Norican Group

Shaping Industry

Norican Global A/S
Højager 8
DK-2630 Taastrup
CVR-nr. 36458755

2018 Annual Report

General meeting: 21.03.2019
Chairman of general meeting: Tine Kosmider Boye

Table of Contents

Norican Global A/S ("Norican" or the "Parent Company"), through its subsidiaries (collectively "Norican Group" or the "Company") is home to four leading, globally operating brands in the parts formation and parts preparation market sectors: DISA, Italpresse Gauss (incorporating Italpresse Industrie and Gauss Automazione), StrikoWestofen and Wheelabrator, now collectively supported by our Norican Digital solutions.

As process experts in our industry, we are continuing our focus on Industry 4.0 digital solutions as a means for improving our customers' profitability. Whether it be an Industrial Internet of Things ("IIoT") approach or innovative control system enhancements, our knowledge and experience in the metalworking industries make us a preferred supplier of technology to streamline processes and increase our customers' productivity. We partner, build and invest to develop the best solutions and products in the IIoT space, building upon this platform for our future growth.

As one strong global partner, we are able to serve customers better, faster and more efficiently, giving them easy access to all we have to offer and working in partnership to keep them well ahead of the curve. From melting, dosing and moulding, to cleaning, strengthening and polishing of metallic parts, we provide the solutions to solve customer challenges.

Norican Group

Shaping Industry

2018 Annual Report

Consolidated Financial Statements
31 December 2018
Together with Independent Auditor's Report

COMPANY
Norican Global A/S
Højager 8
DK-2630 Taastrup
Denmark

AUDITOR
Deloitte
Statsautoriseret Revisionspartnerselskab
Weidekampsgade 6
2300 København S
Denmark

This annual report includes "forward-looking statements" within the meaning of the securities laws of certain applicable jurisdictions. These forward-looking statements include, but are not limited to, all statements other than statements of historical facts contained in this annual report, including, without limitation, those regarding our future financial position and results of operations, our strategy, plans, objectives, goals and targets, our liquidity, capital resources and capital expenditures, the general economic outlook and industry trends, litigation outcomes, future developments in the markets in which the Norican Group participates or is seeking to participate or anticipated regulatory changes in the markets in which we operate or intend to operate. In some cases, you can identify forward-looking statements by terminology such as "aim," "anticipate," "believe," "continue," "could," "estimate," "expect," "forecast," "guidance," "intend," "may," "plan," "potential," "predict," "projected," "should" or "will" or the negative of such terms or other comparable terminology.

By their nature, forward-looking statements involve known and unknown risks, uncertainties and other factors because they relate to events and depend on circumstances that may or may not occur in the future. Forward-looking statements are not guarantees of future performance and are based on numerous assumptions, and our actual results of operations, including our financial condition and liquidity and the development of the industries in which we operate, may differ materially from (and be more negative than) those made in, or suggested by, the forward-looking statements contained in this annual report. You should not place undue reliance on these forward-looking statements.

In addition, even if our results of operations, including our financial condition and liquidity and the development of the industry in which we operate, are consistent with the forward-looking statements contained in this annual report, those results or developments may not be indicative of results or developments in subsequent periods. We are subject to numerous risks that could affect our future performance and the markets in which we operate. In light of these risks, uncertainties and assumptions, the forward-looking events described in this annual report may not occur. New risks can emerge from time to time, and it is not possible for us to predict all such risks, nor can we assess the impact of all such risks on our business or the extent to which any risks, or combination of risks and other factors, may cause actual results to differ materially from those contained in any forward-looking statements. These forward-looking statements speak only as of the date on which the statements were made. We undertake no obligation to update or revise any forward-looking statements or risk factors, whether as a result of new information, future events or developments or otherwise. Given these risks and uncertainties, you should not rely on forward-looking statements as a prediction of actual results.

The Power of Digital

We believe that the best is yet to be built. Living in the age of digital transformation we have the opportunity to drive the digitalisation of the factory floor. Digital products will turn production processes upside down and will significantly enhance the productivity and efficiency of our customers' production processes.

PREDICTIVE MAINTENANCE

Predictive maintenance instead of preventive maintenance becomes a reality through constant data collection and analysis in combination with machine learning algorithms.

The full lifetime of wear parts can be utilised to reduce costs and maintenance, and unexpected downtime interruptions will be minimised.

REAL-TIME ANALYSIS

Detect anomalies in production by combining constant data collection with machine-learning algorithms.

Tapping into the intelligence of big data creates a competitive advantage for our customers' business. Self-learning algorithms identify efficiency potentials, cost-saving possibilities, and they enable the optimisation of production performance.

FULL TRANSPARENCY

The Industrial Internet of Things powers solutions so that customers can visualise and document their performance data and provide notifications/alarms when triggered.

Data is captured in real time from the production line and is available on customised dashboards, on any device, wherever customers are, 24 hours a day.

INCREASED PRODUCTIVITY

Connect existing customers' sensors in their production lines to our industry 4.0 solutions so they can use the information for optimising processes, predicting maintenance and planning production.

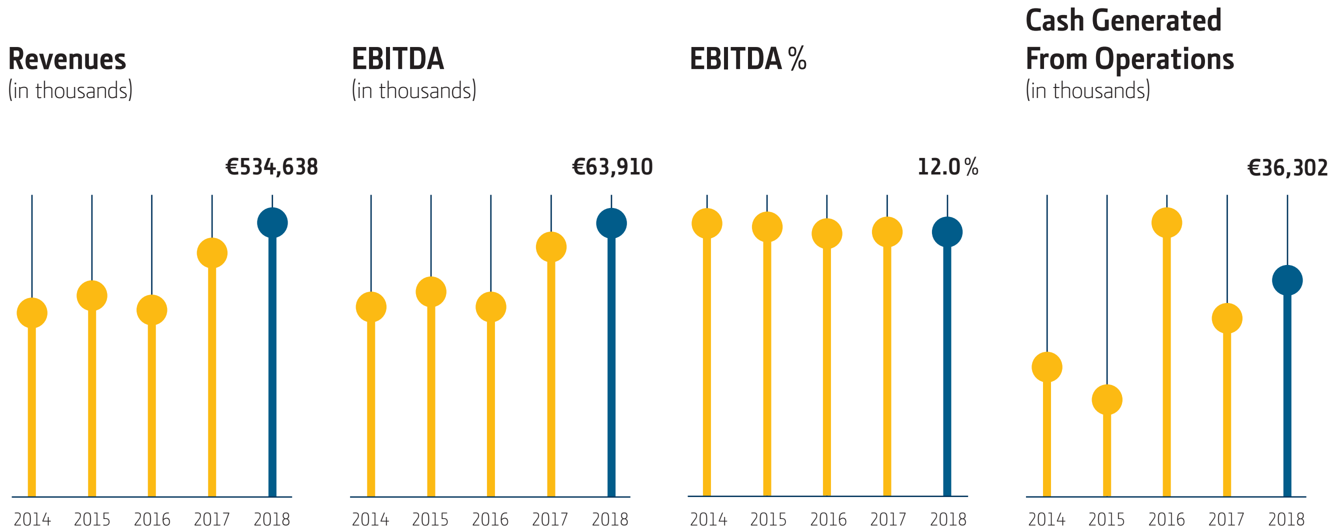
Customers can choose from a set of applications and have them tailored exactly to their needs for a customised solution.

Financial Highlights

Year Ended 31 December (in thousands)	**2018**[4]	2017[4]	2016	2015	Pro forma 2015	2014[3]
OPERATING DATA:						
Net revenue	**€ 534,638**	€ 481,606	€ 375,509	€ 350,711	€ 401,112 [1]	€ 361,362
Gross margin	**163,077**	150,664	125,269	116,880	134,496 [1]	119,763
Reported EBITDA[5]	**63,910**	58,304	45,029	44,786	49,342 [1]	45,127
Finance cost	**19,662**	23,043	10,427	8,091	11,428 [1]	18,806
Income before tax	**18,561**	11,349	17,132	12,294	18,481 [1]	10,757
Net income	**12,568**	941	16,507	4,918	8,081 [1]	4,730
BALANCE SHEET DATA:						
Balance sheet total	**769,428**	749,745	531,144	522,371	522,371	417,103
Investments in property, plant and equipment	**5,165**	5,191	4,551	2,569	2,724 [1]	2,943
Total equity	**200,379**	183,699	177,849	160,856	160,856	20,126
CASH FLOW DATA:						
Cash generated from operations[2]	**36,302**	30,423	45,508	1,716	16,968 [1]	22,723
Net cash provided by/(used in) operations	**18,275**	16,209	36,196	(5,254)	7,165 [1]	9,166
Net cash used in investing activities	**(5,031)**	(151,261)	(4,436)	(65,760)	NMF [1]	(2,874)
Net cash (used in)/provided by financing activities	**(207)**	167,376	(15,593)	109,296	NMF [1]	(24,050)
Net increase/(decrease) in cash	**13,823**	26,243	16,127	39,971	(16,088) [1]	(14,109)

[1] Amounts are shown on a pro forma basis for the period from 1 January 2015 through 31 December 2015, which is the normal operating cycle and fiscal year for the operating company.
[2] Cash generated from operations excludes cash paid for interest.
[3] During 2015, Norican Global acquired Norican Holdings ApS ("Predecessor"). Figures presented for 2014 are those of the Predecessor. The operating profile of Norican Global A/S is consistent with that of the Predecessor for the period prior to the acquisition on 28 April 2017 (the "Acquisition").
[4] Results include the Acquisition completed on 28 April 2017. See Management's Discussion and Analysis of Financial Condition and Results of Operations, beginning on page 3.
[5] Reported EBITDA reflects operating income before depreciation and amortisation.

Management's Discussion and Analysis of Financial Condition and Results of Operations



The following management's discussion and analysis of financial condition and results of operations is based on the consolidated statements of financial position, consolidated statements of comprehensive income and consolidated statements of cash flows, which have been derived from the audited consolidated financial statements prepared in accordance with IFRS and included elsewhere in this annual report. This section should be read in conjunction with the consolidated financial statements, including the notes thereto, as well as other information about the Company contained elsewhere in this annual report.

Risk factors for the Company are substantially comparable in all material respects to those described in the offering memorandum dated as of 5 May 2017.

On 28 April 2017, we completed the purchase of 100% of the share capital of LMCS. The discussion of 2017 operating results and cash flows that follows excludes results for LMCS for the period prior to the Acquisition.

Results of operations for the year ended 31 December 2018, as compared to the year ended 31 December 2017

Revenues increased to €534.6 million in 2018 from €481.6 million in 2017, an increase of €53.0 million, or 11%. Included in these amounts are the effects of fluctuations in currency translation rates, which reduced consolidated revenue by €7.6 million during 2018, as compared to translation rates for 2017. Excluding the currency translation effect, revenues increased €60.6 million, or 13%. The increase in revenues is due primarily to the full year effect of revenues from the Acquisition in 2017 and an increase in legacy Norican Group revenues. Year-to-date 2018 legacy Norican Group revenues increased €20.9 million, or 6%. The increase in legacy Norican Group 2018 revenues is due to increased equipment revenue of €12.0 million, or 7%, and increased aftermarket revenue of €8.9 million, or 4%.

Cost of sales increased to €371.6 million in 2018, compared to €330.9 million in 2017, an increase of €40.6 million or 12%. Legacy Norican Group cost of sales increased €13.0 million, or 5%, from the prior year, due primarily to higher sales volume. As a percent of revenues, cost of sales for the consolidated business was approximately equal to the prior year at 69%.

SG&A increased to €104.4 million in 2018, compared to €97.7 million in 2017, an increase of €6.8 million, or 7%. Changes in currency exchange rates decreased SG&A by €1.9 million in 2018. Excluding the currency translation effect, SG&A increased €8.7 million, or 9%. The increase in SG&A is due primarily to the full year effect of SG&A from the Acquisition in 2017 and a €2.2 million, or 3% increase in SG&A for legacy Norican Group. As a percent of revenues, consolidated SG&A was approximately equal to prior year at 20%. Included in consolidated SG&A are non-customer specific research and development expenses of €6.2 million in 2018, as compared to €6.3 million in 2017.

Amortisation expense increased to €10.7 million in 2018, compared to €9.7 million in 2017, an increase of €1.0 million, or 10%. This represents the amortisation of customer relationships, patents and other intangibles on a straight-line basis over a 10- to 20-year useful life and capitalised development expense which is amortised on a straight-line basis over a six-year useful life. The increase in amortisation expense is due to a full year of amortisation for customer relationships, patents and other intangibles recognised in connection with the Acquisition.

Reported EBITDA increased to €63.9 million in 2018 from €58.3 million in 2017, an increase of €5.6 million, or 10%. The increase in EBITDA is due to higher sales volumes. Changes in currency exchange rates decreased EBITDA in 2018 by €0.5 million, as compared to translation rates for 2017.

Finance costs decreased to €19.7 million in 2018 from €23.0 million in 2017, a decrease of €3.4 million, or 15% primarily due to the write-off in 2017 of debt issuance costs in connection with the prior financing facility.

During 2018, the Company recorded a provision in the amount of €7.6 million for the restructuring of certain German and North American operations. The Company is moving some of its German manufacturing operations to Czech Republic and Poland, simplifying its product range in Germany and has discontinued the heat treatment equipment product line there. Additionally, the Company is relocating its Canadian equipment proposal, design and order fulfillment activities to its U.S. and Mexico facilities. Accrued restructuring costs are comprised primarily of severance and lease termination costs related to these activities.

Foreign exchange loss in 2018 is €1.4 million, compared to a gain of €1.9 million in 2017.

Transaction costs of €10.1 million were recorded in 2017. These costs include legal and due diligence costs related to the Acquisition, and €0.1 million for a smaller foundry acquisition.

Other non-operating expense in 2018 is €0.7 million, compared to other non-operating expense of €0.4 million, in 2017. Other expense in 2018 consists primarily of the amortisation of deferred costs for strategic advisory and management services of €0.5 million accrued to the benefit of the controlling shareholder, and other costs of €0.2 million.

Income tax expense decreased to €6.0 million in 2018, from €10.4 million in 2017. See footnote 17 to the audited financial statements included elsewhere in this annual report.

Results of operations for the year ended 31 December 2017, as compared to the year ended 31 December 2016

Revenues increased to €481.6 million in 2017 from €375.5 million in 2016, an increase of €106.1 million, or 28%. The increase in revenues is due to the Acquisition on 28 April 2017 and consolidation of the results of operations of the Acquisition Companies. Legacy Norican Group revenues decreased €4.4 million, or 1% over the prior year period. The decrease in legacy Norican Group revenues is due to decreased equipment revenue of €9.1 million, or 5%, partially offset by increased aftermarket revenue of €4.7 million, or 2%. Included in these amounts are the effects of fluctuations in currency translation rates, which reduced legacy Norican Group revenue by €7.3 million during 2017, as compared to translation rates for 2016.

Cost of sales increased to €330.9 million in 2017, compared to €250.2 million in 2016, an increase of €80.7 million or 32%. The increase in cost of sales is primarily due to the Acquisition. Legacy Norican Group cost of sales decreased €1.8 million, or 1%, from the prior year, due primarily to lower sales volume. As a percent of revenues, cost of sales for the legacy Norican businesses was approximately equal to the prior year at 67%.

SG&A increased to €97.7 million in 2017, compared to €84.8 million in 2016, an increase of €12.9 million, or 15%. The increase in SG&A is due to SG&A related to the Acquisition companies. SG&A for legacy Norican Group was €82.3 million, or €2.5 million lower than the prior year. Changes in currency exchange rates decreased SG&A by €1.1 million in 2017. As a percent of revenues, legacy Norican SG&A was slightly lower than prior year at 22% in 2017, as compared to 23% in 2016. Included in legacy Norican SG&A are non-customer specific research and development expenses of €5.7 million in 2017, as compared to €4.9 million in 2016.

Amortisation expense increased to €9.7 million in 2017, compared to €7.1 million in 2016, an increase of €2.6 million, or 36%. This represents the amortisation of customer relationships, patents and other intangibles on a straight-line basis over a 10- to 20-year useful life and capitalised development expense which is amortised on a straight-line basis over a six-year useful life. The increase in amortisation expense is due to the additional amounts recorded for customer relationships, patents and other intangibles recognised in connection with the Acquisition.

Reported EBITDA increased to €58.3 million in 2017 from €45.0 million in 2016, an increase of €13.3 million, or 29%. The increase in EBITDA is due to EBITDA contributed by the Acquisition companies. EBITDA for the legacy Norican businesses of €45.0 million was equal to the prior year. Changes in currency exchange rates decreased EBITDA in 2017 by €0.4 million, as compared to translation rates for 2016.

Finance costs increased to €23.0 million in 2017 from €10.4 million in 2016, an increase of €12.6 million, primarily due to higher debt levels following the Acquisition and related financing transactions. See footnote 10 to the audited financial statements included elsewhere in this annual report.

In 2017, €0.3 million in restructuring asset impairment charges were recorded for the closure of an acquired subsidiary.

Foreign exchange gain in 2017 is €1.9 million, compared to a loss of €3.3 million in 2016.

Transaction costs increased to €10.1 million in 2017 from €1.0 million in 2016. Transaction costs in 2017 include €10.0 million in legal and due diligence costs related to the Acquisition, and €0.1 million for a smaller foundry acquisition.

Other non-operating expense in 2017 is €0.4 million, compared to other non-operating expense of €1.1 million, in 2016. Other expense in 2017 consists primarily of costs for strategic advisory and management services of €0.5 million accrued to the benefit of the controlling shareholder, partially offset by other income of €0.1 million.

Income tax expense increased to €10.4 million in 2017, from €0.6 million in 2016. See footnote 17 to the audited financial statements included elsewhere in this annual report.

Cash flows

Net cash from operations of €18.3 million in 2018 was predominately attributable to 2018 net income, including cash paid for taxes of €5.5 million, as adjusted for non-cash items and cash used for working capital changes, primarily inventory, trade and other payables, and deferred revenue, partially offset by cash provided by changes in trade and other receivables and accrued liabilities and provisions.

Net cash from operations of €16.2 million in 2017 was predominately attributable to the 2017 net income, including cash paid for acquisition transaction costs of €10.1 million and cash paid for taxes of €11.3 million, as adjusted for non-cash items and cash used for working capital changes, primarily accounts receivable and accrued liabilities and provisions, partially offset by cash provided by changes in inventory, deferred revenue, and trade and other payables. Of the cash paid for taxes in 2017, €5.0 million was paid in income taxes attributable to the Acquisition Companies for periods prior to the Acquisition.

Net cash used in investing activities of €5.0 million in 2018 is due primarily to capital expenditures of €5.2 million, partially offset by asset disposal proceeds of €0.1 million. Capital expenditures consist of investments in property, plant and equipment, including the acquisition of buildings and improvements of €0.2 million, machinery and equipment of €0.7 million, IT of €3.0 million and other expenditures of €1.3 million.

Net cash used in investing activities amounted to €151.3 million in 2017, which is attributable to cash paid for the Acquisition of €143.0 million, capital expenditures of €5.2 million and €3.4 million in cash paid to settle an accrued liability for the Acquisition companies relating to prior ownership transactions. This was partially offset by asset disposal proceeds of €0.3 million. Capital expenditures consist of investments in property, plant and equipment, including the acquisition of buildings and improvements of €1.1 million and machinery and equipment of €1.5 million, IT of €1.8 million and other expenditures of €0.8 million.

Net cash used in financing activities amounted to €0.2 million in 2018. This is due primarily to the repayment of debt facilities and other transactions.

Net cash provided by financing activities amounted to €167.4 million in 2017. This is due primarily to the financing transactions relating to the Acquisition and €2.0 million in net proceeds from employee share purchases.

Liquidity and capital resources

Our business has required and will continue to require liquidity, primarily to meet our debt service requirements, fund capital expenditures and fund growth of our working capital.

Our principal sources of liquidity are accumulated cash generated from our operating activities and a revolving credit facility. Cash includes cash on hand and in banks and investments in money market instruments totaling €96.2 million and €82.3 million as of 31 December 2018 and 2017, respectively. Based on our current level of operations, we believe our cash flow from operations, available borrowings under the revolving credit facility, and cash and cash equivalents will be adequate to meet our liquidity needs.

Letter to Stakeholders

Andrew J. Matsuyama
Executive VP and CFO
Shareowner

Robert E. Joyce Jr.
President and CEO
Shareowner

Building on our investment in aluminium light-weighting solutions, we are pleased to share with you Norican Group's record-breaking 2018 revenue of €535 million, marking the first time our annual revenues exceeded the half-billion-euro mark. This 11% increase in revenue was matched by a corresponding increase in reported EBITDA, which exceeded the €60 million mark for the first time. Our team's performance marks the seventh year in a row that we achieved an EBITDA contribution of 12% or higher, highlighting the stability of our business in varying economic environments.

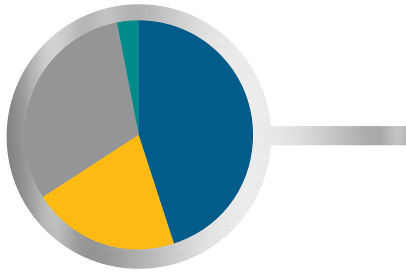
During 2018, the vision of Norican Group's global growth platform has come into sharper focus. The emphasis of Norican Group employees around the world to deliver on-time and reliable local sales and service to our customers was clearly recognised and rewarded. At 48% of our revenue, aftermarket sales and service revenues of €254 million, an increase of 11%, marked another new record for the group. Our global growth platform can also be seen in the geographic profile of our employees, serving customers in over 90 countries during 2018. After more than 25 years in China and nearly 30 years in India, we now have approximately 400 employees in both countries serving those markets. This is bolstered by the technology foundations built in over 100 years in both North America and Europe, where an additional 1,800 employees serve customers in those markets and around the world.

Every year, we invest in innovation and leading-edge work practices. In 2018, we continued this tradition, investing €7 million in pure research and development. This investment is in addition to the customer specific research and development we undertake, providing our customers with next generation bespoke solutions. We invested a further €5 million in capital improvements to our own infrastructure to maintain and improve our physical assets and information technology platforms.

One of our key innovation initiatives in 2018 is the establishment of our Norican Digital organisation. With a primary emphasis on improving our customers' overall productivity through the capture and use of aggregated information flows generated from their operating equipment, Norican Digital has conducted several successful customer beta site pilots since its launch, proving out our value-added concepts. Building on this platform, we will be using the 2019 quadrennial GIFA show to launch some of the applications honed during our beta site tests. Additionally, our pipeline of customer requests continues to grow as we demonstrate additional functionality related to our Industry 4.0 initiatives.

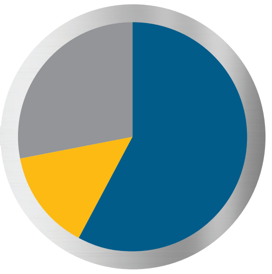
Our 2017 investment in aluminium light-weighting solutions (from our StrikoWestofen thermal products and our Italpresse die-casting products) continues to support our strategic growth objectives. During 2018 we set new records for revenue derived from our aluminium-based product portfolio and the associated EBITDA contribution. The strengthening of our aluminium casting technology portfolio further aligns Norican with two critical automotive industry trends: reducing vehicle CO_2 emissions (primarily through weight reduction regardless of motive power source) and supporting the rapid growth of electrical vehicle production, which requires new aluminium structural die cast components.

Revenue by Destination



- Europe **45%**
- North America **21%**
- Asia **31%**
- Other **3%**

Employee Distribution



- Europe **56%**
- North America **14%**
- Asia **30%**

In our view, a critical building block for our Leading for Sustainability core value is the never-ending mandate to improve our productivity. During 2018, our internal improvement actions led us to make some very difficult decisions to restructure operations in Germany and the United States, resulting in a charge of €8 million. These actions, while painful, reinforce our core value commitment of leading for sustainability while reflecting the reality of market conditions in areas we serve and the actions that our customers are taking within those markets.

Looking to 2019, we must be vigilant in maintaining our value creation momentum. We maintain an optimistic outlook but cannot ignore the cloud of uncertainty resulting from the ongoing global trade tariff conflicts and Brexit. Specifically, it appears the escalating tariff conflict between the US and China has impacted the automotive sector, with China's Light Vehicle market finishing 2018 in negative territory, the first year-on-year decline this century for the world's largest vehicle market. Automotive forecasters are currently indicating growth, but we continue to keep a wary eye on this market.

We are Norican

+40,000 machines in the field

More than 10,000 customers

Approx 2,600 employees

More than 90 customer countries

8 centres for product innovation

12 manufacturing centres

Specific to Norican Group, we see opportunities for continued growth, albeit at a slower rate than that of the past. Our objectives include expanding margins and increasing revenue in 2019. We plan to achieve these objectives by adhering to our basic operating philosophy: reducing our customers' per-part life-cycle costs through innovation, global teamwork and speed.

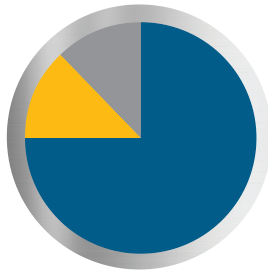
We look forward to a shared future prosperity with you, our fellow stakeholders, and we thank you for your continued support.

Sincerely,

Robert E. Joyce Jr.

Andrew J. Matsuyama

Capital Expenditure by Region



- Europe **75%**
- North America **13%**
- Asia **12%**

Serving more than 30 industrial sectors

Over 50 locations

DISA
Wheelabrator
StrikoWestofen
ITALPRESSE GAUSS
4 brands

3 offerings: parts formation, preparation and finishing

1 Common Culture

Mission & Values

OUR MISSION Why We Exist

Exceeding Customer Expectations

OUR VALUES What We Stand For

Leading for sustainability

Respecting diversity and teamwork

Delivering on every commitment

Developing employee talent

Corporate Social Responsibility (CSR)

Leading for sustainability includes corporate social responsibility and primarily covers environmental and climate matters, social matters, employee relations, health and safety, human rights, anti-corruption, anti-bribery, and community support.

The Company's business model

Norican Group is one of the world's leading providers of technology and services for metallic parts enhancement. The Company provides equipment, parts, technology and services to its customers globally, enabling them to mould, melt, cast, clean, strengthen or polish their metallic parts. We supply and service global clients locally, and the constituent businesses bring more than 100 years of technical and operational experience to bear.

Non-financial key performance indicators ("KPIs")

The Company had set the goal that at least one of the Company's board members shall be a female by 2019. This KPI was established in light of the expected tenure of the existing directors. However, the process has unfortunately been delayed. Currently, the Company's Board of Directors consists solely of male members, but the Company is continuously looking for female candidates for the Company's board. To this end, the Company has set a new goal in this respect. The intent is that by 2022, at least one of the Company's board members shall be female.

The Company strives towards achieving broader gender representation by recruitment, taking into account the industry in which Norican operates where the basis for candidates is predominantly male. Both male and female employees are encouraged to apply for internally advertised positions and to develop their competencies and careers. In all cases, we will employ the person best qualified for the job.

Since the Parent Company does not have any employees, the Company is not subject to the requirements for adopting policies related to gender equality.

Another non-financial KPI of the Company is that as part of our core values the Company has made a commitment to its employees that no employee should be injured in the performance of their duty.

Environment and climate

Currently, no specific policy related to climate has been prepared at a Company or group level. However, we conduct our operations and activities with deep respect for all our stakeholders and with a focus on reducing potential impacts on climate and the environment. We aim to raise the level of awareness for external climate and environmental considerations in our business operations, and we endeavor to comply with applicable laws, rules and regulations regarding climate and environment in each of the jurisdictions where we have operations. Hence, Norican Group is committed to being a responsible corporate citizen within the communities in which we operate. To this end, all directors, officers, managers and employees of the Company assist these efforts by obeying all applicable environmental laws.

Social conditions and employee relations

There are a number of governance policies directed towards creating a safe and healthy working environment internally. Most important is the Norican Group's Code of Business Conduct and Ethics (the "Code of Conduct"). It follows from the Code of Conduct that Norican Group does not engage in discriminatory conduct as set out in the laws of each jurisdiction in which we operate. The goal is to provide employment and promotional opportunities for all employees on a non-discriminatory basis. The Code of Conduct does not expand any rights or privileges that exist under applicable laws but reflect the Company's commitment to complying with these laws.

Recognising the importance of providing Norican Group employees with a safe and healthful workplace free of recognized hazards, all our directors, officers, managers and employees are responsible for helping to ensure the safety of Norican Group workplaces through personal action and through prompt reporting of unsafe conditions. To this end, employees have been directed to report such issues in the event they become aware of them.

Norican Group's interaction with its stakeholders is predicated on respect for each relationship. The Company competes vigorously and fairly, and requires our employees to avoid even the appearance of a conflict of interest.

As part of our core values, the Company has made a commitment to its employees that no employee should be injured in the performance of their duty. The Company translates its policies into action by introducing management systems and control systems as a follow-up on its working process.

Respect for human rights

Norican Group does not have an explicit CSR policy specifically targeted towards human rights. However, Norican Group endeavors to comply with applicable local and international legislation and conduct its business with strong dedication to ethical and responsible practices.

We have in our Code of Conduct adopted policies on a group level related to ethics and with respect to compliance with laws. These policies apply to each subsidiary in Norican Group. Accordingly, each subsidiary shall comply with applicable laws, rules and regulations, including those that may relate to protection of human rights in each jurisdiction where it operates.

Norican Group applies uniformly high standards of ethics and business conduct in every country in which it operates, and in every business relationship or affiliation it has worldwide. In our active pursuit of business in an increasingly global economy, Norican Group will be guided by laws and regulations of each country in which it does business.

The compliance with these policies is monitored on an ongoing basis and tested through an annual reporting and certification procedure applicable to subsidiaries.

Anti-corruption and anti-bribery

Norican Group's Anti-Bribery Policy Statement and Compliance Program (the "Anti-Bribery Policy") is an extension of the Company's values. Under the Anti-Bribery Policy, corruption is widely defined as intent to induce the recipient, whether a private person or company, government official or public international organisation to direct business or other benefit, either directly or indirectly, to the Company or to grant the Company any other advantage.

The Company has established adequate and relevant reporting systems and procedures under the Anti-Bribery Policy, called "Problem Management Protocol," to prevent bribery and corrupt payments by employees or any third parties. Employees are directed to contact the Company's General Counsel any time they believe a violation of the Anti-Bribery Policy has occurred or may be about to occur.

Any violation of the Anti-Bribery Policy by any employee, manager, officer or director will result in sanctions which may include dismissal for cause and/or criminal and civil proceedings. The consequence of a violation of the policy by any third party, including consultants, suppliers and contractors doing any type of work for the Company, will be termination of any agency, representative, distributor or similar agreement.

The most important risks related the Company's business and their impact on the CSR strategy

The Company assesses that the most important risks relating to the Company's business activities, which carry a particular risk of negative impact on the CSR areas mentioned above, are the risk of work-related accidents causing injuries to employees and the risk of having employees in emerging markets exposed to attempts of bribery and corruption.

The Company handles such risks by complying with the standards and sanctions of the Code of Business Conduct, the Anti-Bribery Policy and all other Norican Group policies, procedures, standards, instructions and practices. The Company has implemented relevant reporting systems to ensure an efficient and diligent process in handling the reporting of possible violations. The Company's General Counsel is the ultimately responsible officer for such procedures. Further, the Company has established a non-financial KPI with the goal of eliminating all work-related injuries for the Company's employees by endeavoring to maintain a safe and healthy work environment.

Results achieved and expectations for future CSR activities

Norican Group aims to maintain and enhance its professional and commercial relations with internal and external stakeholders based on mutual respect.

These aspects of corporate social responsibility are further enhanced by Norican Group's efforts to support the communities in which it operates.

Highlights of the Company's investments in India provide two perfect examples of this community support and the Company's specific results achieved as part of the Company's CSR efforts.

First, the "DISA Wheelabrator Scholarship" programme was established for the less privileged students studying in grade levels nine through twelve, as well as those seeking diplomas in engineering. The programme makes scholarships available to students attending eight educational institutions in the plant neighborhoods of Tumkur and Hosakote in Bangalore, India. During 2018, over 181 scholarships were provided to students. In addition, the Company invested in infrastructure development for the schools in order to provide drinking water tanks, display teaching aids, and school sanitation.

The second programme termed "DISA Career Excellence," involves contributions to an NGO in an emerging market: the Foundation for Excellence India Trust. This programme provides scholarships to students in engineering colleges spread across the state of Karnataka and neighboring Indian states to a less privileged category of students. In 2018, over 50 students were provided this scholarship.

Norican Group expects to contribute to both the DISA Wheelabrator Scholarship and the DISA Career Excellence programme in the future, and Norican Group has high expectations for the positive impact of these programmes and for the progress of the involved students.

Audited Financial Statements

Statement by Board of Directors and Executive Board

The Board of Directors and the Executive Board have today considered and approved the Annual Report of Norican Global A/S and its subsidiaries for the period from 1 January 2018 to 31 December 2018.

The Annual Report is presented in accordance with International Financial Reporting Standards, as adopted by the European Union ("EU"), and the disclosure requirements applying to Danish companies.

In our opinion, the consolidated financial statements and the Parent Company's financial statements give a true and fair view of the Company's and the Parent Company's financial position at 31 December 2018 and the results of their operations and cash flows for the period from 1 January 2018 to 31 December 2018.

In our opinion, the Management's Review includes a fair review of the development in the Company's and the Parent Company's business and financial matters, the results for the year and of the Parent's financial position and the financial position as a whole for the entities included in the consolidated financial statements, together with a description of the principal risks and uncertainties that the Company and the Parent Company face.

We recommend that the Annual Report be approved at the Annual General Meeting.

Taastrup, 11 March 2019

Executive Board:

Robert E. Joyce Jr., Chief Executive Officer

Andrew J. Matsuyama, Chief Financial Officer

Ian B. Bird, General Counsel

Board of Directors:

Jean Marc Lechêne, Chairman

Robert E. Joyce Jr., Director and Chief Executive Officer

David Hughes, Director

Søren Johansen, Director

Anders Lindqvist, Director

Daniel Reimann, Director

Andrew J. Matsuyama, Director and Chief Financial Officer

Independent Auditor's Report to the Shareholders of Norican Global A/S

Opinion

We have audited the consolidated financial statements and the parent financial statements of Norican Global A/S for the financial year 1 January 2018 to 31 December 2018, which comprise the statements of operations, statements of comprehensive income, balance sheets, statements of changes in equity, cash flow statements, and notes, including a summary of significant accounting policies, for the group as well as the Parent. The consolidated financial statements and the parent financial statements are prepared in accordance with International Financial Reporting Standards, as adopted by the EU, and additional requirements of the Danish Financial Statements Act.

In our opinion, the consolidated financial statements and the parent financial statements give a true and fair view of the Group's and the Parent's financial position at 31 December 2018, and of the results of their operations and cash flows for the financial year 1 January 2018 to 31 December 2018 in accordance with International Financial Reporting Standards, as adopted by the EU, and additional requirements of the Danish Financial Statements Act.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the Auditor's responsibilities for the audit of the consolidated financial statements and the parent financial statements section of this auditor's report. We are independent of the Group in accordance with the International Ethics Standards Board of Accountants' Code of Ethics for Professional Accountants (IESBA Code) and the additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Statement on the management commentary

Management is responsible for the management commentary.

Our opinion on the consolidated financial statements and the parent financial statements does not cover the management commentary, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements and the parent financial statements, our responsibility is to read the management commentary and, in doing so, consider whether the management commentary is materially inconsistent with the consolidated financial statements and the parent financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether the management commentary provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, we conclude that the management commentary is in accordance with the consolidated financial statements and the parent financial statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act. We did not identify any material misstatement of the management commentary.

Management's responsibilities for the consolidated financial statements and the parent financial statements

Management is responsible for the preparation of consolidated financial statements and parent financial statements that give a true and fair view in accordance with International Financial Reporting Standards, as adopted by the EU, and additional requirements of the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of consolidated financial statements and parent financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements and the parent financial statements, Management is responsible for assessing the Group's and the Parent's ability to continue as a going concern, for disclosing, as applicable, matters related to going concern, and for using the going concern basis of accounting in preparing the consolidated financial statements and the parent financial statements unless Management either intends to liquidate the Group or the Entity or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the consolidated financial statements and the parent financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements and the parent financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements and these parent financial statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements and the parent financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Parent's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the consolidated financial statements and the parent financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Parent's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements and the parent financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements and the parent financial statements, including the disclosures in the notes, and whether the consolidated financial statements and the parent financial statements represent the underlying transactions and events in a manner that gives a true and fair view.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Copenhagen, 11 March 2019
Deloitte
Statsautoriseret Revisionspartnerselskab
Business Registration No 33 96 35 56

Henrik Hjort Kjelgaard
State-Authorised Public Accountant
MNE No 29484

Casper Hjerresen Christensen
State-Authorised Public Accountant
MNE No 41363

Consolidated Balance Sheets

(Amounts in Thousands)

	Note	31 December 2018	2017
ASSETS			
CURRENT ASSETS:			
Cash and cash equivalents	3	€ 96,164	€ 82,341
Trade and other receivables	4	102,057	107,698
Inventory	5	94,497	79,332
Other current assets		19,887	19,037
Total current assets		312,605	288,408
PROPERTY, PLANT AND EQUIPMENT	6	31,056	31,444
GOODWILL AND OTHER INTANGIBLE ASSETS	7	412,566	416,795
DEFERRED TAX ASSETS	17	11,773	11,361
OTHER NON-CURRENT ASSETS		1,428	1,737
TOTAL ASSETS		€ 769,428	€ 749,745
LIABILITIES AND EQUITY			
CURRENT LIABILITIES:			
Trade and other payables		€ 45,839	€ 53,569
Accrued liabilities and provisions	9	82,778	64,715
Deferred revenue		45,511	50,617
Current portion of long-term debt	10	45	282
Other current liabilities	17	3,502	1,876
Total current liabilities		177,675	171,059
LONG-TERM DEBT	10	332,758	331,256
PENSION AND OTHER LIABILITIES	8, 13	27,453	30,417
DEFERRED TAX LIABILITIES	17	31,163	33,314
EQUITY:			
Share capital		1,552	1,552
Other reserves		161,676	157,415
Retained earnings		32,950	21,096
Non-controlling interest		4,201	3,636
Total equity	15	200,379	183,699
TOTAL LIABILITIES AND EQUITY		€ 769,428	€ 749,745

Consolidated Statements of Operations

(Amounts in Thousands)

	Note	31 December 2018	2017
REVENUES		€ 534,638	€ 481,606
COST OF SALES		371,561	330,942
GROSS MARGIN		163,077	150,664
OPERATING EXPENSES			
Selling, general and administrative		104,410	97,655
Amortisation expense	7	10,696	9,698
Total operating expenses		115,106	107,353
OPERATING INCOME		47,971	43,311
NON-OPERATING (EXPENSE)/INCOME:			
Finance cost	10	(19,662)	(23,043)
Restructuring charges	9	(7,582)	(286)
Foreign exchange	1	(1,420)	1,931
Transaction costs	2	–	(10,126)
Other		(746)	(438)
Total non-operating expense		(29,410)	(31,962)
INCOME BEFORE INCOME TAX		18,561	11,349
INCOME TAX EXPENSE	17	(5,993)	(10,408)
NET INCOME		€ 12,568	€ 941
Net income attributable to the Parent		€ 11,854	€ 450
Net income attributable to the non-controlling interest		€ 714	€ 491

Consolidated Statements of Comprehensive Income

(Amounts in Thousands)

	Note	31 December 2018	2017
COMPREHENSIVE INCOME:			
Items that will not be recycled subsequently to the statement of operations:			
Actuarial gains on pension benefit obligation, net of deferred tax expense of €(925) and €(1,334)	13	€ 3,895	€ 5,900
Items that may be recycled subsequently to the statement of operations:			
(Losses)/gains on hedging instruments, net of deferred tax benefit/(expense) of €430 and €(503)	8	(1,638)	1,888
Currency translation differences		1,736	(4,861)
Net income recognised directly in equity		3,993	2,927
Net income		12,568	941
COMPREHENSIVE INCOME		€ 16,561	€ 3,868
Comprehensive income attributable to the Parent		€ 15,985	€ 3,604
Comprehensive income attributable to the non-controlling interest		€ 576	€ 264

Consolidated Statements of Cash Flows

(Amounts in Thousands)

	Note	31 December 2018	2017
CASH FLOWS FROM OPERATIONS:			
Net income		€ 12,568	€ 941
Adjustments to reconcile net income to net cash from operations:			
Non-cash items:			
Foreign exchange	1	1,420	(1,931)
Depreciation	6	5,242	5,295
Amortisation of intangibles and debt issuance costs	7, 10	12,308	16,557
Restructuring charges	9	7,582	286
Gain on sale of assets		—	(533)
Deferred tax	17	(3,316)	637
Changes in working capital:			
Trade and other receivables	4	5,641	(9,496)
Trade and other payables		(7,730)	2,534
Inventory	5	(15,165)	7,143
Accrued liabilities and provisions	9	7,502	(9,284)
Deferred revenue		(5,106)	4,766
Other		(2,671)	(706)
Net cash from operations		18,275	16,209
CASH FLOWS USED IN INVESTING ACTIVITIES:			
Capital expenditures	6	(5,165)	(5,191)
Acquisition of LMCS, net of cash acquired	2	—	(142,995)
Payment of earn-out related to Acquisition Companies		—	(3,355)
Asset disposal proceeds		134	280
Net cash used in investing activities		(5,031)	(151,261)
CASH FLOWS (USED IN)/FROM FINANCING ACTIVITIES:			
Repayment of debt facilities		(237)	(152,851)
Repayments of revolving credit facility		—	(12,000)
Debt issuance costs		(88)	(9,755)
Net proceeds from employee share purchase		129	1,994
Issuance of Senior Secured 4.5% Notes		—	340,000
Dividend to non-controlling interest		(11)	(12)
Net cash (used in)/from financing activities	10, 19	(207)	167,376
FOREIGN CURRENCY EFFECT ON CASH AND CASH EQUIVALENTS	10	786	(6,081)
NET INCREASE IN CASH		13,823	26,243
CASH, BEGINNING OF PERIOD		82,341	56,098
CASH, END OF PERIOD	3	€ 96,164	€ 82,341
Cash paid for interest, included in net cash from operations	10	€ 18,027	€ 14,214
Cash paid for income taxes, included in net cash from operations	17	€ 5,515	€ 11,345

Notes to Consolidated Financial Statements

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Annual Report of Norican Global A/S ("Norican Global" or "Parent Company"), a Danish company, and its subsidiary companies (collectively, "Norican Group" or the "Company") has been prepared in accordance with International Financial Reporting Standards ("IFRS"), as adopted by the EU, and additional Danish disclosure requirements applicable to reporting class C enterprises (large), including the statutory order on adoption of IFRS issued pursuant to the Danish Financial Statements Act.

Norican Global was formed on 11 December 2014 by Altor Fund IV Holding AB. On 26 February 2015, Norican A/S, a wholly owned subsidiary of the Parent Company, acquired Norican Holdings ApS and its subsidiary companies through the purchase of the entire share capital of Norican Holdings ApS, also a Danish company, pursuant to an agreement dated 18 December 2014.

On 28 April 2017, the Company acquired 100% of the share capital of LMCS Group ("LMCS") (the "Acquisition") (see Note 2). To finance the Acquisition, the Company completed a series of financing transactions culminating in the issuance of €340,000 in 4.5% Senior Secured Notes due 2023 (see Note 10), which were admitted to trading on the Official List of The International Stock Exchange on 21 June 2017 (together with the Acquisition, the "Transactions").

Pro Forma condensed financial information is prepared as if the Transactions had taken place on 1 January 2017. The information is prepared on a basis consistent with the accounting policies and presentation adopted by Norican Group.

The consolidated financial statements are presented in euros, as this is the major currency in which revenues and capital transactions are denominated.

The principal accounting policies adopted are set out below.

Basis of Consolidation

The consolidated financial statements incorporate the financial statements of the Parent Company, its wholly owned subsidiaries and its majority owned Indian subsidiary. All intercompany balances and transactions have been eliminated in consolidation. The interest of non-controlling shareholders is stated at the non-controlling shareholders' proportion of the respective entity's identifiable assets, liabilities and contingent liabilities.

Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by other members of the Company.

Cash and Cash Equivalents

The Company considers all highly liquid instruments purchased with an initial maturity of three months or less to be cash equivalents. The carrying values of the Company's cash equivalents approximate their fair values at 31 December 2018.

Trade Receivables

Trade receivables are measured at fair value and subsequently at amortised cost, less adjustments for doubtful receivables. Adjustments for doubtful receivables are calculated for expected credit losses based on an assessment of the debtor's ability to pay, which is calculated based on historical experience and by reviewing individual receivable balances, taking into account contractual terms, payment history and other available information. Receivable balances are written off only when there is no prospect of any further collections.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost comprises direct materials and, where applicable, direct labour costs and those overhead costs that have been incurred in bringing the inventories to their present location and condition. Cost is determined using the first-in, first-out ("FIFO") method, or a method that approximates the use of the FIFO method. Net realisable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

Provisions

Provisions are recognised when the Company has a present obligation as a result of a past event that is probable of resulting in an outflow of economic benefits that can be reasonably estimated.

The Company warrants its products against certain manufacturing and other defects. These product warranties are generally provided for a period of one year but may vary depending on the nature of the product, the geographic location of its sale and other factors. The accrued product warranty costs are based on historical experience of actual warranty claims as well as current information on repair costs. Where some or all of the expenditure required to settle a claim is expected to be reimbursed by another party, the reimbursement is recognised only when reimbursement is virtually certain. The amount to be reimbursed is recognised as a separate asset.

Property, Plant and Equipment

Property, plant and equipment are stated at cost if purchased, or fair value as of the acquisition date if obtained in an acquisition. Depreciation on property and equipment is calculated on the straight-line method over 20 to 50 years for buildings and improvements and three to ten years for equipment and other similar assets.

Additional costs, which extend the useful life of the property, plant and equipment, are capitalised and depreciated over the revised remaining useful life of the asset. Maintenance and repair costs are charged to expense as incurred. Upon the sale or retirement of an asset, the related cost and accumulated depreciation are removed from the accounts, and any gain or loss is recognised. Residual value is determined at the time of acquisition, using estimates of the asset value when fully depreciated, and is reassessed annually.

Financial Instruments

The Company has adopted all requirements of IFRS 9 Financial Instruments as of 1 January 2018. IFRS 9 replaces IAS 39 Financial Instruments: Recognition and Measurement.

The Company has assessed its existing financial instruments in terms of the requirements in IFRS 9 based on the facts and circumstances that existed on 1 January 2018. Under IFRS 9, financial instruments are classified according to their cash flow characteristics and the business model in which they are managed. The new classification requirements have no impact on the classification, measurement and carrying amount of the Company's financial instruments. Financial instruments previously measured at amortised cost under IAS 39 continue to be measured at amortised cost under IFRS 9. The effect of the change from the 'incurred loss' model in IAS 39 to the 'expected credit loss' model in IFRS 9 is immaterial.

The Company has entered into a currency swap net investment hedge, foreign exchange and other swaps to hedge future transactions and cash flows. Hedges are measured at fair value with changes in their values reflected in other comprehensive income as gains/losses on hedging instruments. The application of IFRS 9 has not changed the measurement or classification of swaps. Further, the Company's accounting policy to record financial liabilities at amortised cost is unchanged.

Debt Issuance Costs

Debt issuance costs are included in the value of debt and are amortised using a method that approximates the effective interest rate method over the term of the underlying credit facility or note.

Goodwill and Other Intangible Assets

Goodwill represents the excess of the cost of an acquisition over the fair value of identifiable net assets acquired in a business combination. Goodwill is recognised as an asset and is tested for impairment annually, or on such other occasions that events or changes in circumstances indicate that it might be impaired. On disposal of a subsidiary, the amount attributable to unamortised goodwill that has not been subject to impairment is included in the determination of the gain or loss on disposal.

Intangible assets other than goodwill are valued at cost less accumulated amortisation and any impairment losses. Trademarks have been assigned an indefinite useful life. Capitalised development costs are amortised on a straight-line basis over a six-year useful life. Customer relationships, patents and other intangibles are amortised on a straight-line basis over a 10- to 20-year useful life. Costs for acquired assets represent the purchase price at acquisition.

Impairment of Non-Current Assets

Non-current assets are tested for impairment in accordance with IAS 36 and are reviewed annually to determine whether events or changes in conditions indicate that the carrying amount of the asset may not be recoverable. If any such indication exists, the Company estimates the asset's recoverable amount as the higher of the asset's fair value less selling costs and value-in-use, which is the present value of the cash flows expected from the asset's use and eventual disposal. If necessary, an impairment loss is recorded in the statement of operations to the extent that the carrying amount of the asset exceeds its recoverable amount.

Revenue Recognition

The Company provides equipment, parts, technology and services to customers by manufacturing equipment and parts and providing technology and services that enable our customers to mould, melt, cast, clean, strengthen or polish their metallic parts.

Revenue from product sales is generally recognised upon delivery of products, provided there are no significant uncertainties regarding customer acceptance, persuasive evidence of an arrangement exists, the sales price is fixed and determinable, and it is probable that the sale is collectible.

For large engineered systems (capital equipment), revenue is recognised following delivery, which is generally after the Company has demonstrated that the equipment meets the customer's specifications.

Service revenues are recognised in the period in which the services are performed.

For arrangements that include multiple performance obligations, the Company allocates revenue to each performance obligation based on estimates of the price that would be charged to the customer for each promised product or service if it were sold on a stand-alone basis.

Allowances for returns, discounts and uncollectible accounts are recorded when circumstances indicate there is a risk that an account is uncollectible. Amounts billed to customers for shipping and handling are included in net sales and are recorded upon delivery of goods to customers. Costs of providing these services are included in cost of sales. Capital equipment sales generally require the customer to make advance cash payments as work progresses. Revenue associated with advance payments is recognised when the significant risk and rewards of ownership have passed to the customer, typically at delivery.

The Company does not have any material amounts outstanding in which the period between the transfer of the promised products to the customer and payment by the customer exceeds one year. As a result, the Company does not adjust any of the transaction prices for the time value of money.

IFRS 15 Revenue from Contracts with Customers

The Company adopted IFRS 15 Revenue from Contracts with Customers effective 1 January 2018. IFRS 15 contains a revised revenue recognition framework that provides companies with a single revenue recognition model for recognising revenue from contracts with customers. The core principle of IFRS 15 is that an entity should recognise revenue to depict the transfer of promised products or services to customers in an amount that reflects the consideration to which an entity expects to be entitled in exchange for those products or services. The effect of adoption of IFRS 15 on the financial statements at 1 January 2018 was immaterial.

Leasing

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

Foreign Currencies

Transactions in foreign currencies other than the functional currency are recorded at the rates of exchange prevailing on the dates of the transactions. In order to hedge its exposure to certain foreign exchange risks, the Company enters into forward contracts and/or currency swaps. Gains and losses arising on exchange are included in net income for the period. Monetary assets and liabilities denominated in foreign currencies other than the functional currency are retranslated at the rates prevailing on the balance sheet date.

On consolidation, the assets and liabilities of the Company's operations are translated into presentation currency (euros) at the exchange rates prevailing at the balance sheet date. Income and expense items are translated at the average exchange rates for the period.

Where loans are made between two subsidiaries with different functional currencies, currency translation differences arise in one or both subsidiaries. In accordance with IAS 21, currency translation differences for intercompany loans that are not considered part of the investment in subsidiaries are recognised in net income. Amounts are presented within non-operating expense.

Retirement Benefit Costs

For defined benefit retirement plans, the cost of providing benefits is determined using the projected unit credit method, with valuations carried out at each balance sheet date in accordance with IAS 19, Employee Benefits. Actuarial gains and losses are recognised immediately in other comprehensive income as they are incurred.

The pension liability recognised in the balance sheet represents the present value of defined benefit obligations and is reduced by the fair value of plan assets. If benefit plan membership or benefits are significantly reduced by a restructuring, or an event or transaction that results in the Company's benefit obligations being settled, the effects are recorded in the statement of operations when the restructuring or settlement occurs.

Research and Development

Where expenditures relate to the development of research findings, or other knowledge, for the production of new or substantially improved materials, devices, products, processes, systems or services before the start of commercial production or use, they are generally capitalised. Costs related to a specific customer and research and development expenditures not yet in the application phase are expensed as incurred.

Development expenditures of €795 and €557 were capitalised as intangible assets for the year ended 31 December 2018 and 2017, respectively. Additional costs not related to specific customer orders of €6,206 and €6,299 were expensed for the year ended 31 December 2018 and 2017, respectively.

Income Taxes

Income taxes for the year comprise current and deferred tax using rates enacted or substantively enacted at the balance sheet date.

Current tax is the expected tax payable on the taxable income for the year and any adjustments to tax payable in respect of previous years. Deferred taxes are provided for the difference between asset and liability carrying amounts for financial reporting purposes and their tax basis. A valuation allowance is provided against deferred tax assets if realisation is not assured on a probable basis. The Company's tax provision or benefit includes a provision for taxes currently payable or receivable plus the change in deferred taxes for the period. Deferred tax assets and liabilities are offset when they relate to income taxes levied by the same taxation authority and the Company intends to settle its tax assets and liabilities on a net tax basis.

Business Combinations

Newly acquired or newly established companies and activities are recognised in the consolidated financial statements from the date of acquisition or establishment. The date of acquisition is the date when control of the company or activity actually passes to the Company. Business combinations are accounted for using the acquisition method from the date of obtaining control, according to which the identifiable assets, liabilities and contingent liabilities of companies acquired are measured at fair value at the date of acquisition. Non-current assets held for sale are, however, measured at fair value less expected costs to sell.

The cost of a company or activity is the fair value of the consideration paid. If the final determination of the consideration is conditional on one or more future events these are recognised at their fair value as of the acquisition date. Any excess of the cost of an acquired company or activity over the fair value of the acquired assets, liabilities and contingent liabilities is recognised as goodwill and tested for impairment at least annually. Restructuring costs are only recognised in the takeover balance sheet if they represent a liability to the acquired company. The tax effect of revaluations is taken into account.

Costs that can be attributed directly to the transfer of ownership are recognised in the income statement when they are incurred. Adjustments to estimates of conditional consideration are generally recognised directly in the statement of operations.

If uncertainties regarding the measurement of acquired identifiable assets, liabilities, contingent liabilities or the consideration for the business combination exist at the acquisition date, initial recognition takes place on the basis of preliminary fair values. If identifiable assets, liabilities, contingent liabilities and the consideration for the business combination are subsequently determined to have had a materially different fair value at the acquisition date than first assumed, goodwill is adjusted up until 12 months after the acquisition date. The effect of material adjustments is recognised in the opening equity, and the comparative figures are restated accordingly. Goodwill is not adjusted subsequently except in the event of material errors.

Sold or liquidated entities are excluded from consolidation at the date of transfer of the control of the enterprise. The date of disposal is the date when control of the company actually passes to a third party.

Non-controlling Interests

On initial recognition, non-controlling interests are measured either at fair value (including the fair value of goodwill related to non-controlling interests in the acquiree) or as non-controlling interests' proportionate share of the acquiree's identifiable assets, liabilities and contingent liabilities measured at fair value (excluding the fair value of goodwill related to non-controlling interests' share of the acquiree). The measurement basis for non-controlling interests is selected for each individual transaction.

Use of Estimates

Management of the Company has made a number of estimates and assumptions related to the reporting of assets and liabilities and the disclosure of contingent assets and liabilities in the preparation of these consolidated financial statements in conformity with IFRS. Actual results could differ from those estimates.

Effect of New Accounting Standards

Norican Group has adopted all new, amended or revised accounting standards and interpretations as published by the IASB and adopted by the EU effective for the accounting period beginning on 1 January 2018. Such implementation has not had a material impact on the Company's financial statements.

Effect of New Accounting Standards Not Yet in Force

Revised or new standards and interpretations issued, but not yet effective or approved by the EU at the time of publication of this Annual Report, have not been included in this Annual Report.

In June 2017, the IASB issued IFRIC Interpretation 23, Uncertainty over Income Tax Treatments. The interpretation is applicable for annual reporting periods beginning on or after 1 January 2019. The interpretation clarifies application of recognition and measurement requirements in IAS 12 Income Taxes when there is uncertainty over income tax treatments. The interpretation specifically addresses whether an entity considers uncertain tax treatments separately, the assumptions an entity makes about the examination of tax treatments by taxation authorities, how an entity determines taxable profit (tax losses, tax bases, unused tax losses, unused tax credits and tax rates) and how an entity considers changes in facts and circumstances related to uncertain tax treatments. The Company has concluded that its current accounting policies for estimating uncertain tax positions is in line with IFRIC Interpretation 23 and therefore does not expect it to have any material impact on the Company's financial statements.

In January 2016, the IASB published IFRS 16, Leases, which will replace the current guidance in IAS 17, Leases, and related interpretations. The new standard requires lessees to recognise a lease liability reflecting future lease payments and a 'right-of-use asset' for virtually all lease contracts. The standard applies to annual periods beginning on or after 1 January 2019, with earlier application permitted. On 1 January 2019, the Company will adopt IFRS 16 using the modified retrospective approach with no restatement of comparative figures and no cumulative effect adjustment necessary upon adoption. The anticipated effect upon adoption is the Company's recognition of a right-of-use asset and corresponding lease liability on the balance sheet primarily for property, equipment and vehicle operating leases. The Company expects that this will result in the recognition of additional assets and liabilities of approximately €32,000. The Company's statement of operations after adoption will reflect additional depreciation expense attributable to the right-to-use assets. The Company has determined that the effect of discounting the leases would have an immaterial effect on the consolidated financial statements and has therefore determined that the leases will be recorded on an undiscounted basis. There will be no impact to the overall statement of operations or cash flows; however, operating cash flows will be positively impacted, while financing cash flows will be negatively impacted due to the classification of principal payments on lease liabilities.

Significant Accounting Estimates

Post-Employment Benefits

The assumptions used to measure the expense and liabilities related to the Company's defined benefit pension plans are reviewed annually by external actuaries. The measurement of the expense for a period and of the benefit obligation at the period end requires judgement with respect to the following matters, among others: probable long-term rate of increase in pensionable pay; probable average future service lives of employees; probable life expectancy of employees; mix of investments in funded pension plans in the period; expected future rate of return on the investments in the funded pension plans; and how that rate will compare with the market rates of return observed in past economic cycles. Assumptions used to value the benefit obligation at 31 December are updated based on actual experience when appropriate. Variances are caused principally by external financial market movements in corporate bond yields used to benchmark the discount rate, and in asset prices that affected the actual return on assets. These factors are outside the Company's direct control, and it is reasonably possible that future variances could exceed past variances. See Note 13.

Deferred Tax Assets

Tax losses are recognised as deferred tax assets when it becomes probable that they will be utilised in the future. The ultimate realisation of deferred tax assets is dependent upon the generation of future taxable income during the periods in which those temporary differences become deductible or in which tax losses can be utilised. In making this assessment, the Company considers the scheduled reversal of deferred tax liabilities and projected future taxable income.

Based upon the level of historical taxable income and projections for future taxable income over the periods in which the deferred tax assets are deductible, as of 31 December 2018, the Company believes that it is more likely than not that the Company will realise the benefits of these deductible differences. The amount of the deferred tax asset considered realisable could be reduced in subsequent years if estimates of future taxable income during the carry forward period are reduced, or rulings by the tax authorities are unfavourable. Estimates are therefore subject to change due to both market and government related uncertainties, as well as the Company's own future decisions. See Note 17.

Tax Positions

The Company's policy is to comply fully with applicable tax regulations in all jurisdictions in which the Company's operations are subject to income taxes.

The Company's estimates of current income tax expense and liabilities are calculated on the assumption that all tax computations filed by the Company's subsidiaries will be subject to review or audit by the relevant tax authorities. Current income tax liabilities include the Company's best estimate of the tax that will ultimately be payable when the review or audits have been completed. Actual outcomes and settlements may differ significantly from the estimates recorded in these consolidated financial statements. This may affect income tax expense, net income and effective tax rates in future years' consolidated statement of operations. Several prior years' tax computations are still open for review or audit by the tax authorities for most of the Company's subsidiaries at the balance sheet date. The Company's estimates of income tax expense and liabilities at each year end include management judgements about the eventual outcome of the reviews and audits of all open years based on the latest information available about the positions taken by each tax authority. See Note 17.

Goodwill Impairment Test

The assessment of whether goodwill is impaired requires a determination of the value-in-use of the cash-generating units to which the goodwill amounts have been allocated. The determination of the value in use requires estimates of the expected future cash flows of each cash-generating unit using a reasonable discount rate.

The impairment test of goodwill and the associated particularly sensitive factors and sensitivity analyses are described in Note 7 to the consolidated financial statements.

Purchase Price Allocation in Business Combinations

In connection with allocation of the purchase price in business combinations, calculations are made of fair value of acquired assets and liabilities. As this determination is based on expected future cash flows related to the assets and liabilities acquired, the realisation of such cash flows as anticipated is subject to an inherent uncertainty. See Note 2.

2. ACQUISITIONS

On 28 April 2017, the Company completed the purchase of 100% of the share capital of LMCS, a leading group of companies in the global non-ferrous, light-metal casting industry. LMCS includes the StrikoWestofen, Italpresse and Gauss Automazione businesses (the "Acquisition Companies"), providing Norican with exposure to the high-growth cast aluminium market.

Consideration for the Acquisition was borrowed under two shareholder loans that were used to pay the purchase price for the Acquisition and to acquire or redeem certain existing shareholder loans, mezzanine debt and other existing indebtedness of the Acquisition Companies amounting to €59,268. Subsequently, the shareholder loans were refinanced. See Note 10.

The adjusted acquisition price was allocated to assets and liabilities based on their respective fair values as of the date of the purchase as follows:

Current assets	€ 84,645
Property, plant and equipment	3,133
Intangible assets	148,607
Deferred tax liabilities and other	3,189
Total assets acquired	239,574
Current liabilities	(55,493)
Pension liability	(4,097)
Deferred tax liabilities and other	(20,265)
Total liabilities assumed	(79,855)
Net assets acquired	€ 159,719

Current assets acquired as of 28 April 2017 includes cash acquired of €16,724. Intangible assets included in the purchase price allocation include €38,100 attributed to customer relationships (20-year useful life), €21,100 attributed to trademarks (indefinite useful life), €17,786 attributed to other, and €71,621 attributed to goodwill (indefinite useful life). Goodwill recorded in connection with the Acquisition is attributable primarily to the expertise and insight of the acquired workforce and expected synergies from the integration into Norican Group. Recognised goodwill is not expected to be deductible for tax purposes.

Revenue and net income included in the consolidated income statement contributed by LMCS from 28 April 2017 to 31 December 2017 is €110,509 and €3,935, respectively. Acquisition related costs have been expensed as transaction costs.

A pro forma condensed consolidated income statement for the period from 1 January 2017 to 31 December 2017 is as follows:

Revenues	€ 519,682
Cost of sales	361,708
Gross margin	157,974
Operating expenses:	
Selling, general and administrative	106,125
Amortisation expense	10,127
Total operating expenses	116,252
Operating income	€ 41,722

The pro forma financial information is prepared as if the Transactions had taken place on 1 January 2017. They are prepared on a basis consistent with the accounting policies and presentation adopted by Norican Group in its current and historical financial statements. The presentation is prepared solely to illustrate the estimated effect of the Transactions on the year-to-date results. Such information is not necessarily indicative of the consolidated results of operations that would have been realised had the Transactions occurred on 1 January 2017, nor is it meant to be indicative of any anticipated results of operations that the combined group will experience in the future.

3. CASH AND CASH EQUIVALENTS

Cash includes cash on hand and in banks and investments in money market instruments totalling €96,164 and €82,341 at 31 December 2018 and 2017, respectively. The Company maintains cash deposits related to certain of its performance obligations for the manufacturing, delivery and installation of capital equipment sales. At 31 December 2018 and 2017, the amount of €2,152 and €1,165 were posted as cash bonds, respectively, and is included in cash and cash equivalents on the Company's balance sheet.

4. TRADE AND OTHER RECEIVABLES

Trade accounts receivable includes other receivables of €839 and €752 at 31 December 2018 and 2017, respectively. The movement in allowance for doubtful accounts is as follows:

	Year ended 31 December	
	2018	**2017**
Balance at beginning of period	€ 4,622	€ 3,166
Acquisition of LMCS	–	1,630
Changes in provisions during the year	(375)	81
Currency translation	21	(255)
Balance at end of period	€ 4,268	€ 4,622

The Company has no significant concentrations of credit risk, with exposure spread over a large number of counterparties and customers.

5. INVENTORY

Inventories, net of provisions, consist of the following at 31 December:

	2018	**2017**
Raw material	€ 12,671	€ 16,652
Work-in-process	42,331	32,332
Finished goods	39,495	30,348
Total	€ 94,497	€ 79,332

Cost of goods sold represents the Company's cost of inventory and related production costs.

6. PROPERTY, PLANT AND EQUIPMENT

	Land, Buildings and Improvements	Equipment and Other	Total
Cost:			
Balance at 31 December 2016	€ 34,871	€ 60,812	€ 95,683
Acquisition of LMCS	1,025	24,598	25,623
Additions	1,118	4,073	5,191
Disposals	(68)	(1,600)	(1,668)
Currency translation	(818)	(1,911)	(2,729)
Balance at 31 December 2017	36,128	85,972	122,100
Additions	160	5,005	5,165
Disposals	(364)	(6,565)	(6,929)
Currency translation	138	127	265
Balance at 31 December 2018	€ 36,062	€ 84,539	€ 120,601
Accumulated Depreciation:			
Balance at 31 December 2016	€ (18,171)	€ (48,064)	€ (66,235)
Acquisition of LMCS	(528)	(21,962)	(22,490)
Depreciation expense	(1,042)	(4,253)	(5,295)
Disposals	41	1,436	1,477
Transfer	(249)	—	(249)
Currency translation	560	1,576	2,136
Balance at 31 December 2017	(19,389)	(71,267)	(90,656)
Depreciation expense	(1,026)	(4,216)	(5,242)
Disposals	330	6,324	6,654
Currency translation	(159)	(142)	(301)
Balance at 31 December 2018	€ (20,244)	€ (69,301)	€ (89,545)
Carrying amount at 31 December 2017	€ 16,739	€ 14,705	€ 31,444
Carrying amount at 31 December 2018	€ 15,818	€ 15,238	€ 31,056

7. GOODWILL AND OTHER INTANGIBLE ASSETS

	Goodwill	Other[1]	Total
Cost:			
Balance at 31 December 2016	€ 171,607	€ 126,905	€ 298,512
Additions	—	557	557
Acquisition of LMCS	65,921	77,102	143,023
Currency translation	(52)	(1,452)	(1,504)
Balance at 31 December 2017	237,476	203,112	440,588
Additions	5,700	840	6,540
Disposals	—	(322)	(322)
Currency translation	(179)	455	276
Balance at 31 December 2018	€ 242,997	€ 204,085	€ 447,082
Accumulated Amortisation:			
Balance at 31 December 2016	€ —	€ (14,880)	€ (14,880)
Amortisation expense	—	(9,698)	(9,698)
Acquisition of LMCS	—	(116)	(116)
Currency translation	—	901	901
Balance at 31 December 2017	—	(23,793)	(23,793)
Amortisation expense	—	(10,696)	(10,696)
Disposals		322	322
Currency translation	—	(349)	(349)
Balance at 31 December 2018	€ —	€ (34,516)	€ (34,516)
Carrying amount at 31 December 2017	€ 237,476	€ 179,319	€ 416,795
Carrying amount at 31 December 2018	€ 242,997	€ 169,569	€ 412,566

[1]The gross (and net) carrying values of intangibles other than goodwill consist of customer relationships €85,709 (€73,410), patents €22,215 (€15,104), trademarks €53,870 (€53,870) and other €42,291 (€27,185) at 31 December 2018. The gross (and net) carrying values of intangibles other than goodwill consist of customer relationships €85,456 (€77,565), patents €22,096 (€16,874), trademarks €53,710 (€53,709) and other €41,850 (€31,171) at 31 December 2017.

The Company consists of four cash-generating units. However, management monitors goodwill at the level of the following business areas: parts formation and parts preparation. Goodwill is tested for impairment at least annually at the level of these business areas. The results of the 2018 analysis did not identify a need to impair goodwill as of 31 December 2018. In the impairment test, applying a 9.5% estimated weighted average cost of capital, the discounted value of future net cash flows are compared with the carrying amounts of goodwill and other net assets in each cash-generating unit. No impairment losses have been incurred during the year ended 31 December 2018 or 2017. Future cash flows are based on a forecast for the next five years at a terminal value assuming a minimal growth rate. Projections included in the forecast are based on general parameters, such as expected market growth, selling prices and profitability assumptions.

8. DERIVATIVE FINANCIAL INSTRUMENTS

The fair value of derivative financial instruments at 31 December 2018 included in other long-term liabilities consist of a currency swap net investment hedge with a market value liability of €1,613, including accrued interest, and a maturity date of 15 November 2021, and foreign exchange and other swaps with a market value liability of €54. The fair value of the currency swap is classified based on the maturity of the underlying contract at 31 December 2018. The swap is used to manage exposure to currency movements affecting the net investment in the Company's US operations with a nominal value of €50,000, an interest rate of 7.6% payable in US dollars and an interest rate of 4.5% receivable in euros.

The Company utilises forward currency delivery contracts to hedge future transactions and cash flows. The Company is party to a variety of foreign currency forward contracts in the management of exchange rate exposures. The instruments purchased are primarily denominated in the currencies of the Company's principal markets and are designated and effective as hedging instruments carried at fair value. All forward contracts outstanding at 31 December 2018 mature within a period of one year.

During the year ended 31 December 2017 in conjunction with the termination of the hedged debt facility, the Company settled an interest rate swap by paying €1,416.

The fair value of derivatives is determined based on observable market data using generally accepted methods (level 2 in the fair value hierarchy).

9. ACCRUED LIABILITIES AND PROVISIONS

Accrued liabilities and provisions on the balance sheet include the following:

	Year ended 31 December 2018	2017
Warranty		
Balance at beginning of period	€ 9,167	€ 7,363
Acquisition of LMCS	—	2,190
Additional provisions	3,598	2,750
Reductions through payments	(2,702)	(2,847)
Foreign exchange adjustment	29	(289)
Balance at end of period	€ 10,092	€ 9,167
Restructuring		
Balance at beginning of period	€ 7	€ 319
Additional provisions	7,582	286
Reductions through payments	(3,183)	(346)
Transfer	—	(249)
Foreign exchange adjustment	101	(3)
Balance at end of period	€ 4,507	€ 7

10. BORROWINGS

Borrowings at amortised cost consist of the following at 31 December:

	2018	2017
Senior Secured Notes due 2023	€ 340,000	€ 340,000
Other	45	282
	340,045	340,282
Debt issuance costs	(7,242)	(8,744)
	€ 332,803	€ 331,538

Substantially all of the outstanding borrowings are denominated in euros at 31 December 2018.

Senior Secured Notes Due 2023 (the "Notes") and Super Senior Revolving Credit Facility (the "Revolver")

Consideration for the Acquisition on 28 April 2017 was borrowed under two shareholder loans that were used to pay the purchase price for the Acquisition and to acquire or redeem certain existing shareholder loans, mezzanine debt and other existing indebtedness of the Acquisition Companies. On 17 May 2017, the Company refinanced the outstanding existing debt and shareholder loans and paid related transaction fees and expenses by issuing €340,000 in 4.5% Senior Secured Notes due 2023. The Notes were admitted to trading on the Official List of The International Stock Exchange on 21 June 2017.

Additionally, the Company has entered into a €75,000 Revolver with availability from 31 May 2017 to 30 October 2022. Cash availability within the Revolver is limited to €55,000. Interest on the Revolver is variable based on LIBOR and the performance of the Company. There is no cash amount outstanding under the Revolver as of 31 December 2018; however commercial guarantees have been issued at 31 December 2018 that reduce the availability of the Revolver by €23,007.

The Notes and Revolver are secured by first-priority pledges of the shares of certain significant subsidiaries of the Company and a first-priority security interest over the intra-group receivables between certain subsidiaries in addition to the majority of assets of Norican guarantors, including LMCS, as defined in the indenture.

The borrowings under the Notes and Revolver are secured equally and ratably by first-priority security interests; however, the holders of the Notes will only receive proceeds from the enforcement of the collateral after certain super senior priority obligations including obligations under the Revolver and certain hedging obligations have been paid in full.

Interest on the Notes is payable semi-annually in arrears on 15 November and 15 May each year, commencing on 15 November 2017. The Notes mature on 15 May 2023. The Company may redeem, at its option, all or a portion of the Notes at a redemption price equal to 100% of the principal amount thereof, plus accrued and unpaid interest and additional amounts, if any, plus any applicable premium, subject to the limitations and conditions as described in the Notes.

The Company may, from time to time, depending on market conditions and other factors, repurchase outstanding Notes, whether or not such indebtedness trades above or below its face amount, for cash in open market purchases, in privately negotiated transactions or otherwise.

Prior Senior Financing Facility

Effective 24 February 2015, the Company entered into a financing agreement, as amended on 30 June 2016 and amended and restated on 25 September 2015 (the "Senior Credit Facility"), which provided a revolving credit facility and a term loan facility. The revolving credit facility provided a €50,000 commitment. The term loan facility provided an aggregate commitment of €165,000 with two tranches, tranche A of €66,000 and tranche B of €99,000. Both facilities were terminated in conjunction with the Transactions

The Company had entered into interest rate swaps to manage its exposure to interest rate movements on a significant portion of its borrowings under the prior Senior Credit Facility. See Note 8.

Scheduled repayments of the Company's borrowings are as follows at 31 December 2018:

Within one year	€ 45
Between two and five years	340,000
Total	€ 340,045

Net finance cost of €19,662 includes interest expense and amortisation of debt issuance costs of €18,050 and €1,612, respectively, for the year ended 31 December 2018. Net finance cost of €23,043 includes interest expense and amortisation of debt issuance costs of €16,184 and €6,859, respectively, for the year ended 31 December 2017.

11. COMMITMENTS

Lease Commitments

The Company leases certain facilities and equipment under various non-cancellable long-term and month-to-month leases, accounted for as operating leases.

Future minimum rental payments under non-cancellable operating leases are as follows at 31 December 2018:

Not later than one year	€ 8,179
Later than one year and not later than five years	20,857
Later than five years	2,907
Total	€ 31,943

Lease expense for the years ended 31 December 2018 and 2017 is €9,042 and €7,715, respectively.

12. LITIGATION

Silicosis

Subsidiaries of the Company in the United States have been named in various cases involving alleged exposure to silica by employees of its customers. In accordance with the terms of the Silicosis Litigation Management and Indemnification Agreement (the "Indemnity"), Water Application & Systems Corp. (formerly known as United States Filter Corp.) is liable for all silicosis claims arising from equipment or product sales prior to 19 August 2003 for subsidiaries of WGH Holding Corp. ("WGH") at that date. With respect to claims against non-United States subsidiaries of WGH at that date, the Indemnity expired 19 August 2018. With respect to United States subsidiaries of WGH, the Indemnity is not limited in time. There are no claims at present for exposure related to non-United States subsidiaries for equipment sales after 19 August 2003.

Other Claims

The Company has been named in litigation arising in the ordinary course of business. In the opinion of legal counsel and management, the Company has meritorious defences against such claims and is covered by insurance and has reserves to cover self-insured retentions for any material adverse outcome in most claims. In claims for which insurance coverage may not be available, the Company has established reserves deemed adequate to cover possible adverse outcomes and related fees. As a result, these cases are not expected to have a significant negative impact on future results of operations or the financial condition of the Company.

13. BENEFIT PLANS

The Company's pension plan benefit obligations consist of multiple plans that provide benefits to employees of operations in Switzerland, United Kingdom, Germany, United States and India, which have largely similar risk profiles.

The following table sets forth the significant components of the Company's pension plan benefit obligations, fair value of plan assets and funded status as at and for the years ended 31 December:

	2018	2017
Change in Benefit Obligation		
Benefit obligation at beginning of period	€ 142,576	€ 151,715
Acquisition of LMCS	—	4,097
Service cost	875	785
Interest cost	2,143	2,305
Plan participants' contributions	458	461
Actuarial (gain)/loss	(2,086)	1,293
Benefits paid	(8,110)	(7,707)
Past service loss/(gain)	319	(789)
Impact of foreign currency changes	2,434	(9,337)
Transfer to disposal group	—	(247)
Benefit obligation at end of period	€ 138,609	€ 142,576
Change in Plan Assets		
Fair value of plan assets at beginning of period	€ 112,923	€ 115,528
Actual return on plan assets	4,868	10,547
Company contributions	1,295	1,340
Participant contributions	458	460
Benefits paid and expenses	(7,329)	(6,887)
Other	(670)	3
Impact of foreign currency changes	2,509	(8,068)
Fair value of plan assets at end of period	€ 114,054	€ 112,923
Accrued benefit liability per balance sheet at end of period	€ 24,555	€ 29,653
Of which arising from:		
Funded plans	€ 13,392	€ 18,049
Unfunded plans	€ 11,163	€ 11,604

The Company's estimate of employer contributions to be paid to defined benefit plans for the year ended 31 December 2019 is €2,113. Actual payments could differ materially from this estimate if any new funding regulations or laws are enacted or due to changes in business and market conditions during 2019.

The fair values of the assets of the Company's defined benefit pension plans are as follows at 31 December:

	2018 Fair Value	%	2017 Fair Value	%
Equities	€ 36,229	32%	€ 37,355	33%
Property	27,232	24%	25,224	22%
Bonds	37,286	33%	37,385	33%
Other assets	13,307	11%	12,959	12%
Fair value of assets	€ 114,054	100%	€ 112,923	100%

The plan assets do not include any assets used by the Company or any shares in the Company.

Principal actuarial assumptions, expressed as weighted averages and components of net periodic pension cost, are as follows at 31 December:

	2018	2017
Benefit cost:		
Discount rate	2.0%	1.8%
Expected return on plan assets	1.5%	1.4%
Rate of compensation increase	2.1%	2.2%
Benefit obligation:		
Discount rate	1.6%	1.5%
Rate of compensation increase	1.9%	1.8%
Future pension increase	1.3%	1.4%
Components of net periodic pension cost:		
Service cost	€ 875	€ 785
Interest cost	2,143	2,305
Expected return on plan assets	(1,594)	(1,621)
Past service cost loss/(gain)	319	(789)
Net periodic pension cost	€ 1,743	€ 680

Accumulated actuarial gains, included in the statement of comprehensive income, are as follows:

	2018	2017
Balance at beginning of period	€ 2,110	€ (5,051)
Actuarial gains for the year, net of deferred tax	3,895	5,900
Currency translation	(59)	1,261
Balance at end of year	€ 5,946	€ 2,110

Norican Group, through its Swiss subsidiary, participates in the Pensionskasse Georg Fischer and Durach-Stiftung (together, the "Georg Fischer Plan"), which are separate legal entities. The Georg Fischer Plan Foundation is responsible for the governance of the plan, and the governance board is composed of an equal number of representatives from the employers and employees chosen from all affiliated companies. The accrued benefit liability attributed to the Swiss pension is €0 and €4,133 as of 31 December 2018 and 2017, respectively.

14. FINANCIAL RISK MANAGEMENT

The Company's activities expose it to a variety of financial risks: market risk (including foreign currency risk, interest rate risk and commodity price risk), credit risk and liquidity risk. The Company's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Company's financial performance. The Company uses derivative financial instruments to hedge certain risk exposures. The Company's risk exposures have not changed significantly in 2018.

Foreign Exchange Risk

The Company operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the US dollar, the Indian rupee and the Chinese renminbi. Foreign exchange risk arises from future commercial transactions, recognised assets and liabilities, and net investments in foreign operations. The Company's individual subsidiaries predominately transact their operational activities in their respective functional currencies. However, the global nature of the business leads to transactional risk at the balance sheet date. This arises because the amount of local currency received or paid for transactions denominated in a foreign currency varies due to changes in foreign exchange rates. Transactional committed risk for which the Company has a contractual obligation that is recorded on the balance sheet is primarily managed through the use of forward foreign exchange contracts.

The Company's Notes, which make up substantially all of the outstanding debt balances at 31 December 2018, are denominated in euros; therefore, most of the Company's debt is not exposed to foreign currency risk. However, translation exposure arises from consolidation of foreign currency-denominated financial statements of the Company's subsidiaries. The risk arising from translation of the Company's US subsidiary balance sheets (the effect of which is a currency impact in consolidated Company equity) is partially hedged. A 10% change in the currency translation rate between the US dollar and the euro could positively or negatively affect revenue by approximately €9,336, and the net income impact on equity is approximately €289 based on results for the year ended 31 December 2018. The Company has entered into a foreign currency swap to hedge the currency exposure to the US dollar of its net investment in US operations. The risk from equity fluctuations in other currencies is not considered significant. See Note 8.

Commodity Price Risk

Commodity price fluctuations also affect aspects of the Company's business. Changes in commodity prices can affect the profitability of the Company's operations and its net cash flows.

The Company does not consider commodity price risk to be a significant financial statement risk, as most of the machine orders are completed within six months and the portion of commodity cost in the cost of finished goods inventory is not considered significant. For large orders, the Company mitigates exposure to commodity price risk by committing to raw materials purchases periodically throughout the year as sales occur. Inventory pricing is reviewed periodically to reduce the risk of commodity purchase price changes.

Interest Rate Risk

The Company is exposed to fluctuations in interest rates on its Revolver borrowings. While there are no outstanding borrowings under the Revolver at 31 December 2018, to the extent the Company has future outstanding borrowings under the Revolver, the amount outstanding would be exposed to interest rate fluctuations.

Credit Risk

The exposure to credit risk is represented by the balance sheet values of the receivables and positive market values of derivatives that are carried at the balance sheet date.

Credit quality of customers is assessed taking into account the customer's financial position, past experience and other factors. Individual risk limits are set based on internal and external ratings. The utilisation of credit limits is regularly monitored. Although the Company monitors the credit ratings of its customers, changes in the financial position of its customers can adversely affect the Company's future collection of the receivables and the Company's cash flows.

Liquidity Risk

The Company's principal source of liquidity consists of cash and cash equivalents, cash generated from operations, and borrowings available under the Revolver. See Note 10.

Capital Risk Management

The Company's objectives in managing capital are to safeguard the Company's ability to continue as a going concern in order to provide returns for shareholders, benefits for other stakeholders and to maintain an optimal capital structure to reduce its cost of capital.

Other Risk

At 31 December 2018, €30,586 in commercial guarantees related to equipment orders were outstanding that are not reflected on the balance sheet but expose the Company to a minimal albeit potential risk.

Classes of Financial Instruments

Besides cash and cash equivalents, trade and other receivables as well as long-term debt, trade payables and other payables, which are financial instruments measured at amortised cost, the Company has entered into a currency swap designated for net investment hedge accounting, foreign exchange and other swaps. The Company does not have financial instruments classified as fair value through profit and loss.

15. EQUITY

	Share Capital	Other Reserves	Retained Earnings	Total Shareholders Equity	Minority Interests	Total Equity
Balance at 31 December 2016	€ 1,541	€ 152,278	€ 20,646	€ 174,465	€ 3,384	€ 177,849
Employee share purchase	11	1,983	–	1,994	–	1,994
Total comprehensive income	–	3,154	450	3,604	264	3,868
Non-controlling interest dividend	–	–	–	–	(12)	(12)
Balance at 31 December 2017	€ 1,552	€ 157,415	€ 21,096	€ 180,063	€ 3,636	€ 183,699
Employee share purchase	–	130	–	130	–	130
Total comprehensive income	–	4,131	11,854	15,985	576	16,561
Non-controlling interest dividend	–	–	–	–	(11)	(11)
Balance at 31 December 2018	€ 1,552	€ 161,676	€ 32,950	€ 196,178	€ 4,201	€ 200,379

Common Shares

The Company is authorised to issue up to 11,560,097 common shares, each with a par value of one Danish krone. Shares are entitled to one vote per share. There are 11,560,097 and 11,559,564 shares issued and outstanding, respectively, at 31 December 2018.

Other Reserves

Other reserves consist of the following at 31 December:

	2018	2017
Capital reserves	€ 151,555	€ 151,425
Actuarial gains on pension benefit obligation, net of deferred tax	5,946	2,110
Unrealised holding (losses)/gains on derivatives designated as cash flow hedges, net of deferred tax	(724)	935
Currency translation	4,899	2,945
	€ 161,676	€ 157,415

Non-controlling Interest

The Company's majority owned Indian subsidiary, DISA India Ltd. ("DIL"), is listed on the Bombay Stock Exchange. As a result, the Company recognises the non-controlling interest's share of the net asset value of DIL as a component of equity.

16. COMMON STOCK WARRANTS

The Company has issued 1,027,725 common stock warrants to management and directors of the Company. The warrants were issued at fair market value and therefore no compensation expense is recognised. The warrants give the holder the right (without preemption right for the Company's existing shareholders) to subscribe for up to 1,027,725 shares in the Company with a par value of one Danish krone, by cash contribution at exercise. The common stock warrants expire at the earliest of (i) a change of control of the Company or an IPO or (ii) the year 2023. The Company's share capital may be increased in order to make it possible for the holders of the warrants to exercise the warrants. During the years ended 31 December 2018 and 2017, 13,935 and 246,666 warrants were issued to management, respectively, at fair market value and therefore no compensation expense has been recognised. During the year ended 31 December 2017, 4,812 warrants were reacquired from a former management employee.

17. INCOME TAX RECOGNISED IN PROFIT OR LOSS

The composition of income tax expense is as follows for the years ended 31 December:

	2018	2017
Current tax expense	€ 9,309	€ 9,771
Deferred tax (benefit)/expense relating to the origination and reversal of temporary differences	(3,316)	637
Total income tax expense	€ 5,993	€ 10,408
Deferred tax (benefit)/expense recognised directly in equity	€ (495)	€ 1,835

Deferred taxes consist of the following at 31 December:

	2018	2017
Net operating and other deferred loss carryovers	€ 1,842	€ 2,396
Current assets and liabilities, net	4,769	4,876
Property, plant and equipment	(159)	(518)
Pension	3,474	4,180
Goodwill and identifiable intangible assets	(31,260)	(33,023)
Other	1,944	136
Net deferred tax liability	€ (19,390)	€ (21,953)

Income tax expense attributable to income before income taxes differed from the amounts computed by applying the Danish income tax rate of 22% for the years ended 31 December, due to the following:

	2018	2017
Income tax expense calculated at 22%	€ (4,083)	€ (2,496)
Effect of non-taxable income	(761)	(828)
Effect of non-deductible expenses	(1,684)	(3,977)
Effect of unused tax losses and tax offsets not recognised as deferred tax assets	(1,182)	(330)
Effect of previously unrecognised and unused tax losses and tax offsets now recognised as deferred tax assets	168	125
Effect of different tax rates of subsidiaries operating in other jurisdictions, and other rate effects	991	(1,573)
	(6,551)	(9,079)
Adjustments recognised in the current year in relation to the current tax of prior years	558	(1,329)
Income tax expense recognised in net income	€ (5,993)	€ (10,408)

Danish, United Kingdom and Canadian loss carryovers do not expire.

Beginning in 2017, the Danish subsidiaries of the Company have been participating in a Danish joint taxation arrangement in which Nortre Administration ApS, a related party, serves as the administration company. According to the joint taxation provisions of the Danish Corporation Tax Act, the Danish subsidiaries are therefore liable for income taxes for the jointly taxed companies and also for obligations, if any, relating to the withholding of tax on interest, royalties and dividends for the jointly taxed companies. As a result of the joint taxation arrangement, the tax deductibility of interest incurred by Danish subsidiaries of the group was reduced by €252 and €400 for the years ended 31 December 2018 and 2017, respectively.

18. EMPLOYEE BENEFIT EXPENSE

	2018	2017
Wages and salaries, including termination	€ 137,914	€ 123,259
Pension costs, defined benefit	1,742	680
Pension costs, defined contribution	3,586	3,326
	€ 143,242	€ 127,265
Average number of employees	2,666	2,544

Employee benefit expenses are deducted in arriving at the Company's operating income, excluding net interest cost and past service cost included in defined benefit pension cost. See Note 13.

19. RELATED PARTIES

Executive Board

The remuneration of the Executive Board is as follows:

	2018	2017
Short-term benefits	€ 1,154	€ 1,161
Post-employment benefits	23	16
Total	€ 1,177	€ 1,177

The remuneration of the executive board is determined by the remuneration committee of the Board of Directors having regard to the performance of individuals and market trends.

Shareholders

Directors and management own common shares and common share warrants of the Company. As of 31 December 2018, Altor Fund IV Holding AB has controlling shareholding positions in the Parent Company. Costs for strategic advisory and management services of €543 and €2,243 were accrued to the benefit of Altor Fund IV Holding AB for the years ended 31 December 2018 and 2017, respectively.

The Company has issued 449,139 and 68,466 common stock warrants to the Executive Board and Board of Directors, respectively.

Joint Taxation Agreement

The Company participates in a Danish joint taxation arrangement in which Notre Administration ApS serves as the administration company (see Note 17). Notre Administration ApS and Norican Group share common owners through the Company's controlling shareholder.

20. AUDIT FEES

Fees to auditors appointed at the General Meeting are as follows:

	2018	2017
Audit fee: Deloitte	€ 583	€ 404
Other services: Deloitte	€ 17	€ 756

21. LIST OF MAJOR SUBSIDIARY COMPANIES

Name of Subsidiary	Country of Origin	% Owned*	Type of Company
Norican A/S	Denmark	100%	Holding
Norican Global A/S	Denmark	100%	Holding
Norican Group ApS	Denmark	100%	Holding
DISA Holding A/S	Denmark	100%	Holding
DISA Industries A/S	Denmark	100%	Manufacturing
WGH Holding Corp.	British Virgin Islands	100%	Holding
Wheelabrator Group (Canada) ULC	Canada	100%	Sales
DISA (Changzhou) Machinery Ltd.	China	100%	Manufacturing
DISA Trading (Shanghai) Co. Ltd.	China	100%	Sales
Kunshan Italpresse Die-casting Equipment Co. Ltd.	China	100%	Sales
Italpresse Industrie (Shanghai) Co. Ltd.	China	100%	Sales
StrikoWestofen Thermal Equipment (Taicang) Co. Ltd.	China	100%	Manufacturing
Wheelabrator Czech s.r.o.	Czech Republic	100%	Manufacturing
Matrasur Composites SAS	France	100%	Manufacturing
Wheelabrator Group SAS	France	100%	Manufacturing
Wheelabrator Group GmbH	Germany	100%	Manufacturing
Wheelabrator Group Holding GmbH	Germany	100%	Holding
LMCS Group Holding GmbH	Germany	100%	Holding
Light Metal Casting Solutions Group GmbH	Germany	100%	Holding
SWO Holding GmbH	Germany	100%	Holding
Norican Digital GmbH	Germany	100%	Sales
Light Metal Casting Equipment GmbH	Germany	100%	Holding
StrikoWestofen GmbH	Germany	100%	Sales
DISA Limited Hong Kong	Hong Kong	100%	Sales
DISA India Ltd.	India	75%	Manufacturing
DISA Technologies Private Ltd.	India	100%	Manufacturing
Italpresse Industrie S.r.l.	Italy	100%	Manufacturing
Gauss Automazione S.p.A.	Italy	100%	Manufacturing
DISA K.K.	Japan	100%	Sales
WG Plus de Mexico S de RL de CV	Mexico	100%	Manufacturing
StrikoWestofen de Mexico S.A. de C.V.	Mexico	100%	Sales
IP Mexico Die Casting S.A. de C.V.	Mexico	100%	Sales
Wheelabrator Schlick Sp. Z.o.o.	Poland	100%	Manufacturing
SWO Polska Sp. Z.o.o.	Poland	100%	Manufacturing
Wheelabrator Group SLU	Spain	100%	Sales
DISA Industrie AG	Switzerland	100%	Manufacturing
DISA Holding AG	Switzerland	100%	Holding
WGH UK Holdings Limited	United Kingdom	100%	Holding
WGH UK Ltd.	United Kingdom	100%	Holding
Wheelabrator Technologies (UK) Ltd.	United Kingdom	100%	Holding
Wheelabrator Group Ltd.	United Kingdom	100%	Sales
Striko UK Ltd.	United Kingdom	100%	Sales
DISA Industries Inc.	United States	100%	Sales
WG Global LLC	United States	100%	Holding
DISA Holding LLC	United States	100%	Holding
Wheelabrator Group Inc.	United States	100%	Manufacturing
Wheelabrator (Delaware) LLC	United States	100%	Holding
StrikoWestofen Dynarad Furnace Corp.	United States	100%	Sales

*Ownership percentage corresponds to voting rights.

PARENT COMPANY
Balance Sheets
(Amounts in Thousands)

	Note	31 December 2018	2017
CURRENT ASSETS:			
Cash		€ 2,112	€ 1,999
Intercompany receivables		1,302	1,258
Total current assets		3,414	3,257
INVESTMENT IN SUBSIDIARY COMPANIES	2	153,291	153,291
TOTAL ASSETS		€ 156,705	€ 156,548
LIABILITIES AND SHAREHOLDERS' EQUITY			
CURRENT LIABILITIES:			
Income tax payable	1	€ 8	€ 10
Total current liabilities		8	10
EQUITY:			
Common shares		1,552	1,552
Additional paid-in capital		154,949	154,819
Retained result, etc.		196	167
Total shareholders' equity	3	156,697	156,538
TOTAL LIABILITIES AND EQUITY		€ 156,705	€ 156,548

Statements of Income
(Amounts in Thousands)

	Note	31 December 2018	2017
OPERATING INCOME		€ —	€ —
NON-OPERATING INCOME		—	—
Net finance income		37	47
Total non-operating income		37	47
INCOME BEFORE INCOME TAX		37	47
INCOME TAX EXPENSE	1	(8)	(10)
NET INCOME		€ 29	€ 37

PROPOSED DISTRIBUTION OF RESULT FOR THE YEAR:		
Proposed dividend for the year	€ —	€ —
Transfer to retained result	29	37
	€ 29	€ 37

Statements of Cash Flows

(Amounts in Thousands)

	Note	31 December 2018	2017
CASH FLOWS FROM OPERATIONS:			
Net income		€ 29	€ 37
Adjustments to reconcile net income to net cash from operations, changes in working capital:			
Intercompany receivables		(44)	(43)
Accrued income tax payable		(2)	3
Net cash from operations		(17)	(3)
CASH FLOWS USED IN INVESTING ACTIVITIES:			
Investments in subsidiaries		—	—
Net cash from investing activities		—	
CASH FLOWS FROM FINANCING ACTIVITIES:			
Net proceeds from employee share purchase	3	130	1,994
Loan and accrued interest to Norican A/S		—	—
Net cash from financing activities		130	1,994
NET CHANGE IN CASH		113	1,991
CASH, BEGINNING OF PERIOD		1,999	8
CASH, END OF PERIOD		€ 2,112	€ 1,999

1. INCOME TAX RECOGNISED IN NET INCOME

The Danish companies of the group are jointly and severally liable for the Danish group's joint taxable income.

Tax expense consists of the following:

	Year ended 31 December 2018	2017
Current tax expense	€ 8	€ 10
Deferred tax expense relating to the origination and reversal of temporary differences	—	—
Total income tax expense	€ 8	€ 10

Income tax expense attributable to income before income taxes is computed by applying the Danish income tax rate of 22% for the years ended 31 December 2018 and 2017.

2. INVESTMENT IN SUBSIDIARY COMPANIES

Investments in subsidiary companies, with a carrying value of €153,291 at 31 December 2018 and 2017, have been provided as security for loans to the Company. Investment in subsidiary companies are reported at cost.

3. SHAREHOLDERS' EQUITY

	Share Capital	Retained Results	Total
Equity at 31 December 2016	€ 154,377	€ 130	€ 154,507
Transfer to retained result	—	37	37
Employee share purchase	1,994	—	1,994
Equity at 31 December 2017	€ 156,371	€ 167	€ 156,538
Transfer to retained result	—	29	29
Employee share purchase	130	—	130
Equity at 31 December 2018	€ 156,501	€ 196	€ 156,697

Common Shares

The Company is authorised to issue up to 11,560,097 common shares, each with a par value of one Danish krone. Shares are entitled to one vote per share. There are 11,560,097 and 11,559,564 shares issued and outstanding, respectively, at 31 December 2018.

Further details on the Parent Company's equity and related party transactions are provided in notes 15 and 19, to the Company's consolidated financial statements, respectively.

4. AUDIT FEES

	Year ended 31 December 2018	2017
Fees to auditors appointed at the General Meeting were as follows:		
Audit fee: Deloitte	€ 2	€ 2
Other services: Deloitte	—	—

Global Leadership Team

Norican Group benefits from a seasoned, multinational and well-rounded management team with an average tenure of more than ten years. In addition, the Company maintains a disciplined and hands-on board of directors, which employs a proactive approach of working in conjunction with the management team to deliver long-term value.

Board of Directors

JEAN MARC LECHÊNE
Independent Director and Chairman

ROBERT E. JOYCE JR.
President & Chief Executive Officer

DAVID HUGHES
Independent Director

SØREN JOHANSEN
Partner, Altor Equity Partners

ANDERS LINDQVIST
Independent Director

DANIEL REIMANN
Director, Altor Equity Partners

ANDREW J. MATSUYAMA
Executive Vice President & Chief Financial Officer

Executive Board

ROBERT E. JOYCE JR.
President & Chief Executive Officer

ANDREW J. MATSUYAMA
Executive Vice President & Chief Financial Officer

IAN B. BIRD
Senior Vice President & General Counsel

Senior Management

ROBERT E. JOYCE JR.
President & Chief Executive Officer
United States

ANDREW J. MATSUYAMA
Executive Vice President & Chief Financial Officer
United States

ANDREW T. CARMICHAEL
Executive Vice President & Chief Operating Officer
United Kingdom

STUART DAVIDSON
Executive Vice President, Global Sales & Service
United Kingdom

PETER HOLM LARSEN
Executive Vice President, Global Parts
Formation Group
Denmark

ERICH BRUNNER
Executive Vice President, Global Parts
Preparation Group
Switzerland

CLIFFORD PARR
Executive Vice President, Global Parts
Finishing Group
United Kingdom

RUDI RIEDEL
Executive Vice President, Norican Digital
Germany

VIRAJ NAIDU
Executive Vice President, Global Product Supply
India

CARLO SCALMANA
Senior Vice President, Die Casting
Italy

IAN BIRD
Senior Vice President & General Counsel
United States

NEIL MOSELEY
Senior Vice President & Group Controller
United Kingdom

BO BUGGE
Senior Vice President
& Chief Information Officer
Denmark

METTE KAARSBO
Senior Vice President, Strategic Sourcing
Denmark

VANESSA ASHWORTH
Vice President, Marketing Communication
United Kingdom

JANET C. EGAN
Vice President, Investor Relations
& Corporate Finance
United States

Norican Group
Shaping Industry

Norican Group
Global Headquarters
Højager 8
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Denmark

Norican Group
Locations

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