





### COMPONENTA TODAY





**511**<sub>M€</sub> **Net sales (2013)** 

4,300 Personnel approx.

346,000 Iron foundry production capacity tons/year

Listed in NASDAQ OMX\* Helsinki



726,000 Machining hours/year

## Our broad customer base supports stability and innovation















































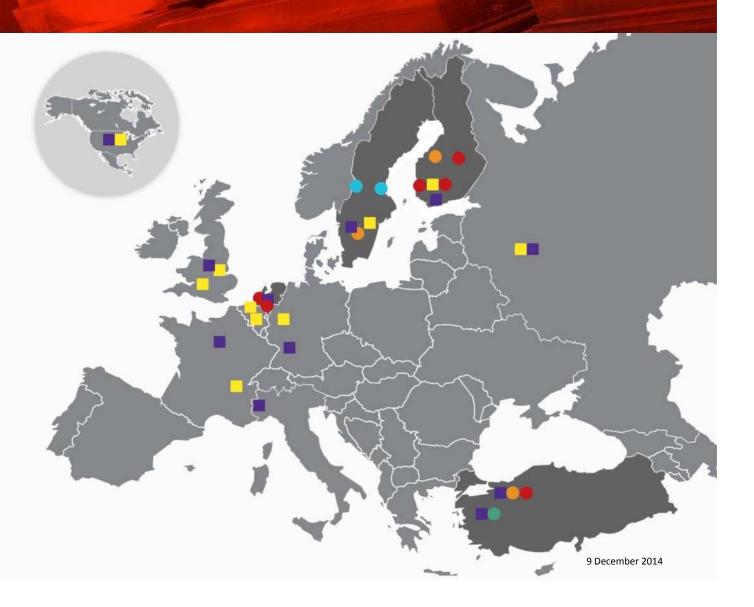
5 Casting Future Solutions 9 December 2014

# Our diverse production network ensures that quality is achieved at a competitive price

	Foundry division	Aluminium division	Machine shop division
NET SALES	329 MEUR	73 MEUR	116 MEUR
PERSONNEL	2,969	762	398
PRODUCTION CAPACITY	336,000 tons/year	11,000 tons/year 1,400,000 wheels	726,000 machining hour/year
PRODUCTION UNITS	Turkey 170,000 Netherlands 92,000 Finland 74,000	Turkey	Turkey 350,000 Sweden 315,000 Finland 61,000

# We serve our customers by combining a global network with strong local presence

- IRON FOUNDRIES
- ALUMINIUM FOUNDRY
  AND WHEEL BUSINESS
- MACHINE SHOPS
- FORGE
- LOGISTIC CENTERS
  AND WAREHOUSES
- CUSTOMER SERVICE CENTERS

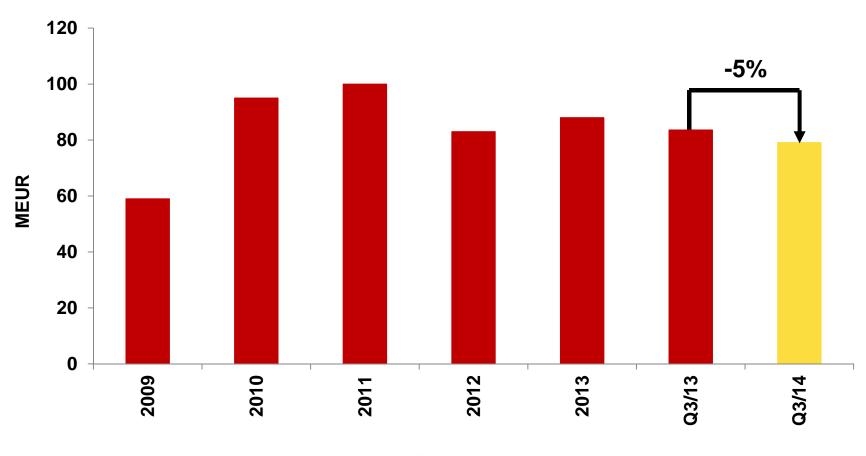




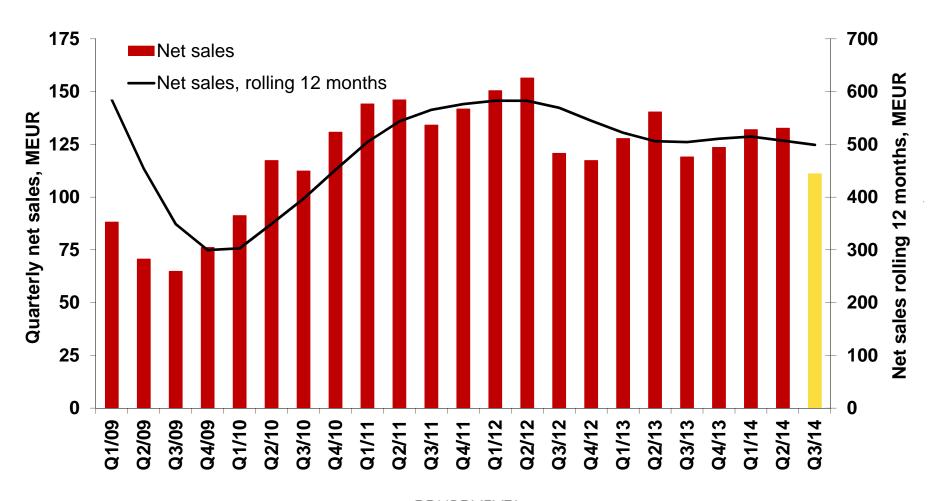
### PERFORMANCE OVERVIEW



### Development of order book (including orders for next two months)



### Development of Net sales

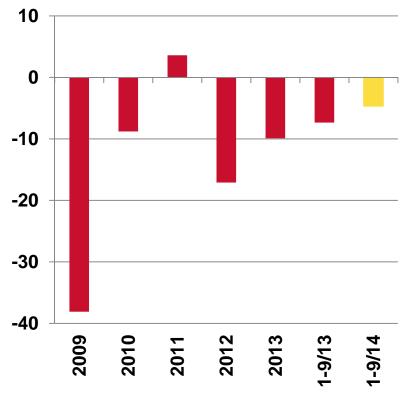


# Operating profit and Result after financial items 2009 - Q3/2014

#### Operating profit\* 40 30 20 10 0 -10 -20 2009 2013 1-9/13 1-9/14 2011

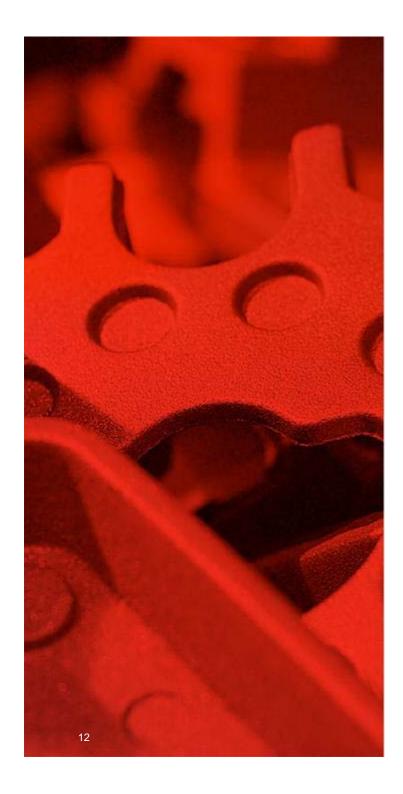
\*) Excluding one-time items and exchange rate differences of operative balance sheet items.

#### Result after financial items\*



\*) Excluding one-time items and exchange rate differences of operative balance sheet items.





### REFINANCING 2014



### Componenta finalised refinancing arrangements of EUR 250 million

#### Two share issues total EUR 98 million

- 68 million shares in two phases
- Share issue of 15 million shares (EUR 15 million) to a limited group of investors in August 2014
- 53 million shares to individuals and corporations in Finland in September 2014

#### Term Ioan EUR 61.8 million RCF EUR 7 million

- Agreement signed by Componenta Oyj with Nordic syndicate banks
- Ensure liquidity and provide long-term stability
- Maturity 3+1 years

#### Term Ioan EUR 70 million RCF EUR 20 million

- Agreement signed by Componenta A.S. with Turkish banks
- Provide long-term stability
- Maturity 7 years



Equity ratio 18% => 27 %

**Gearing to decrease** 

Average IB debt maturity from 1 year to 4.5 years

Liquidity situation to improve

Annual financing costs to decrease by EUR 8 million

Casting Future Solutions 9 December 2014

### 10 Largest shareholders 31 December 2013 vs. 30 September 2014

#### Free float and especially liquidity increased significantly as a result of Q3/2014 share issues

La	rgest shareholders on 31 December 2013	%
1	Lehtonen Heikki	25,72 %
2	Etra Capital Oy	23,07 %
3	Finnish Industrial Investment Ltd	9,11 %
4	Varma Mutual Pension Insurance Company	8,15 %
5	Mandatum Life	3,50 %
6	Nordea Life Assurance Finland	2,26 %
7	Alfred Berg Finland Fund	1,41 %
8	Bergholm Heikki	1,28 %
9	Laakkonen Mikko	1,26 %
10	Danske Fund Finnish Small Cap	1,13 %
No	ominee registered shares	0,99 %
To	otal	77,88 %
Ot	her shareholders	22,12 %
To	otal shares	100,00 %

Largest shareholders on 30 September 2014	%
1 Lehtonen Heikki	11,85 %
2 Etra Capital Oy	11,70 %
3 Varma Mutual Pension Insurance Company	8,93 %
4 Mandatum Life	8,24 %
5 Ilmarinen Mutual Pension Insurance Company	7,15 %
6 Finnish Industrial Investment Ltd	6,35 %
7 Elo Pension Company	5,04 %
8 Sampo Oyj	4,74 %
9 Savings Bank Finland Fund	2,47 %
10 Etera Mutual Pension Insurance Company	1,94 %
Nominee registered shares	0,35 %
Total	68,76 %
Other shareholders	31,24 %
Total shares	100,00 %

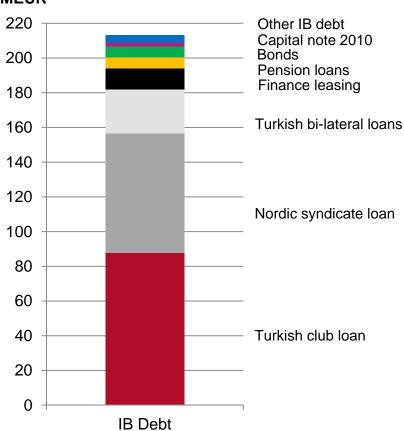
Number of shares (million)	29,3

Number of shares (million)	97,3
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### Interest-bearing debt 30 September 2014

#### **MEUR**



Positions 30 Sept 2014	MEUR	Maturity (years)
Other IB debt	4.5	Rolling
Capital note 2010	2.0	1
Bonds	6.3	5
Pension loans	6.5	4
Finance leasing	12.0	5
Turkish bi-lateral loans	25.3	Rolling
Nordic syndicate loan	68.8	3+1
Turkish club loan	87.8	7



## FINANCIAL OBJECTIVES

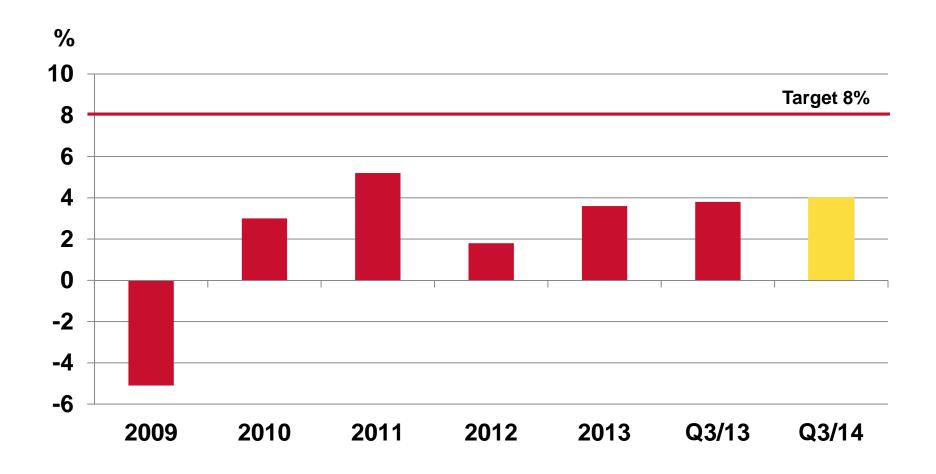


## Efficiency improvements and cost savings ensure to achieve better profitability and returns

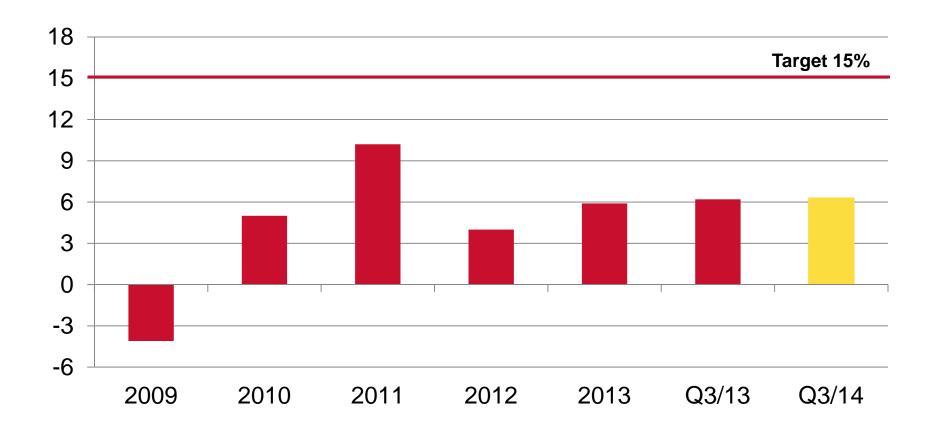
- New Force efficiency improvement program (waves 1 2) improves competitiveness by 35 MEUR by 2015 through:
  - Decreasing the number of units and fixed costs
  - Concentrating on big series production in Turkey
  - Increasing productivity in selected units
  - Implementing best practice processes in all units to achieve material and energy savings
- New Force efficiency improvement program (wave 3) improves competitiveness by further 10 MEUR in 2015 2016.

	Objectives	Actual Q3/2014
Operating profit (%) - excluding one-time items	Min. 8%	4.0%
ROI (%) - excluding one-time items	Min. 15%	6.3%
Equity ratio (%)	Min. 40%	26.7%

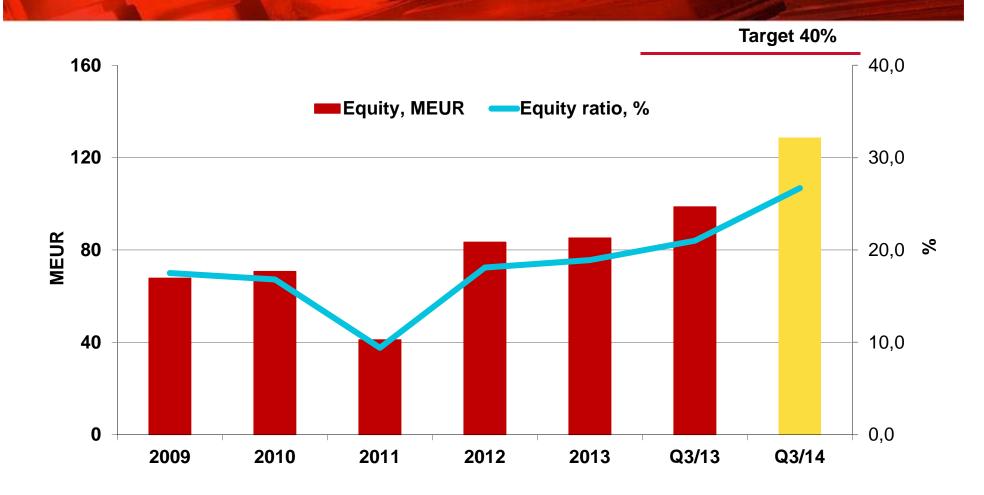
# Operating profit -% excluding one-time items



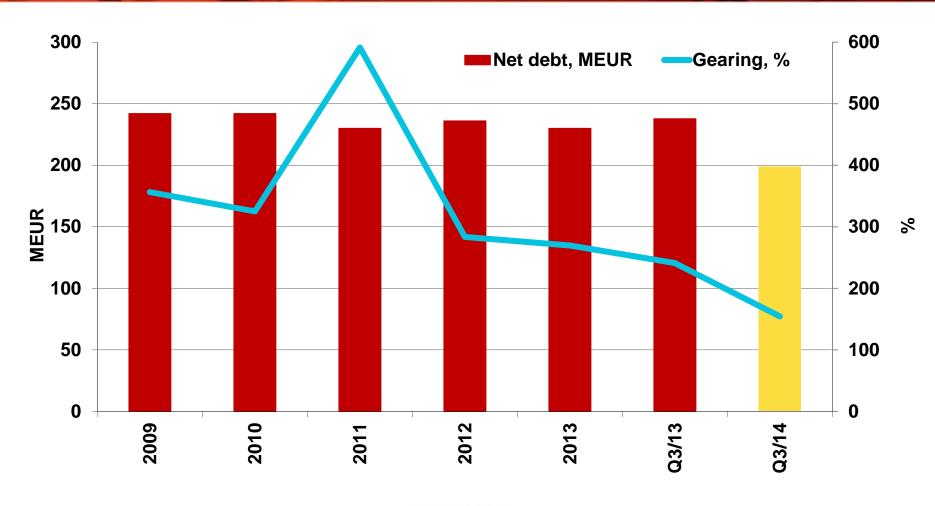
# ROI -% excluding one-time items



### Equity and Equity ratio



### Net debt and Gearing

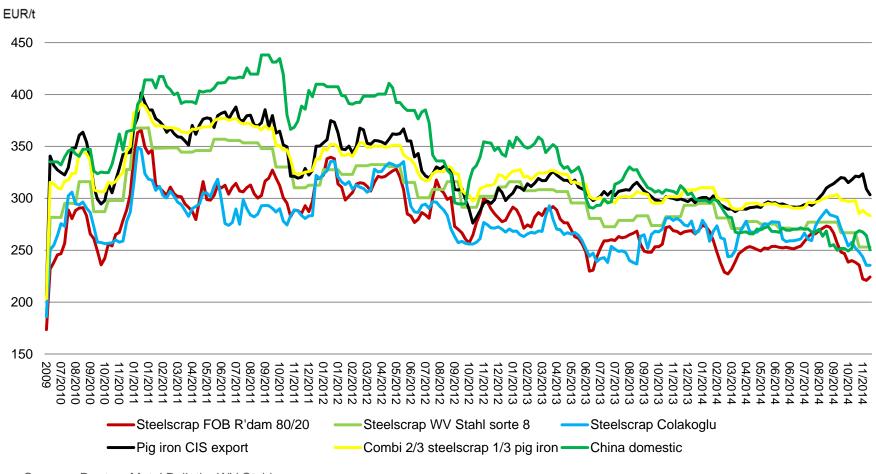




## **ECONOMIC INDICATORS**



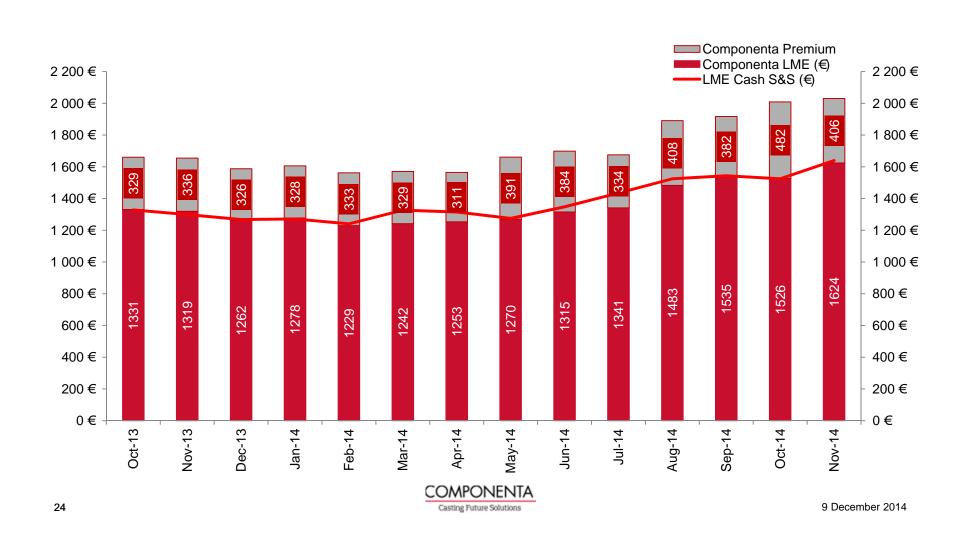
### Pig Iron and Steel Scrap Indexes



Sources: Reuters Metal Bulletin, WV Stahl



### AlSi11MgSr (DA-177) price development Increase in aluminium raw material prices will impact Componenta's results 2.4 MEUR on H2/2014

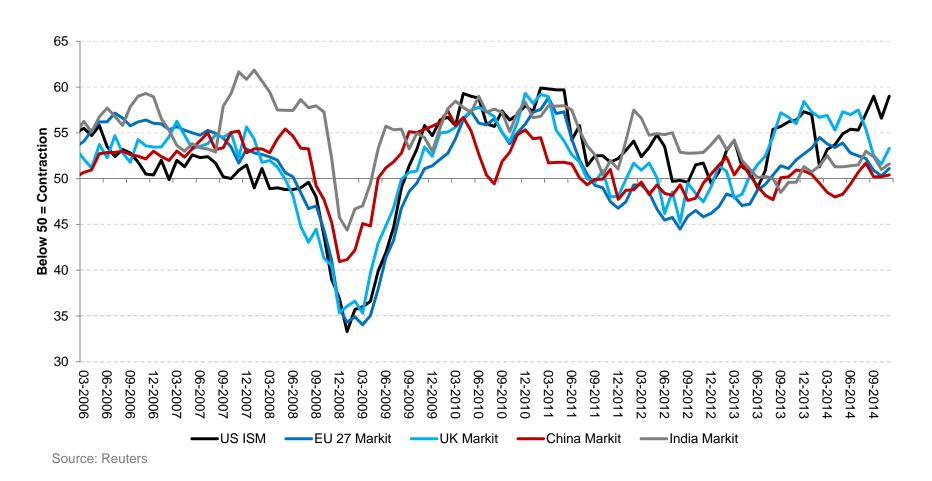


### Development of Turkish Lira

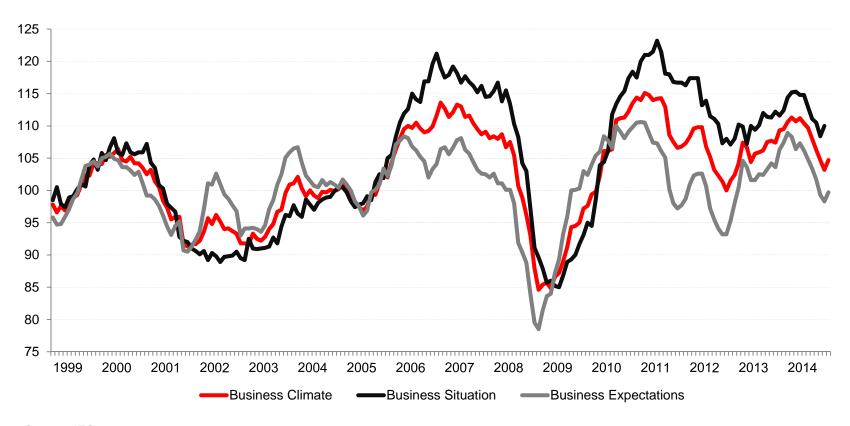


Source: Reuters

### Manufacturing Purchasing Manager Indices



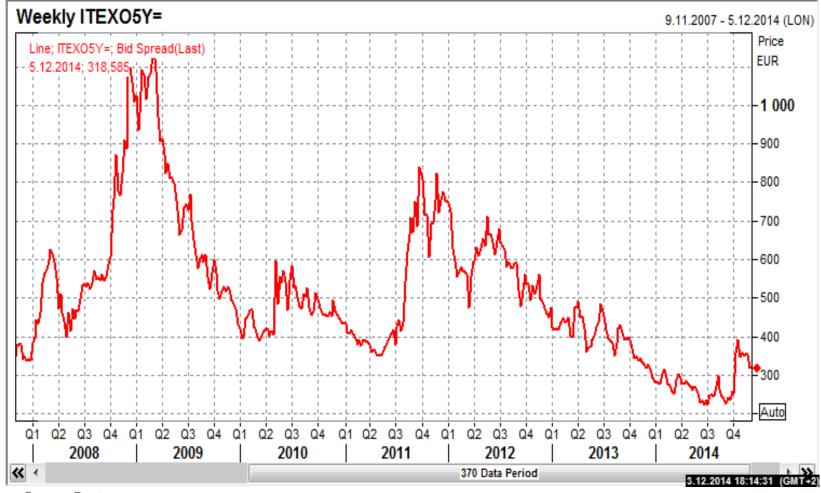
### IFO Expectations



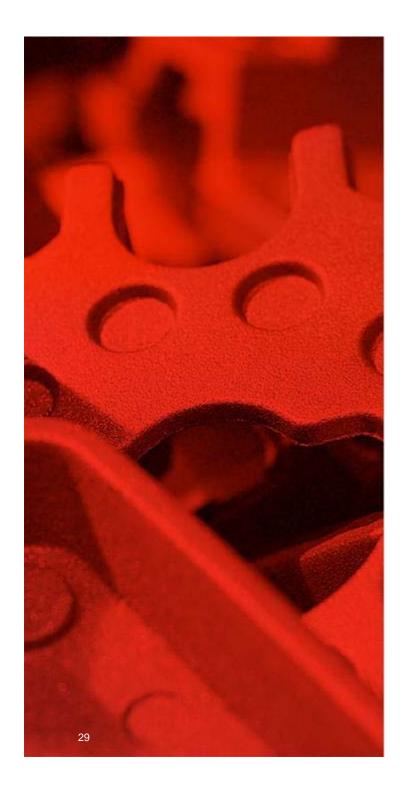
Source: IFO



#### **CDS Index**



Source: Reuters



### CURRENT BUSINESS ENVIRONMENT





Registration numbers for Heavy trucks in September - October are encouraging.
 Cheap and improving availability of financing together with the ageing fleet will build a positive momentum but market is very sensitive for instability.

#### **VOLVO**

• "The forecast of 230,000 trucks for the heavy-duty truck market in Europe for 2014 is maintained, however, with some downside risk. For 2015, the total market for heavy-duty trucks in Europe is expected to be at a level of about 230,000 trucks."

Source: Volvo Q3/2014



• "There are good growth opportunities in the longer term and the expansion of annual technical production capacity towards 120,000 vehicles is continuing."

Source: Scania Q3/2014



Componenta's deliveries to heavy trucks industry in 1-10/14 vs. 1-10/13



Volvo Group's deliveries to distributors in Europe 1-10/14 vs. 1-10/13



Registrations of new heavy trucks in Europe 1-10/14 vs. 1-10/13

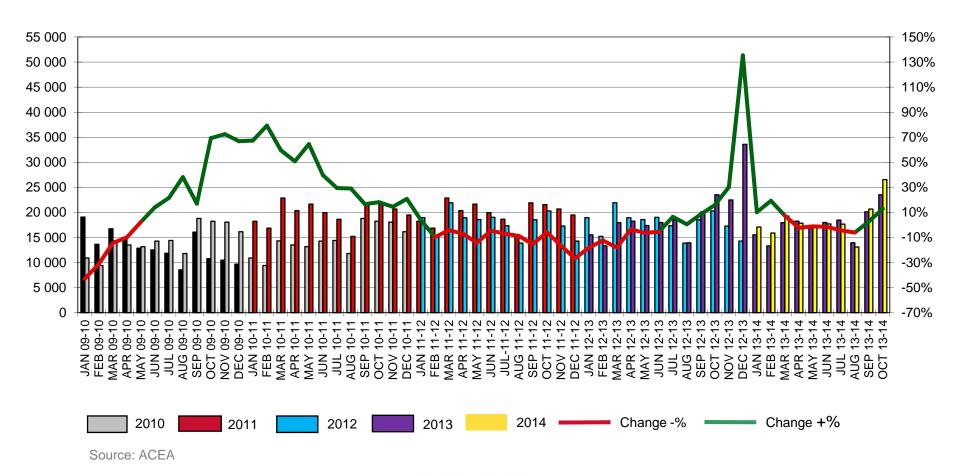
-1%

-6%

+4%

Sources: Volvo website, ACEA

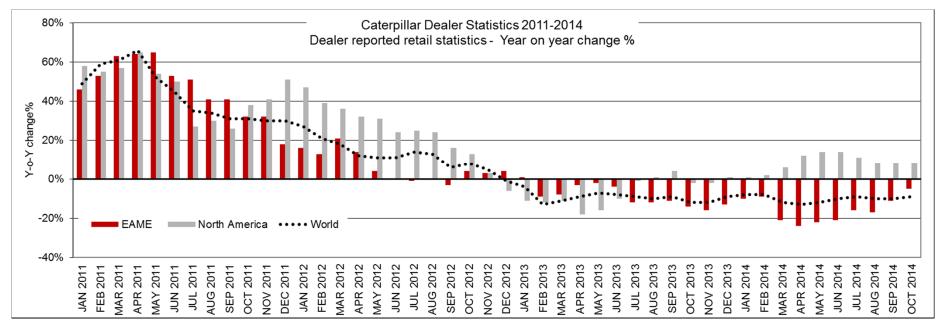
# Registrations of New Heavy Trucks in Europe (EU27)



### Construction & Mining Caterpillar's global dealer deliveries

#### **CATERPILLAR®**

"Caterpillar believe there is a reasonable likelihood that world economic growth could improve in 2015 and that there is potential for increased investment in infrastructure in countries such as the United States, India and Turkey. As a result, Caterpillar's preliminary outlook for 2015 expects sales and revenues to be flat to slightly up from 2014."



Source: Caterpillar



 Development in Componenta's Machine Building customer segment has been good due to strong global customer base and Componenta's increased market share among the customers



 "KONE's net sales is estimated to grow by 6–8% at comparable exchange rates in 2014 compared to 2013." Source: Kone Q3/2014

#### Vestas.

 "Based on the expected delivery plan for the remainder of the year and the improved cost base, Vestas upgrades guidance for revenue, EBIT margin before special items and free cash flow." Source: Vestas Q3/2014



"Wärtsilä expects its net sales are expected to grow by about 5% in 2014."

Source: Wärtsilä Q3/2014







"I'm more positive on Europe than anyone else. What we see with the Euro/dollar, Swedish (krona)/dollar or Swedish (krona)/Euro, it helps the economy in the competitiveness... There's a lot of political talk going on about slow growth. I see positive (business) development in Europe. When I look at the yellow canaries (Atlas Copco's small to medium size compressors), I see that really going well."

Source: Atlas Copco CMD 19 Nov 2014 - CEO Ronnie Leten

BOMBARDIER the evolution of mobility

> "2014 revenue growth is expected to be in the mid-single digit range over 2013, excluding currency impacts". Source: Bombardier Q3/2014



• "The long-term demand outlook for ABB's businesses remains clearly positive.

The need for efficient and reliable electricity transmission and distribution will continue to increase... In the short term, macroeconomic and geopolitical developments are signaling a mixed picture with increased uncertainty." Source: ABB Q3/2014

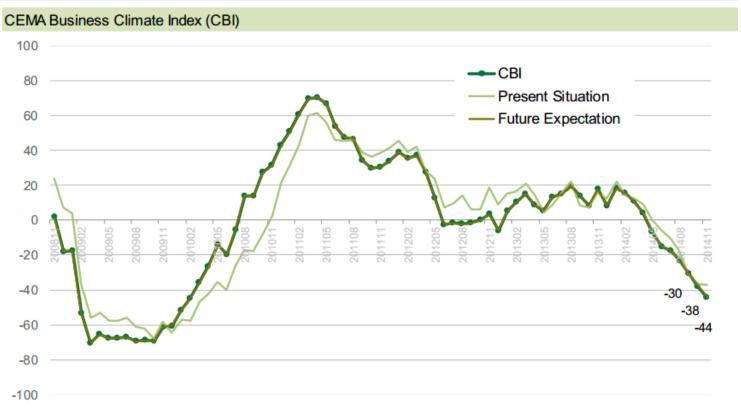
# Agricultural Machinery



- "Overall market conditions for agricultural machinery in Europe are expected to remain challenging throughout 2015. Manufacturers see the investment climate among customers adversely affected by the recent drop in agricultural commodity prices. In addition, the new rules for EU subsidy payments under the Common Agricultural Policy (CAP) to be introduced in 2015 will add further uncertainties, especially in Central European countries. As a result, CEMA expects the agricultural machinery market to drop by another 5-10% in 2015." Source: CEMA
- "At the same time, the industry believes that worldwide trends such as **global** population growth, urbanisation and climate change will continue to structurally support demand for high-end farm machine technology in the years ahead." Source: CEMA

### Business expectations in Agriculture Industry





Source: CEMA

Source: CEMA Business Barometer

Index = sum of 1) evaluation of the current business situation and 2) turnover expectation, scale from -100 to +100

# Agricultural Machinery



• "The priority for the remainder of 2014 continues to be lowering our dealer and company inventories in order to better align us with current market demand. Despite the softer market conditions we face today, the healthy, long-term fundamentals of our industry remain intact. We will continue to invest in new product development, distribution enhancements and productivity improvements to enable our growth and improve our profitability." Source: AGCO – Richenhagen.

#### JOHN DEERE

"Deere's worldwide sales of agriculture and turf equipment are forecast to decrease by about 20 percent for fiscal-year 2015 as a result of weaker conditions in the global farm economy. Lower commodity prices and falling farm incomes are putting pressure on demand for agricultural machinery, especially for larger models. Deere's worldwide sales of construction and forestry equipment are forecast to increase by about 5 percent for 2015." Source: John Deere, 26 November 2014

#### **Automotive**

- Automotive registrations development has remained healthy and grounds for reasonable development in 2015 remains.
- "The automotive market in Europe is expected to recover by +5% in 2014 and 2015, but is still a long way from its pre-crisis level. The cannibalism among European auto makers continues to rage, eating away at margins already suffering from Overcapacity." Source: Euler Hermes, Economic Outlook, August-September 2014
- "In Europe... we expect more moderate gains in 2015 from the previous year's high base... Looking ahead to 2015, we see a more sombre story... as the recovery period of 2014 will set up a high base. We expect growth in the Western Europe markets to slow to 2.8%." Source: Automotives Insight, November 2014

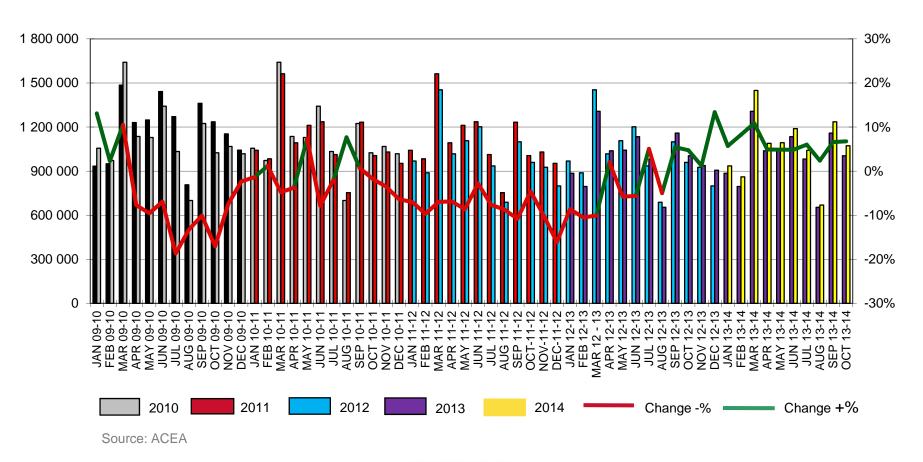


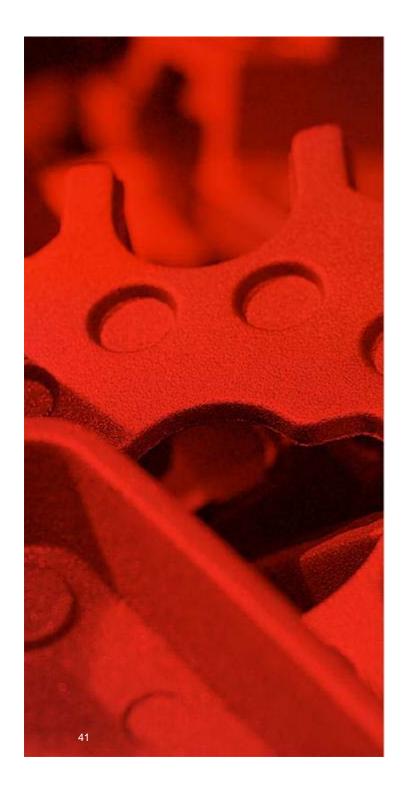
• "Ford is forecasting that Europe's car market will expand to between 14.8 million and 15.3 million vehicles in 2015 from 14.5 million to 14.6 million deliveries in 2014."

Source: Ford - Stephen Odell, 2 October 2014



### Registrations of New Passenger Cars in Europe (EU27)





### STRATEGY IMPLEMENTATION



## STRATEGIC ACTIONS - MWB's - FOR IMPLEMENTING STRATEGY AND MEASURING PERFORMANCE

OUR MISSION

> Casting Future Solutions

OUR VALUES

OPENNESS

**HONESTY** 

RESPECT

OUR VISION

The preferred casting solution provider locally and globally

OUR STRATEGY

- New Force efficiency projects
- 2 100 million revenue growth
- World-class product management
- 4 One Componenta

COMPONENTA

Casting Future Solutions

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9 December 2014

### Short-term focus on profitability improvements pave the way for future growth with our customers

"Growing together with our global accounts" **2017-2018** 

"Build stronger platforms for growth" **2015-2016** 

"Enable ability to invest in growth" **2013-2014** 

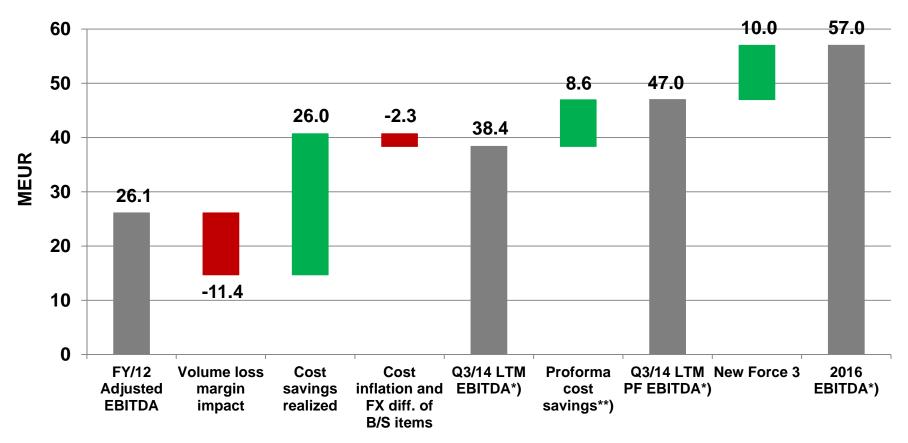
Securing profitability through improved productivity and quality

Further improving industrial footprint and competitiveness together with leveraging growth with our key customers

When balance sheet on target levels, then potentially expand together with our global accounts into new growth markets



### Proforma EBITDA including New Force wave 3 program

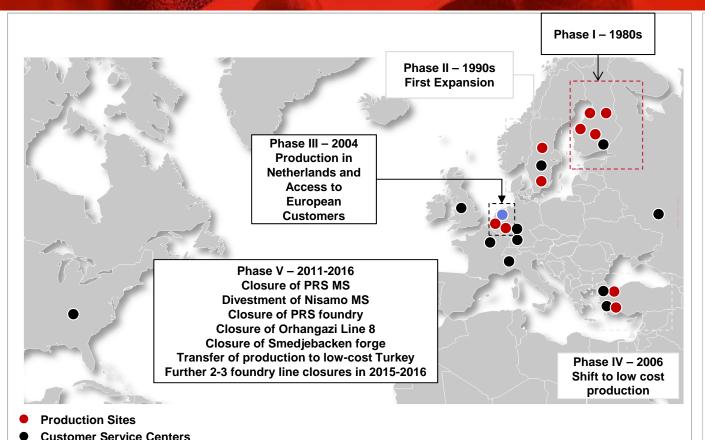


- \*) Excluding one-time items and exchange rate differences of operative balance sheet items.
- \*\*) Proforma cost savings: Annual impact of implemented and/or decided cost savings and improvement actions.

### New Force efficiency improvement program Wave 3

- Componenta has launched a third wave in New Force efficiency improvement program in the beginning of December 2014 to further improve competitiveness and reduce costs by minimum EUR 10 million
  - Fixed costs will be cut by EUR 4 million with full impact for 2016. Majority of these cost savings will be realized already in 2015
  - Industrial footprint will be improved by closing 2 3 foundry lines by end of 2016 to increase the capacity utilization of the remaining foundry lines and save in direct costs minimum EUR 6 million
  - Savings are estimated to improve cost structure by EUR 3 million in 2015 and with the full impact on 2016.

### Geographic footprint

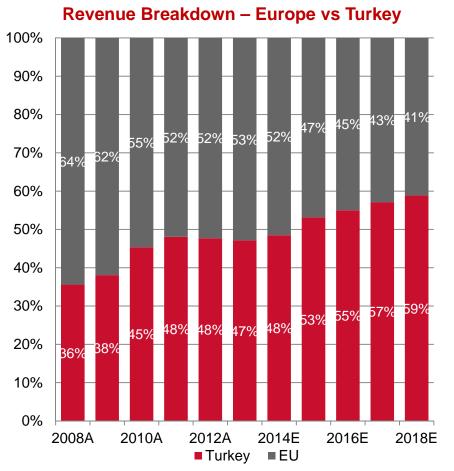


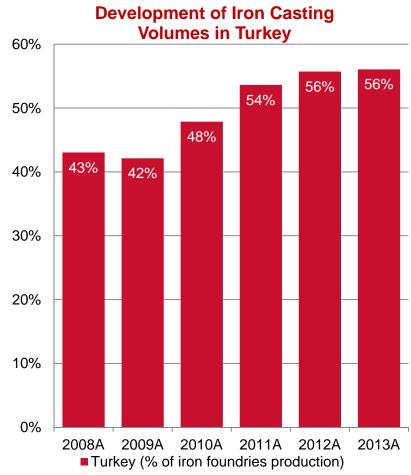
#### **Key Points**

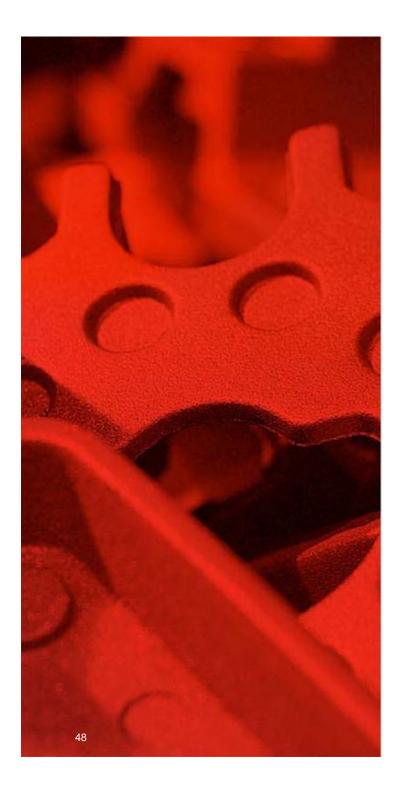
- Broad service & logistics network with just-in-time capability
- Continuous shift of production to Turkey to take advantage of low cost labour
- Larger size series (>#300k) produced in Turkey
- Smaller series and more complex parts produced in Western Europe
- Company has consistently increased sale and distribution network consistent with its manufacturing capabilities and footprint

Customer proximity is a key differentiator of Componenta given collaborative approach to R&D, JIT and logistics requirements for small production runs

## Shifting production to low cost location Continuous shift of production to Turkey significantly improves cost structure







### COMPETITOR ANALYSIS



#### Iron casting - competitive landscape Componenta is the European market leader non-automotive iron castings

		Iron Sales	<u>Batch Size</u>			
Company		(€m)	Small	Medium	Mass Series	
- April 2000 Document	Fritz Winter Eisengießerei	712		✓	✓	
+GF+	GeorgFischer	709		✓	✓	
<b>≛</b> Teksid	Teksid	680		✓	✓	
COMPONENTA	Componenta <sup>(1)</sup>	445	✓	✓		
200	Georgsmarienhütte	431		<b></b> ✓	<b>-</b>	
HALBERG GUSS	Neue Halberg-Guss	338			✓	
ERUHL	Brühl	280			✓	
SIT	SLR Group	175	✓	✓		
	Gienanth	157		✓	✓	
SHW 🍨	SHW Casting Technologies	119	✓			
INFUN Group	Infun	117			✓	
CASTINGS	Castings	102		✓	✓	
	Vald.Birn	78		✓	✓	
			Construction & Mining		Automotive	
	Customer Segmen	ts	Machine Building	Trucks		
			Agricultural Machinery			
	Life Cycle		12-14 years	10-12 years	8 years	
49	1) Includes Iron Foundrie	s and Machine	Key:	Also Active Key-	Focus	

#### **Attractive Market Position**

- Focus on non-automotive applications in iron
- Clear #1 for small-mid series production of complex castings
- Market highly fragmented with c.1,700 players with average size of c. €10m revenues
- Small players not able to meet demand for high-end total solutions and product bundling
- Smaller players likely to continue exiting the market and /or losing business to Pan-European casters – lack economies to effectively compete

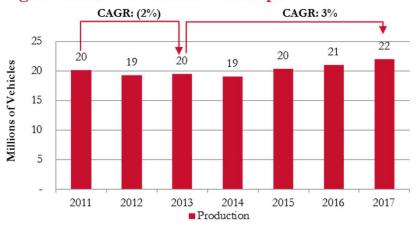
## Aluminium casting - market positioning Componenta has a focused business strategy on complex, high margin automotive/truck products

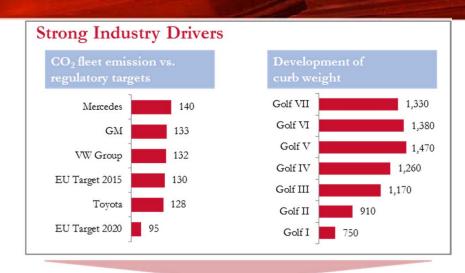
	-					
	Chassis	Powertrain	Engine	Body	Wheels	
					OEM	IAM
Key European Player	KSM     Georg Fischer     St Jean     Handtmann     Mazzuconi     FAC Benteler     ZML	Georg Fischer Martinrea Honsel KSM Ryobi Cevher Döküm Mazzuconi Ljunhall Kirpart	Montupet     Georg Fischer     Nemak     Cevher Döküm     KSPG     Teksid Aluminium     Martinrea Honsel	KSM Casting     Georg Fischer     Handtmann     Magna BDW     DGS, Swiss	Haves Lemmerz	ATS Brock Alcar
Dominant Process <sup>(2)</sup>	GDC, LPDC, HPDC	HPDC	GDC, LPDC	HPDC	LPDC	
Complexity Level	+++	++	+++	++	+	
Products	Pinion housing Steering console Knuckles Transverse link Wheel Carrier Pedals Semi-trailing arm Sub-frame Trailing arm Cross member Control arm Tank bracket Anchorage muffler	Auxiliary drive housing     Clutch housing     EGR <sup>(1)</sup> module     Camshaft carrier     Gearbox housing     Oil pan     Shifter fork     Turbo charger housing     Engine mounting bracket     Intake manifold     Differential housing	Cylinder heads     Engine blocks     Air intake	Cast joints Centre console Other structural parts Shock tower Door frames Tailgate	Wheels for IAM     Wheels for OEM	

- Automotive aluminium casting industry highly fragmented with various product segments and different process requirements and margins
- Componenta is focused on: (1) complex engine, powertrain and safety-critical chassis parts with high differentiation potential and (2) light alloy wheels for the independent aftermarket which offers a more attractive pricing compared to the OEM market

## Aluminium casting - market trends & drivers Strong underlying growth drivers: Aluminium is key for meeting stricter emission regulations

#### Light Vehicle Production in Europe





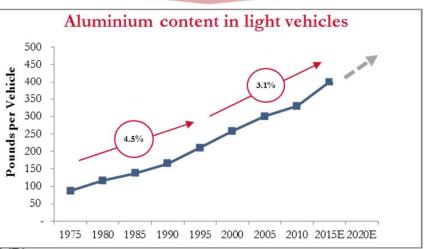
#### **Key Segment Trends**

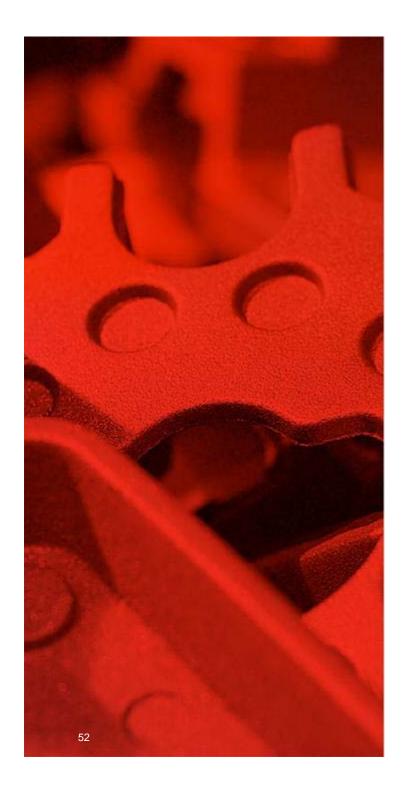
- · European automotive industry back to growth with strong outlook
- Stricter emission regulation the key driver for aluminum use in cars
- · Growing OEM acceptance of aluminium for critical applications
- · OEMs increasingly demand complete solutions
- · Casting allows easier and cheaper functional integration than forging
- In LV market, aluminium casting increasingly wins share from iron castings and forged components

Componenta to benefit from strong underlying trends

Source: CO2 Emissions Report 2012, European Environment Agency, The aluminium Association Inc. "Automotive aluminium continued gain in fuel 650 nomy" 2011, IHS Automotive







### **KEY STRENGTHS**



### **Key Strengths**

- 1. Industry leading player in target markets
- 2. Specialized business model with barriers to entry
- 3. Long-term relationships with blue-chip customer base
- 4. Balanced and diversified business
- 5. Well positioned to capitalize on improved competitiveness
- 6. Flexible and improving cost structure

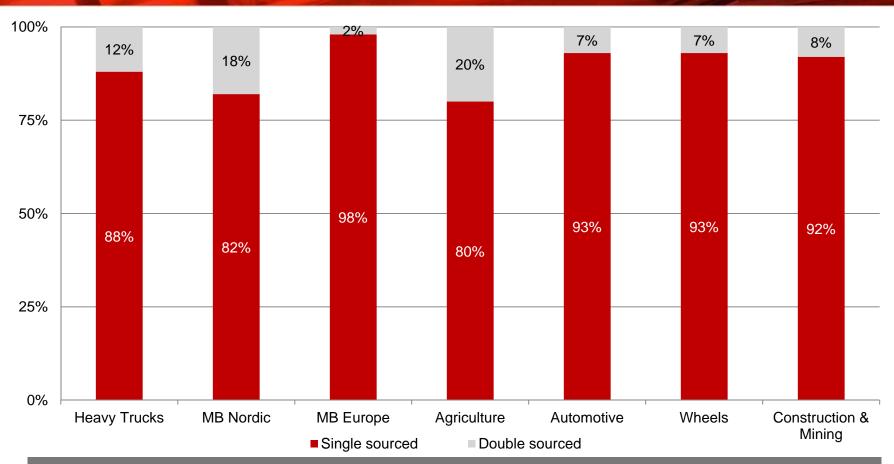


### Specialized business model with barriers to entry

- Technical know-how and expertise
- Focus on high end products requires substantial application, process, material know-how, and experience
- Entrenched development partnerships with customers (high win rate when involved in R&D)
- High initial Investment
- Significant initial investment for setting up a modern iron foundry (approx. €50-100m)
- In addition significant investment in logistics and inventory
- JIT delivery requirements
- Requires a broad production footprint close to customers as well as a global service & logistics network
- Emerging market players not able to meet just-in-time requirements of customers
- Economies of scale
- Substantial economies of scale in production, sourcing and product development
- Size a competitive advantage as customers are looking to consolidate their supply base via "bundling"
- High switching costs
- Technological interdependence in development and high tooling investment of customer
- Designed into customers platforms useful lives of c. 8-15 years
- Sole supplier for over 85% of all products with no immediate alternative supplier available
- Required certification
- Customers have a mandatory, increasingly strict supplier certification process for each project
- Customer requirements for complex safety critical parts are significantly higher than on simpler parts

Componenta has only once been replaced by a customer on a running platform which took c. 10 years

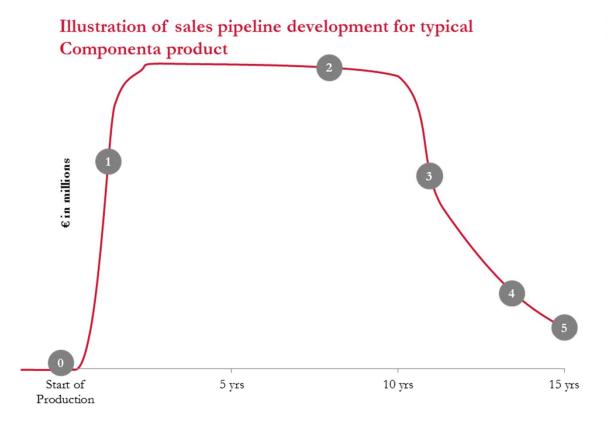
## Specialised business model with barriers to entry Sole supplier status with blue-chip customer base



High proportion of single sourcing demonstrates significant degree of customer integration / value perception and inability for clients to substitute Componenta's products

### Specialised Business Model with Barriers to Entry

Revenue streams are characterised by long product lifecycles



#### Lead Times to Production

- Customer Design Phase:
  6-18 months average lead time to design product and manufacturing process
- Client Ramp-up Phase:
  6-18 months Initial roll out of products /
  introduction to market
- Primary Production Phase:
  Sales of customer platform reach peak
- 3 Sales Erosion:
  Customer platform sales slow; re-nogiations with customers for higher prices
- 4 Up to 15 years:
  Component life time within Heavy Truck,
  Agriculture, Construction & Mining
  stretching the contract revenue stream
- 5 Phasing Out:

  After a component is phased out there is still a smaller spare part revenue stream

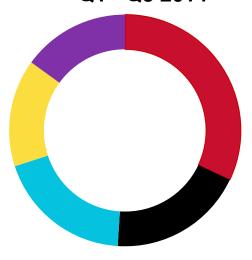
Limited ability to replace once designed into platforms and competitive advantage to design into and take further share of future platforms



#### Balanced and diversified business

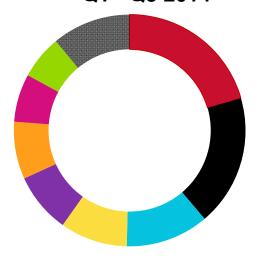
High degree of diversification by customer segment and geography

### Net sales by customer segment Q1 - Q3 2014



- Heavy trucks 32%
- Construction and Mining 19%
- Machine building 19%
- Agricultural Machinery 15%
- Automotive 15%

### Net sales by geography Q1 - Q3 2014



- ■Germany 21% ■Sweden 18% ■Turkey 12%
- ■UK 9% Finland 8% Benelux 8%
- Italy 7% France 6% Others 11%

### Well positioned to capitalize on improved competitiveness

1

Market situation

- European market is still uncertain due to Russian embargo
- There are some signals of market recovery in certain customer segments, but especially Agriculture Machinery customer segment is impacted negatively by the Russian embargo

2

Market consolidation

- Number of foundries decreased by 25% between 2008-12
- Downturn impacted smaller players, who lack scale to provide sufficient service quality and maintain profitability
- Customers are seeking to consolidate suppliers (e.g. Caterpillar is in the process of reducing global supplier base from 100 to 6) to achieve both innovation and cost savings, and focus on financially stable suppliers
  - Componenta is one of only a few providers, given their scale and capabilities, with whom customers can concentrate their exposure / sourcing across product categories

3

Trend to total solution

- Increased focus by customers on solution sourcing in form of complementary services such as design, colouring and machining are getting common
  - Opportunity for Componenta to increase its share of wallet with existing customers by effectively offering solutions including more value added processes

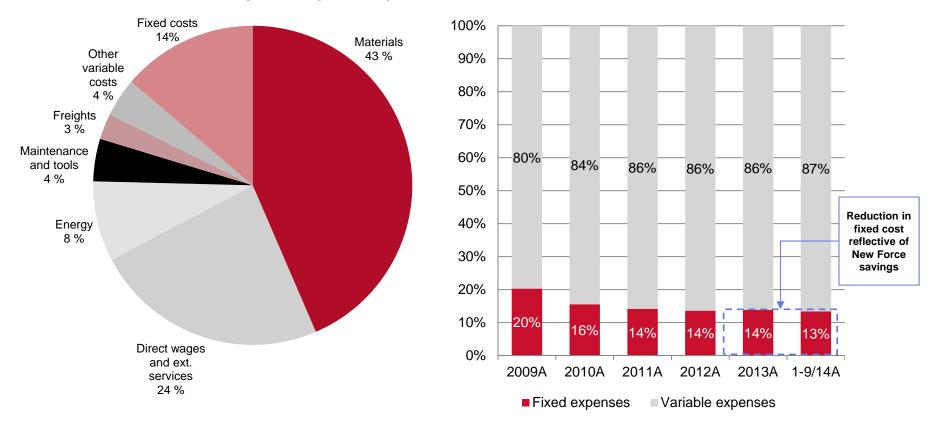
Indu

Industry destocking and move to just-intime processes

- Previous downturn in 2008-2010 was characterised by significant over-stocking of products by endcustomers, which amplified the down-turn for casting products suppliers
- Customers have significantly de-stocked since 2009 downturn and moved to a just-in-time model
- Today casting industry is more insulated to market cyclicality

### Flexible and improving cost structure Increased flexibility in Componenta's cost structure

#### **Breakdown of Variable Expenses (FY2013)**



Ability to also address fixed cost base to mitigate volume reductions

### Flexible and improving cost structure

Raw material cost

- 100% of sales have pass-through mechanisms for raw material costs
- Covers raw materials such as Pig Iron, Scrap Steel and Aluminium
- Represent 50% of variable and 44% of total costs
- Time lag of 1-3 months depending on customer

2

**Energy cost** 

- Nearly all of sales have pass-through mechanisms for energy costs
- Covers electricity, gas and other energy costs
- Represent 9% of variable and 8% of total costs
- Time lag of 1-3 months depending on customer

3

Labour cost

- c.75% of labour costs considered variable, with the remainder included in fixed costs
  - Variable labour costs comprise 28% of variable costs and 24% of total costs
- Since 2009, active reduction in headcount numbers to achieve overall lower and more flexible fixed cost base
- Majority of labour force located in Turkey
  - Time to redundancy of two months (same period as order book)
  - Wage levels for blue collar workers in Turkey  $\ensuremath{\ensuremath{\%}}$  of Western European levels
- In Finland Componenta benefits from temporary lay-off procedure
  - All personnel can be made temporarily redundant without laying them off (Government partially pays wages during this period)
- In Netherlands and Sweden, majority of Componenta's workforce are agency contractors
  - In Netherlands, one week notice period for redundancy and no severance payments

### Business strategy for 2014 and beyond

- Improving productivity and quality, and profitability of production footprint
- Continued improvement in profitability is our number one priority in the short-term
- New Force program is key in strategy implementation in 2015, in order to build on already realised savings which were achieved in 2013 and 2014. EUR 26 million improvements already visible in Q3/2014 results. EUR 19 million still to come.

2

Growing together with our strong customer base

- Well positioned to take advantage of consolidation trends and gain share from smaller distressed competitors as customers focus on larger, more financially stable suppliers
- Strong customer base offers growth opportunities both in Europe and other continents

3

Strengthening position as full solution provider

- Enhance full solution capabilities to maintain differentiation to competitors
- Focus on Engineering and PDM / PDE resources

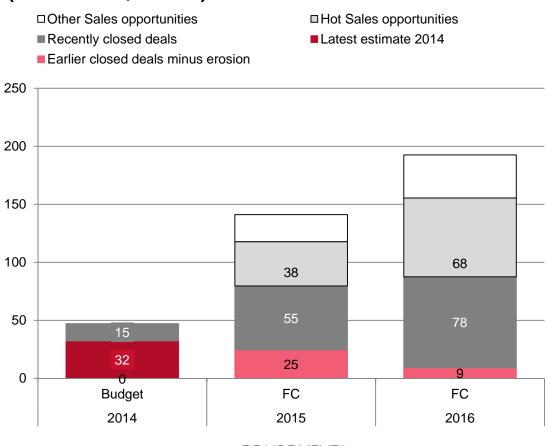


### 100 MEUR GROWTH PROGRAM



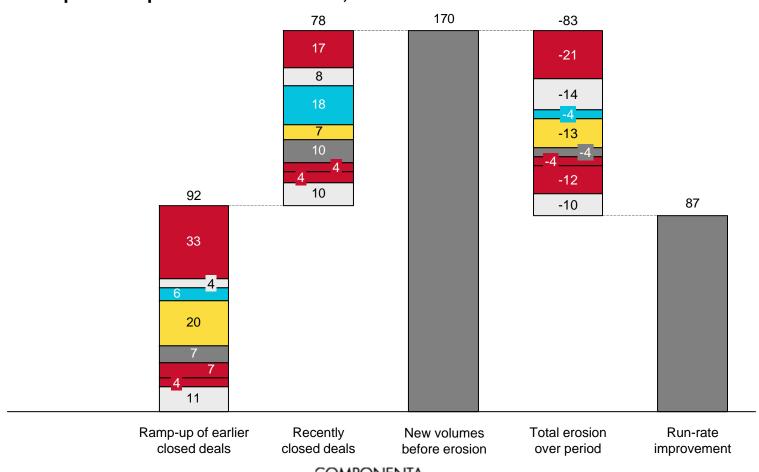
### Substantial amount of new business secured since the beginning of the 100 MEUR growth program

### Componenta closed deals and opportunities (cumulative, MEUR)



### Closed deals imply an improvement of 87 MEUR excl. market development for existing business

#### **Development of product sales run rate, MEUR**





#### **SUMMARY**



# Summary

Componenta's 2013 - 2016 strategic cornerstone actions are focusing on revenue growth and efficiency improvements and cost savings.

100 MEUR revenue growth program (2015 - 2016)

45 MEUR savings from New Force efficiency improvement program (waves 1 - 3)

**World-class product management** 

**One Componenta** 



