

BULTEN – A STRONGER SOLUTION

A RELIABLE SUPPLIER AND PARTNER

At Bulten, we are very proud to be one of few players in the global fastener industry to offer total responsibility for fastener solutions, thanks to our Full Service Provider (FSP) concept. We have strong global presence with cost-effective, value-enhancing production in Sweden, Germany and Poland, as well as on the emerging markets of Russia and China. A further production plant is under construction in the USA. Along with the fact that we are at the leading edge of technology and innovation, this means we enjoy a strong position as a supplier and partner of fastener solutions to the global automotive industry.

STABLE FINANCES BRING FLEXIBILITY

We have good, stable profitability thanks to ongoing streamlining, as well as a flexible, cost-effective production structure. A strong balance sheet brings us flexibility and good preparedness for increases in volume, along with opportunities for growth investments and strategic acquisitions.

A PROMISING OUTLOOK

Our FSP offering is one of the key reasons why we continue to take market share. Thanks to our portfolio of existing contracts and the increasing volumes in them, combined with several ongoing contract discussions, the outlook for continued profitable growth is good.

Bulten's market position is characterized by the following strengths and sales arguments:

- › The market has high awareness of Bulten
- › Good knowledge and expertise
- › Professional in its conduct
- › Proactive and supportive – curious, wants to understand customer needs
- › Founded in the company's core values
- › The FSP concept

BULTEN IN BRIEF

Bulten was founded in 1873, and has since developed into one of the largest suppliers of fasteners to the international automotive industry. Today we have around 1,300 employees worldwide and are headquartered in Gothenburg, Sweden. Our offering extends from a wide range of standard products, to bespoke fasteners manufactured to the customer's specific needs. With our Full Service Provider concept, our customers can either leave total responsibility for fasteners to us, which means that we take care of development, sourcing, logistics and service, or choose just certain parts. The share (BULTEN) is listed on Nasdaq Stockholm.



President and CEO: Tommy Andersson
Number of employees (FTE): Approx. 1,300
Net sales 2017: Approx. SEK 2,856 million

Success factors

- Quality leader
- Technology leader
- FSP concept
- Geographic proximity
- Employees
- Financial platform

Core values

- Professional
- Innovative
- Dedicated
- Empowered

Production: Sweden (Hallstahammar), Germany (Bergkamen), Poland (Bielsko-Biała), China (Beijing), Russia (Nizhny Novgorod) and USA (Hudson) from 2018.

Sales and/or logistics centers: Sweden (Gothenburg and Hallstahammar), UK (Scunthorpe and Bridgend), Germany (Bergkamen), Poland (Bielsko-Biała and Wilkowice), Romania (Craiova), China (Beijing), Russia (Nizhny Novgorod) and USA (Hudson and Hagerstown).

Some of our customers: AB Volvo, Audi, Autoliv, BAIC, BMW, Bosch, Fiat, Ford, GAZ, Geely, Jaguar, Land Rover, Lear, MACK Trucks, MAN Trucks, Nemak, Nissan, Opel, Porsche, Renault, Scania, Seat, Skoda, Trelleborg, TRW, Volkswagen, Volvo Cars, etc.

THE YEAR IN BRIEF

NET
SALES
2,856
SEK M

ORGANIC
GROWTH
6.7%

OPERATING
EARNINGS
210
SEK M

OPERATING
MARGIN
7.4%

FINANCIAL SUMMARY, SEK M	2017	2016
Net sales	2,856	2,676
Gross profit	558	531
Earnings before depreciation (EBITDA)	290	271
Operating earnings (EBIT)	210	200
Adjusted operating margin, %	7.4	7.5
Earnings after tax	159	146
Order bookings	3,015	2,717
Net debt/equity ratio, times	0,0	0,0
Equity/assets ratio, %	66.8	68.9
Return on capital employed, %	14.4	13.9

CEO'S STATEMENT

During 2017, Bulten has advanced its positions with significant new FSP contracts, we have established ourselves on the American market and have once again exceeded our operating margin target. Significant investment decisions were made during the year, and with previously signed contracts to an annual value of EUR 64 million at anticipated full production speed in 2020, Bulten has entered into a new period of growth.



VISION

Supporting the global automotive industry with state of the art fastener technology and services.

BUSINESS CONCEPT

Bulten shall

- › be the leading business partner and the most cost-effective supplier of fasteners and services to the automotive industry.
- › with empowered and dedicated people continuously develop its full service concept and actively launch innovations.
- › develop long-term relations based on professionalism and good business ethics.

CORE VALUES

Bulten's core values originate in the company's history and are the foundation of our corporate culture. They define the way we work and behave, and inspire and support us in our efforts to continue building a successful, sustainable business.

PROFESSIONAL We take full responsibility throughout the value chain, delivering quality at every stage and making sustainability a natural part of all activities in our company. In our customer relations we are responsive, friendly and accountable.

INNOVATIVE We are constantly pushing the boundaries of our business. With proven and new technology and creative ideas, we are striving to improve fastener applications, quality and enhance cost efficiency.

DEDICATED We are passionate about the fastener industry and will always go that extra mile to meet the expectations of our clients. We are proud to carry forward the long heritage of Bulten into a challenging and exciting future.

EMPOWERED At Bulten you'll meet highly skilled and motivated people, willing and empowered to make decisions and drive progress. We keep our promises and provide the strongest possible solution for your fastening requirements.

SUCCESS FACTORS



QUALITY LEADER

Bulten has a leading position in quality, with well-developed and well-integrated quality systems. Quality every step of the way, from development to application, secures the product life cycle.



TECHNOLOGY LEADER

Bulten adds value by developing its fastener solutions in close collaboration with customers.



FSP CONCEPT

Bulten's FSP concept offers total responsibility for all fasteners for an entire vehicle platform, vehicle model or production plant. By taking responsibility for the whole refinement chain, the customer is assured of profitability and peace of mind.



GEOGRAPHIC PROXIMITY

Bulten's geographic spread allows global delivery capacity for vehicle manufacturers with production on several continents.



EMPLOYEES

Bulten has a unique corporate culture and skill set, with dedicated employees who can see the link between their day-to-day work and customer benefit.

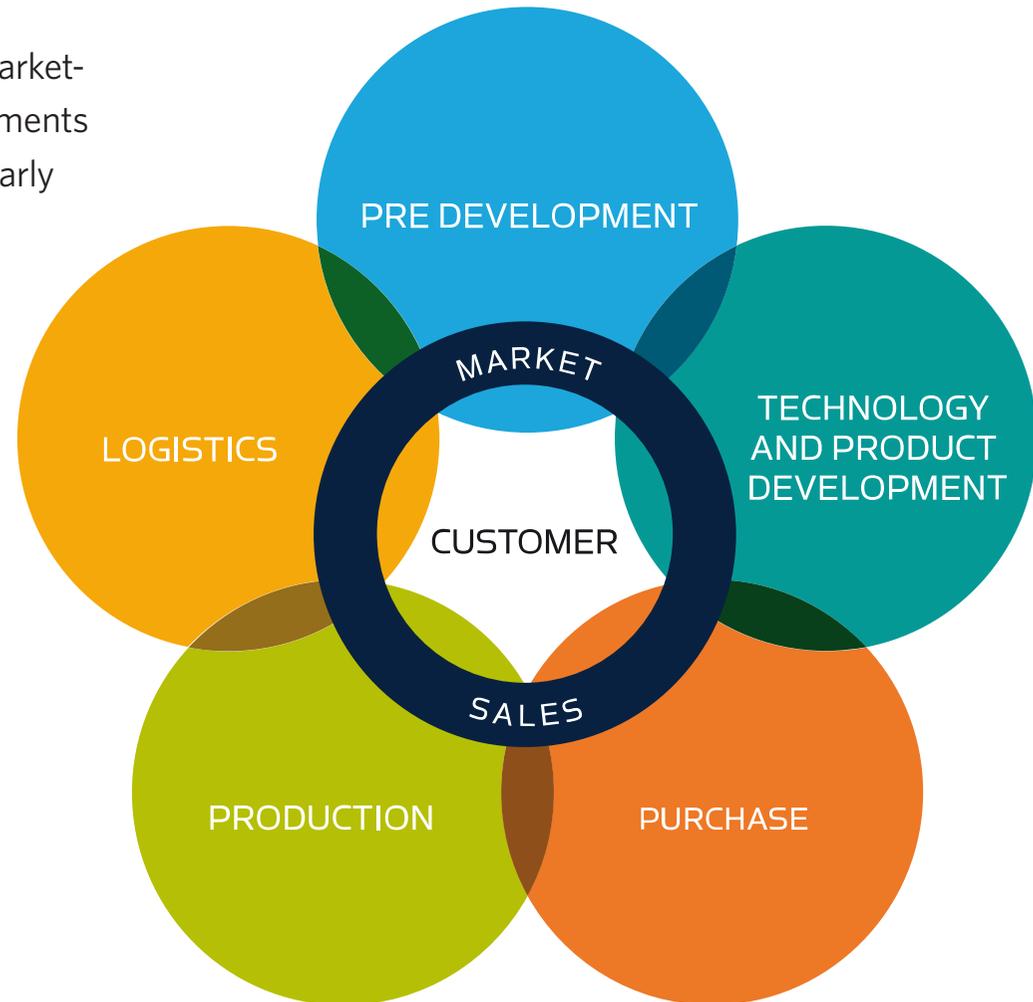


FINANCIAL PLATFORM

A strong financial platform provides readiness to act for further growth on existing and new markets.

VALUE CHAIN THAT MAKES A DIFFERENCE

Bulten works consciously toward its goal of offering market-leading fastener solutions that meet customer requirements on efficiency, quality, price and sustainability. With clearly defined objectives, global presence, responsible conduct and the latest in technology and innovation, we are the company that can make a difference and create the greatest benefit for the customer.



FULL SERVICE PROVIDER (FSP) – AN OFFERING THAT CREATES ADDED VALUE

Replacing the conventional purchasing model and assigning total responsibility for fasteners to an experienced, well-established company can save automotive manufacturers money and resources. The scalable Full Service Provider concept offers many advantages, and Bulten has developed and refined its offering over more than 20 years.

RELIABLE, MORE LONG-TERM BUSINESS FOR BULTEN

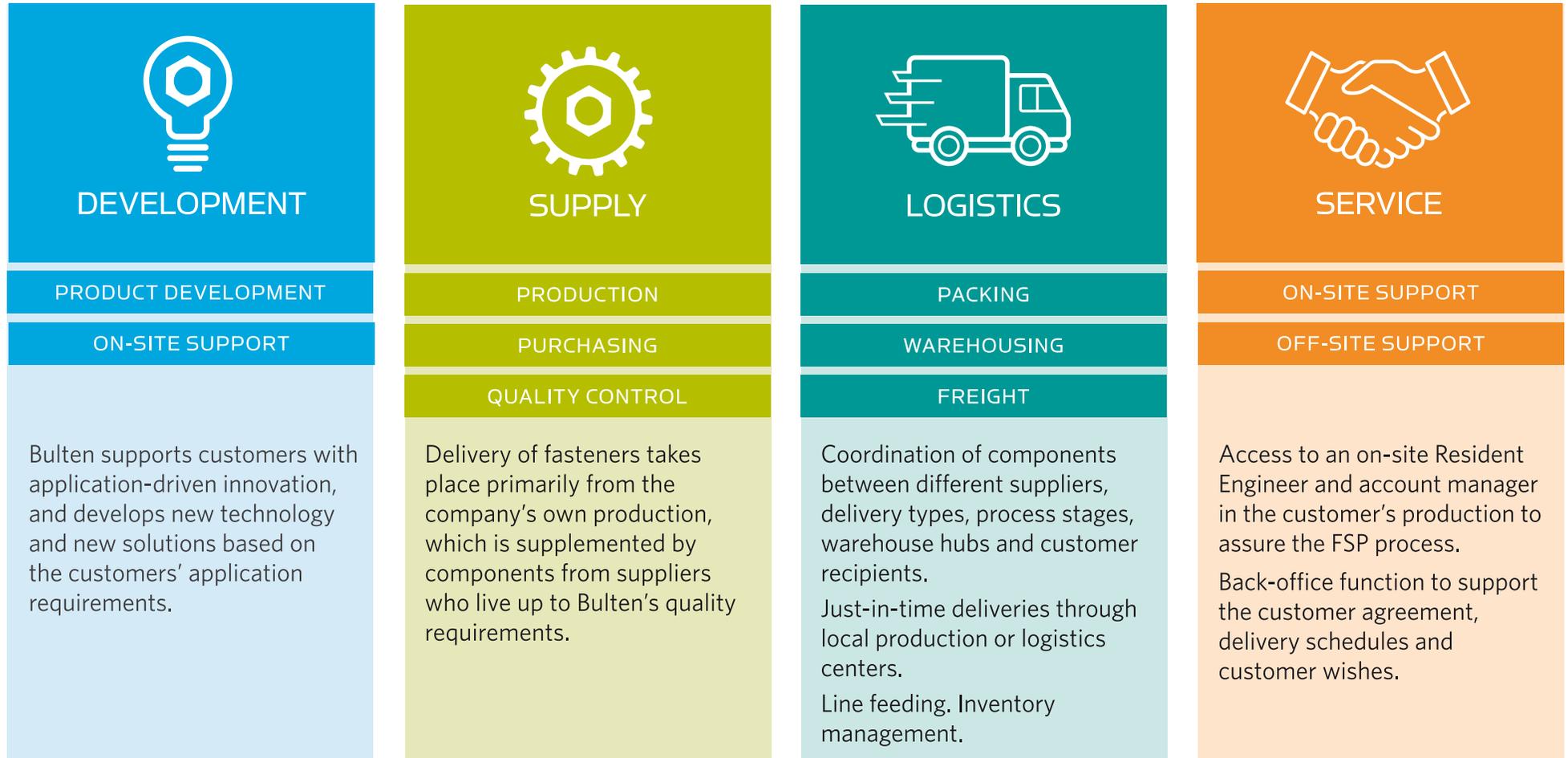
The FSP concept is very beneficial also for Bulten. It strengthens our market position by establishing closer, more long-term customer relations, in which we constantly expand our understanding of the individual customer's needs. This in turn lays the foundation for stable cash flow over time.

ADDED VALUE FOR THE CUSTOMER

For more than 20 years we have been developing and refining our FSP concept by amassing extensive knowledge and expertise along the whole value chain, and we have built up a quality-assured network of business partners.

- › One contact for all fasteners
- › Simplified management and added value along the whole supply chain
- › Cost savings, freed-up resources and capital
- › The freedom to choose all or parts of the concept
- › A long-term business partner with its own quality-assured production and good familiarity with the global supplier base

FULL SERVICE PROVIDER (FSP)



SUSTAINABILITY – A NATURAL PART OF OUR BUSINESS

Bulten has a responsibility and an ambition to manage its operations in a sustainable way for the long term. Bulten aims to be a reliable and robust partner to its customers and suppliers, adding value to its owners and being an attractive employer.

Environmental principles

- › To conduct business that has as little negative environmental impact as possible while being economically viable.

Corporate Governance

- › Strong business ethics, good risk management and a strong corporate culture
- › Code of conduct and other policies
- › Compliance with rules and regulations

Social responsibility

- › Observance of human rights
- › Treating people with respect and good ethics
- › Working methods based on our core values

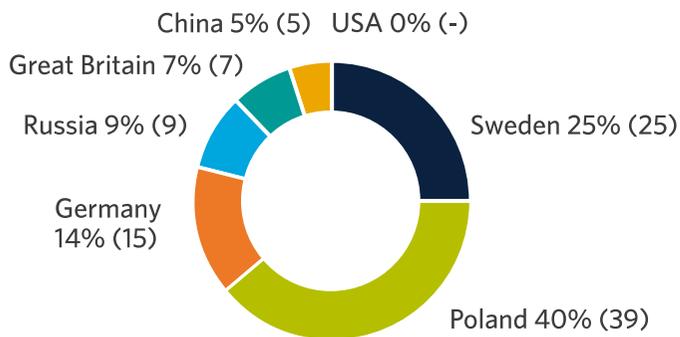


DEDICATED EMPLOYEES

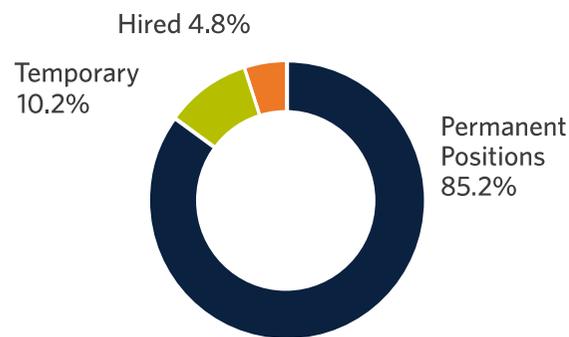
A strong contributing factor to Bulten's success is its dedicated employees. Good relationships and open dialog are key in preserving and developing the knowledge and culture that has been built up over many years. We want to be a secure employer for our personnel, and to offer the best possible pre-requisites and conditions.



Geographic distribution



Employment category



Gender distribution

