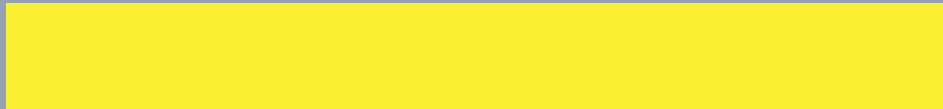


This is how Fortaco retains
the employees



18th of November 2016

Fortaco has a strong manufacturing footprint

Sales offices

- 1 Finland
- 2 Germany
- 3 Sweden

Group office

- 1 Helsinki

Personnel by country, altogether 2,350

- Poland 37%
- Finland 25%
- Hungary 17%
- Estonia 15%
- Slovakia 6%

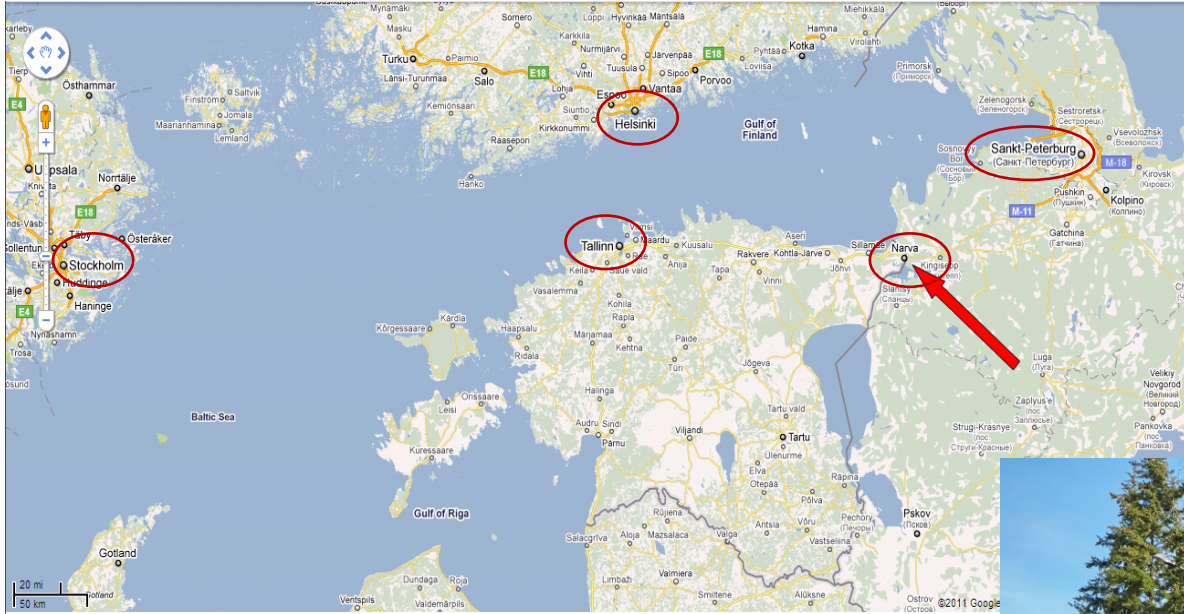


Best in class industrial scope and capabilities

Examples of offering

CONSTRUCTION	Excavators, Loaders and haulers	MATERIAL HANDLING	Reach stackers, Container handlers Forklifts, Terminal Tractors, Mobile cranes
	Cabins Booms & lifting arms Frames and crawler beams Machined parts Assemblies		Cabins Frames & booms Steering axles Masts & carriages Machined parts & assemblies
ENERGY	Motors, Generators	MINING	Drilling rigs, Mining machines, Loaders
	Housings, Frames Base frames, Oil sumps Machined parts Assemblies		Cabins Frames & booms Crawler beams, Steering axles Machined parts Assemblies
FORESTRY	Forestry machines & equipment	OTHER INDUSTRIES	Vehicles, Stationary equipment, Working machines
	Cabins & frames Booms & lifting arms Grapples Machined parts Assemblies	<ul style="list-style-type: none"> • Agriculture • Defense • Electrical bus • Industrial Machinery • Marine and Offshore • Process Industry • Transportation 	Cabins, frames, machined parts, assemblies Frames, booms, cabins & assemblies Turn key assemblies Outrigger extension & bases Drums & rolls Welded components, machined parts Platforms, bridges

This is Fortaco Estonia



Fortaco Estonia is one of the largest employers of Narva

Fortaco Estonia today

- Certified by ISO9001, ISO14001, ISO18001, ISO3834, 100% green energy
- Best Investor of Estonia, nominee
- Best regional practice place 2016, Narva best exporting company of 2015, Narva best company of 2014, Best Exporter of 2010, Best Investor of 2008 and 2009



Personnel structure

430 employees

- ✓ Including 42 white collars
- 110 new employees since mid 2015
- Voluntary turnover of staff is app 3%
- Main reasons of leaving the company:
 - ✓ Finding other job with higher salary (outside Ida-Viru region)
 - ✓ Moving to another place of residence
 - ✓ Retirement



Company grows if people grow

- Talents pool
- Internal promotions (25 employees promoted in last 1.5 years)
- Trainings and educations (at least 40 hours of training per person a year)
- Internal mentoring



Raising and developing employees

- Cooperation with technical schools, membership in supervisory board of Ida-Viru technical school
- Cooperation with universities (practice)
- Cooperation with Unemployment Fund
- Influence on education programs

Keys to keep people

- Follow up employees satisfaction index (improvement trend) on weekly and annual basis (Pulse survey)
- React on peoples suggestions and proposals



Keys to keep people (2)

- Follow up salary development dynamics and adjust accordingly
- Smart bonus systems, benefits
- Flexibility is a key

Keys to keep people (3)

- Non-materials motivation factors:
 - ✓ Business trips
 - ✓ Involvement in decision taking
 - ✓ Promotions
 - ✓ Education programs (EMBA, MBA, Mini-MBA)
 - ✓ Company events (summer days, winter days, open door etc)
 - ✓ Social responsibility of the company

Keys to keep people (4)

- Constructive dialogue with Trade Union and representative of people
 - ✓ Win-Win approach in salary negotiations
 - ✓ Safe working environment
 - ✓ Improvement of social conditions
 - ✓ Keeping promises



AS A RESULT.....

TRUST AND LOYALTY OF EMPLOYEES



THANK YOU!

We develop our customers business
as if it was our own. We shape the
way things are produced. We want
to shape the whole industry.

Together we shape your industry.