

FIA LINDGREN

CHIEF SUPPLY CHAIN OFFICER

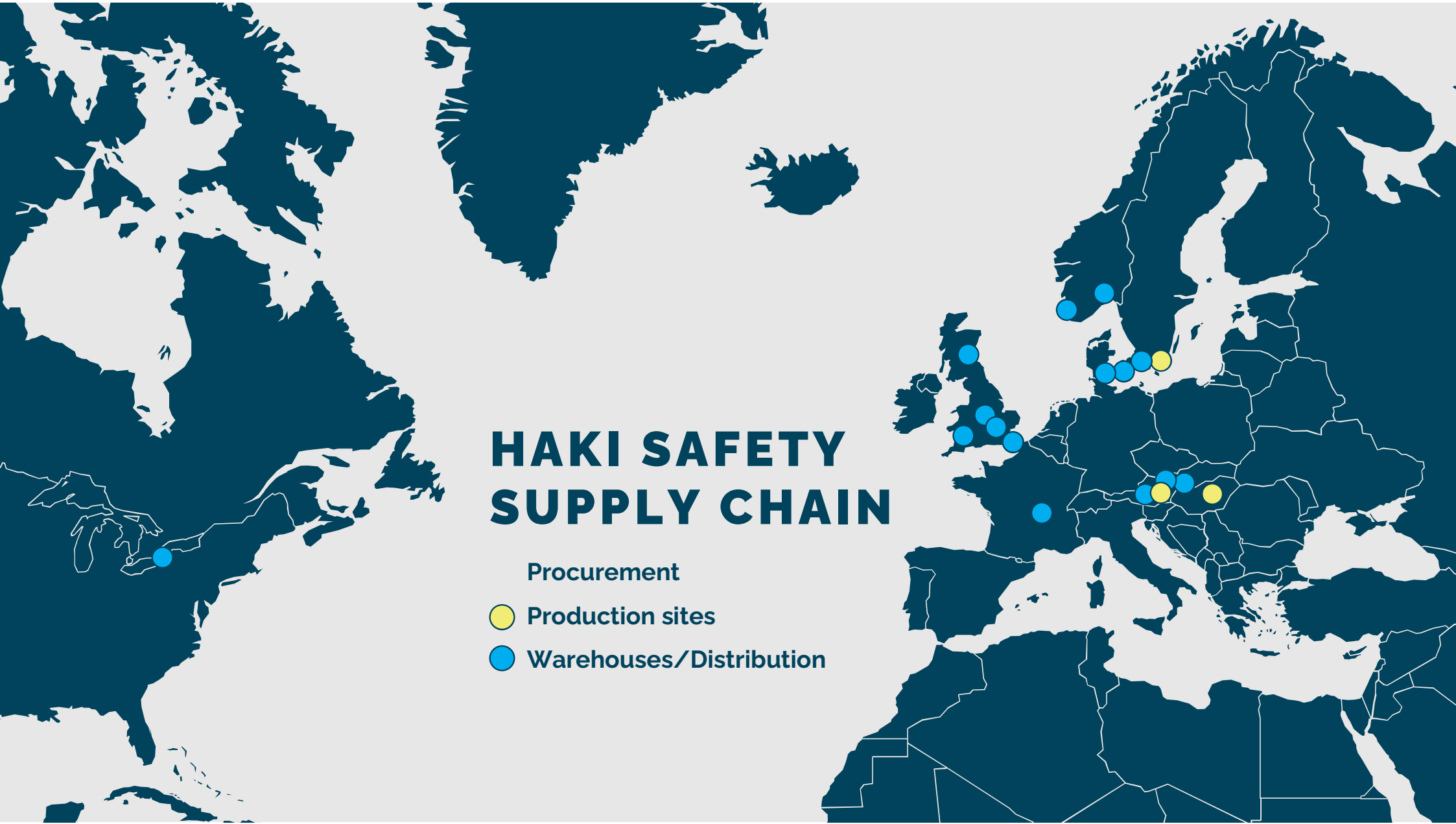


HAKE SAFETY SUPPLY CHAIN

Procurement

● Production sites

● Warehouses/Distribution



HAKE SAFETY SUPPLY CHAIN

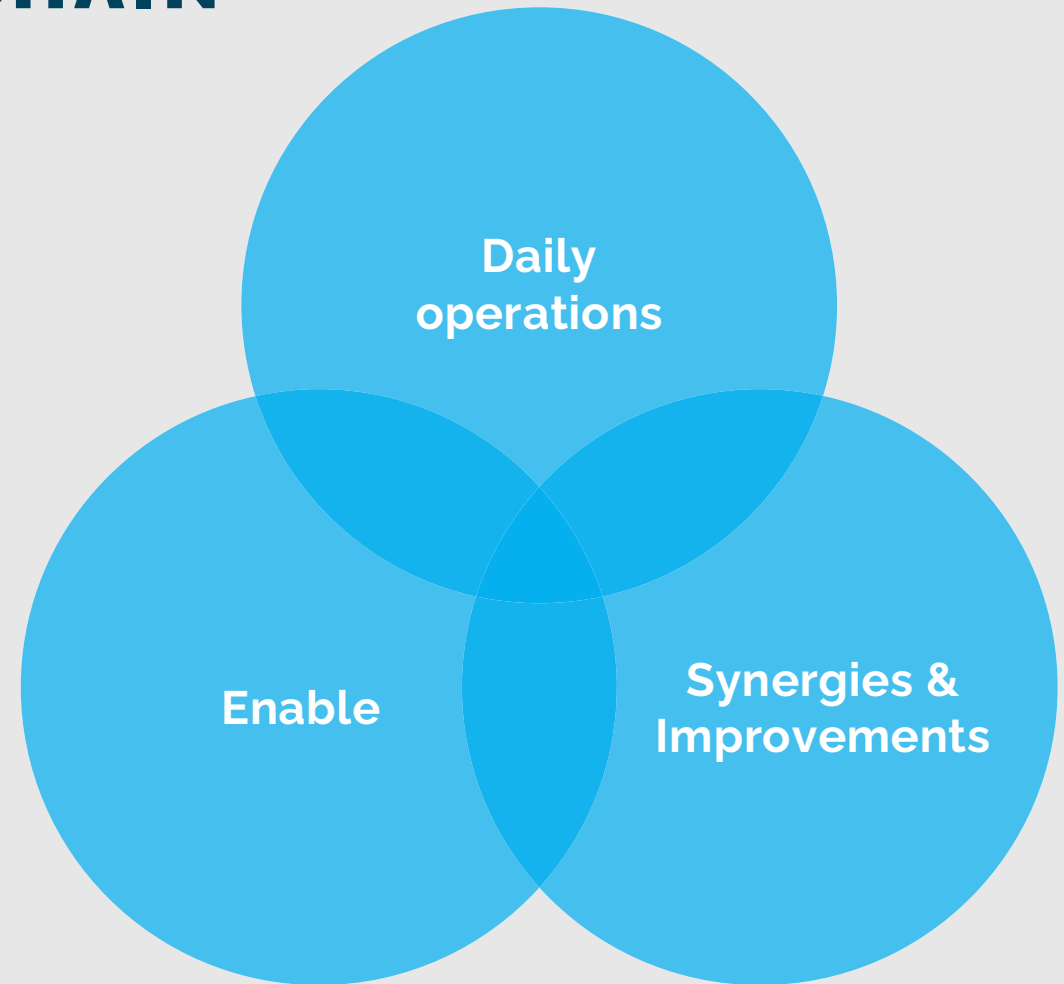
Procurement

Production

Logistics

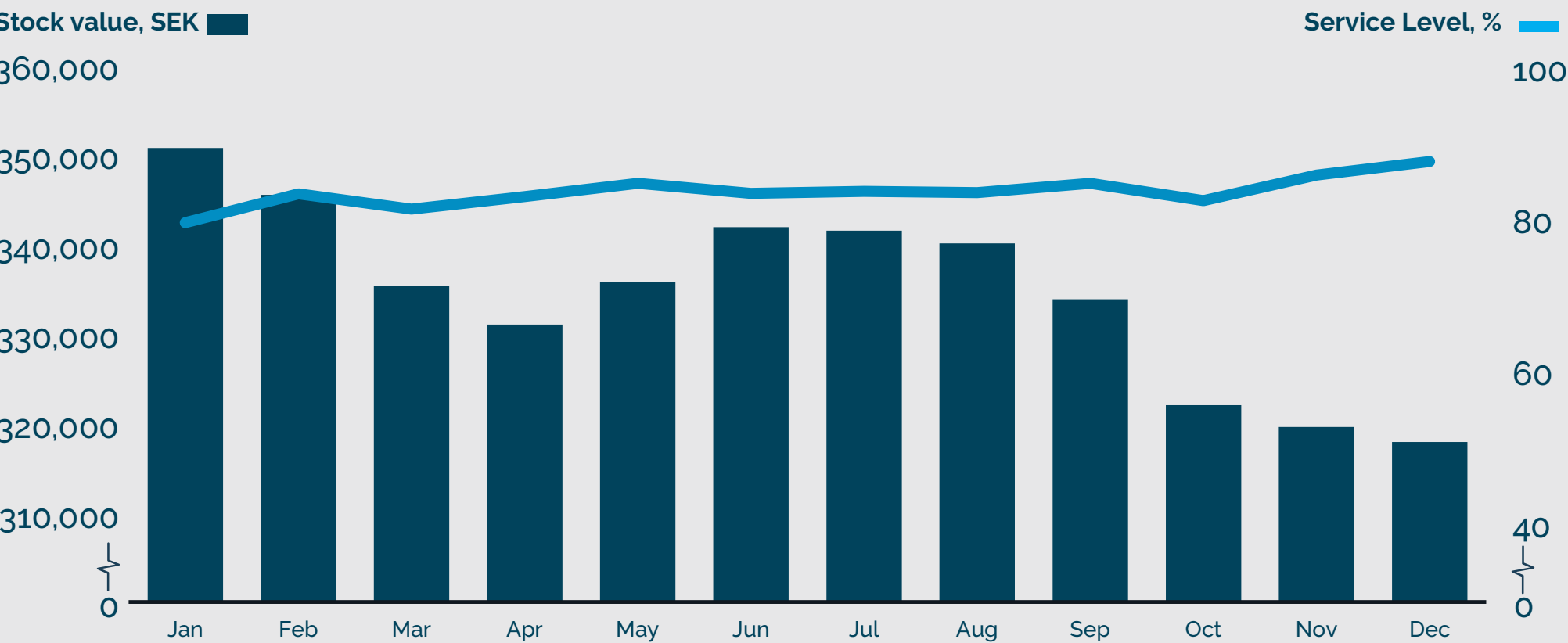
QHSE

Supply Chain Development



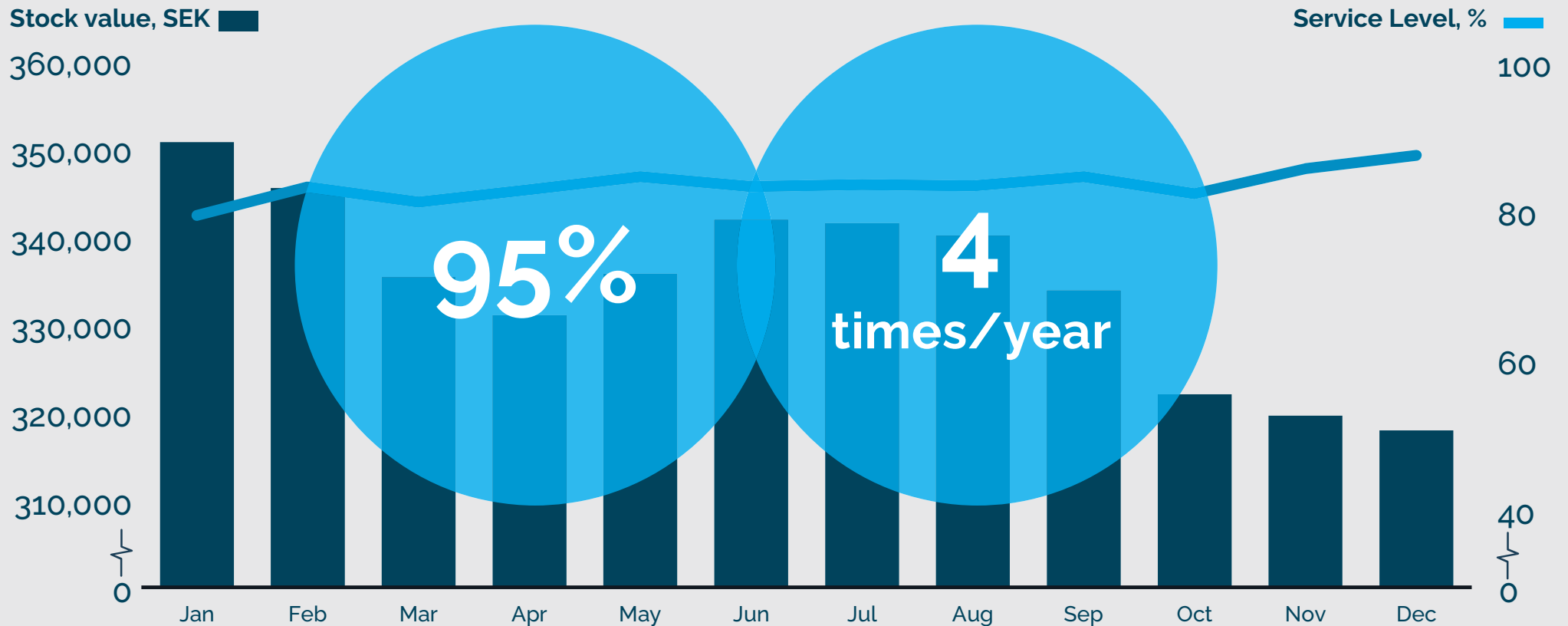
FOCUSING ON WORKING CAPITAL

INCREASE SERVICE LEVEL & FREE UP CAPITAL, SEK 30 M 2023



FOCUSING ON WORKING CAPITAL

INCREASE SERVICE LEVEL & FREE UP CAPITAL, 95% & 4 TIMES/YEAR



...AND ON COST SAVINGS

SEK **14** M

Continuous Improvements
SEK 5 M (2023)

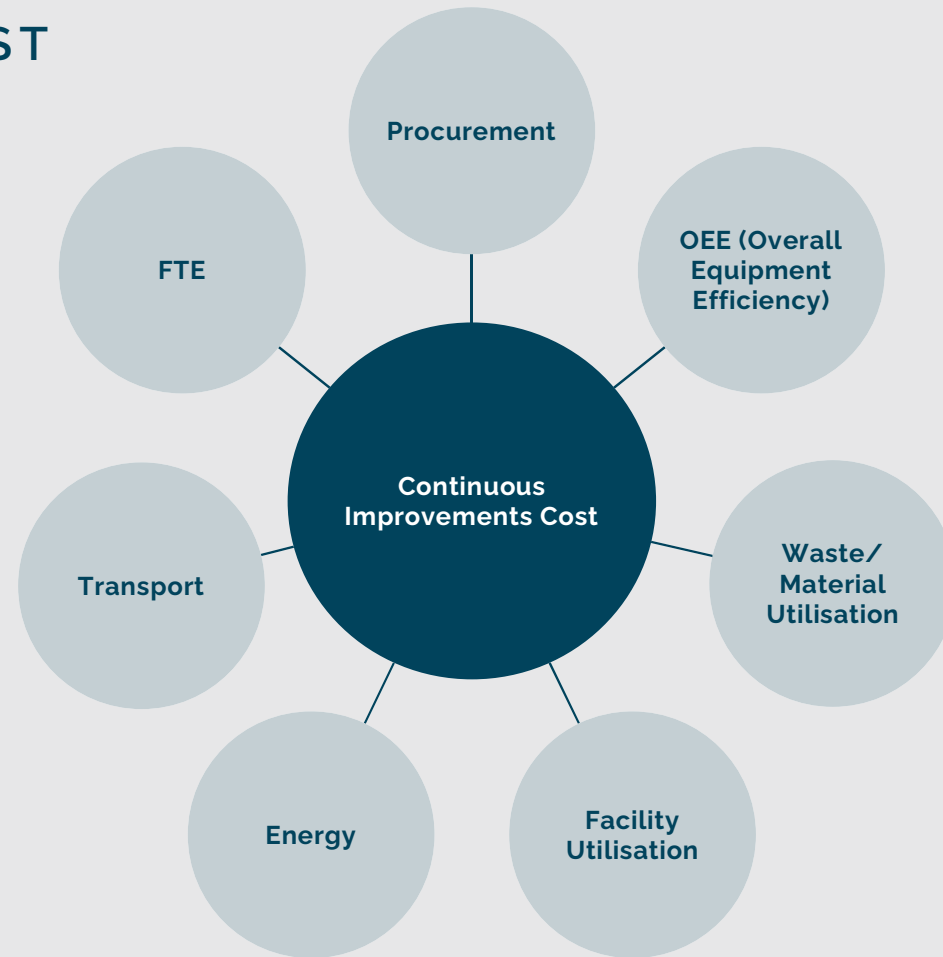
Synergies
SEK 9 M (2023)

GREAT POTENTIALS AHEAD

CONTINUOUS IMPROVEMENTS
4% OF TOTAL CONVERSION COST

Great potentials ahead

- Reduce change-over time
- Insourcing
- Supplier agreements
- Transport optimisation
- Energy consumption



OPTIMISING THE SUPPLY CHAIN

STREAMLINE

Optimise flows
Eliminate waste

BROADEN

Structure and
systems for scalability

DEEPEN

Collaboration with
customers and
suppliers

EFFICIENT IN ACQUISITIONS

REALISING SYNERGIES 5-10% OF COGS
IN TARGET COMPANY

- People, product and customer knowledge
- Project approach
- Best practice sharing





Two acquired
companies within
work zone safety in
France and the UK:
Spaghetti mats,
catchfans and
barriers

SYNERGIES AHEAD 2024

- Extended review of product portfolio
- Continue harmonising supplier portfolio and enhance collaboration
- Insourcing
- Depot optimisation incl. transport
- Organisation

2%

Potential in synergies



Positive effects on service level & working capital

SUPPLY CHAIN

WE ARE ON A JOURNEY REALISING POTENTIALS AND ENABLING GROWTH

Organisation
to support
both daily
business &
growth

Continuous
improvements
4% of
conversion
cost

Delivery
service 95%,
stock turnover
from 2 to 4
times/year

Efficient in
acquisitions.
Synergies
5–10% of
COGS in a year