems

Address low
performing units

Energy & Climate
Solutions

Strategic
assessment



Group Strategy



Our strategic levers – 5 focus areas

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MARKET EXCELLENCE

We strengthen our distribution network and launch more products.



EFFICIENT AVAILABILITY

Continued efficiency measures provide scope for increased customer value.



SOLUTIONS

By utilising the strength of our ventilation range, we will offer complete solutions.



INNOVATION

New initiatives increase innovation throughout the Group.



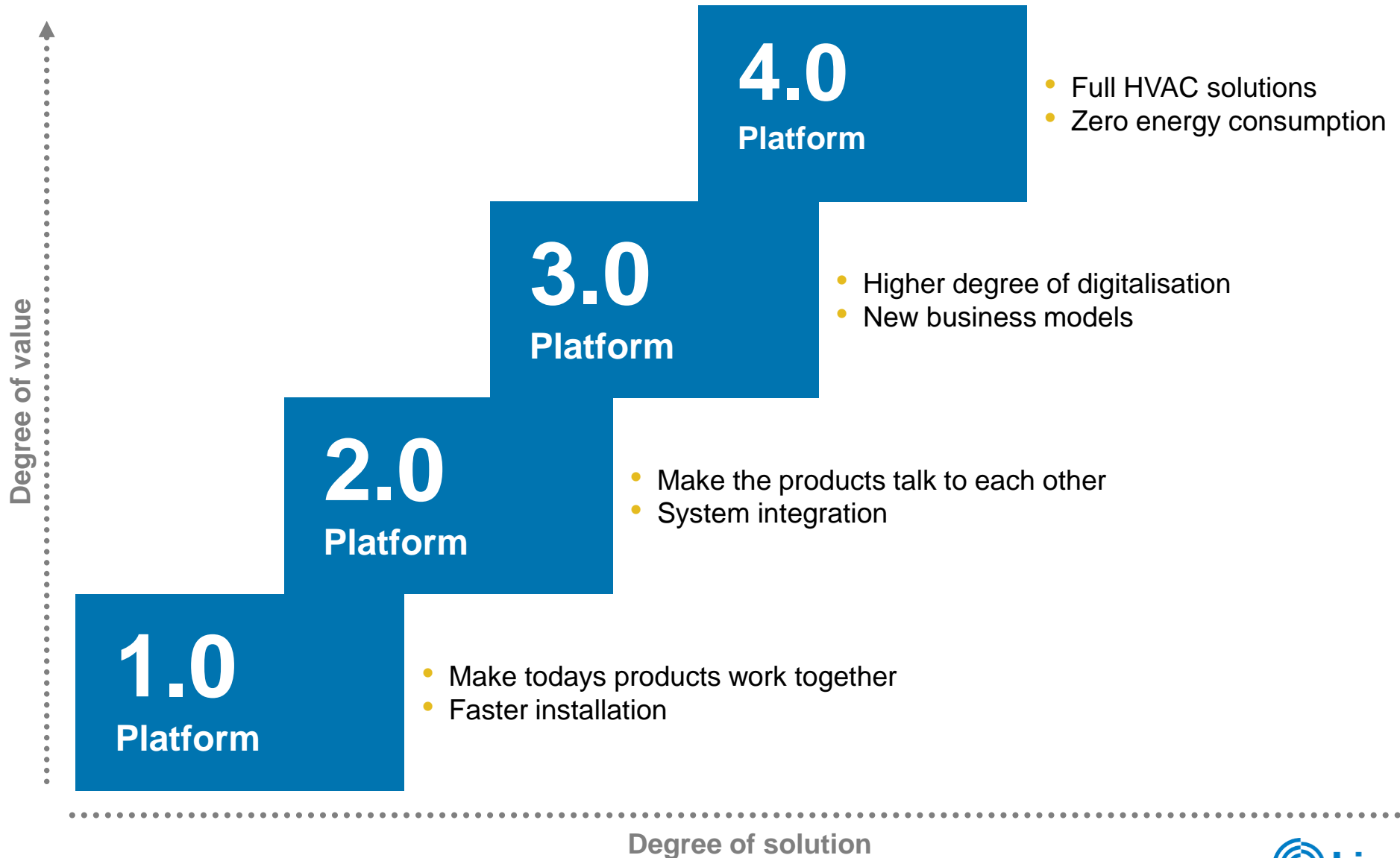
PEOPLE

We drive transformation by focusing on skills.



Moving towards solutions and higher value added

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An extended value proposition

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Hospital



Office & Schools



Hotel



Residential



Sport & Activities



Marine



Industrial



Shopping



A portfolio of strong HVAC brands

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Business Opportunities in the Longer Term



Global trends driving our business

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High population growth and continued urbanization

15 000

The Nordic capitals are growing fastest in Europe. In Stockholm, the population has increased by an average of 15,000 people per year over the past ten years.



New global economic patterns emerge

90%

Developing countries account for about 50 percent of the world economy and about 90 percent of the world's population.



Increased focus on Indoor Air Quality (IAQ), energy regulations and environmental requirements

40%

EU climate goals include a gradual (%) reduction of CO2 emissions by 2030. Increase in health related air awareness.



Rapid development of new materials and processes



The digitalisation of the value chain increases the timely delivery, the right amount and efficient storage management.



New technology paves the way for intelligent buildings



New technologies like artificial intelligence (AI) are the next step in simplifying construction as well as monitoring smart, connected buildings.



From a traditional service “spec breaker” into a value selling and preferred partner

1. Products



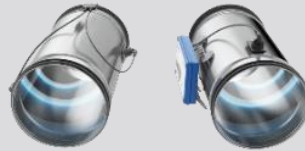
Service “spec breaker”

2. Smart products



Make today's products work together

3. Smart connected products



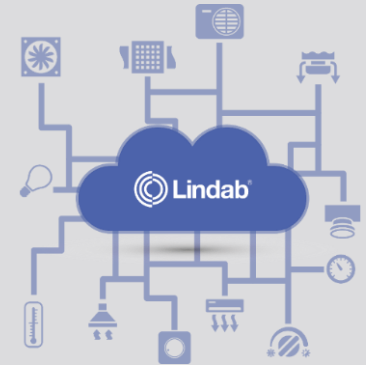
Make the products talk to each other

4. Segment offer solutions



New business models

5. Energy smart full HVAC solutions



Value selling and preferred partner

HVAC industry outlook is very positive and the development will be fueled by the strong demand for smarter buildings with energy and cost efficient HVAC systems ensuring high standard Indoor Air Quality. In conclusion, HVAC growth is expected to outpace the general construction market.



In Summary, strong drivers for profitable growth

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**HVAC growth
driven by
megatrends**



**Value adding
ventilation
solutions and
an industry
leading brand**



**Building
strong market
positions in
prioritised
markets**



**New business
models in a
smart building
environment**