

NORS

We Know How

CORPORATE PRESENTATION

- NORS GROUP
- VISION, MISSION AND VALUES
- 80 YEARS ON THE ROAD
- OUR BRANDS
- THE WORLD IS NORS
- PERFORMANCE INDICATORS

A large, faint maze graphic is centered on the page, serving as a background for the title. The maze is composed of dark grey lines on a lighter grey background, with a central path leading towards the center of the page.

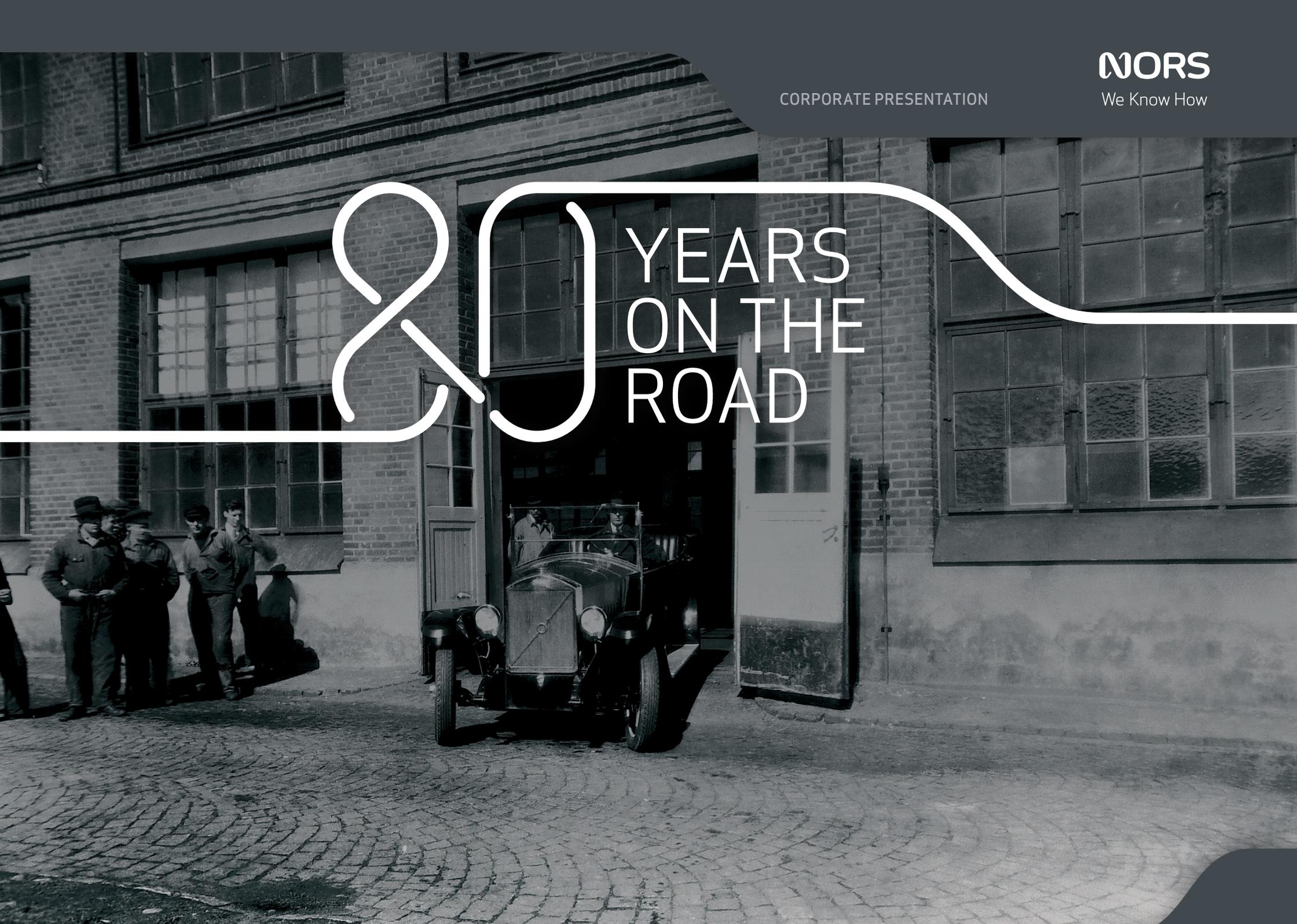
NORS GROUP

WE, NORS. ONE NAME THAT RECALLS ALL THAT WE ARE.

With 80 years of history, the Nors Group is a Portuguese group whose vision is to be a world leader in transport solutions and construction equipment.

The focus in the internationalization and expansion of its activities into new business areas, with different characteristics from the Group's traditional activity, justified the need to create a comprehensive and aggregating corporate brand, which sustained the Group's growth ambition on the one hand, and translated its diversity on the other.

In 2013, the designation of the Group changes from Auto Sueco to Nors, fully assuming its multinational vocation, following a strategy based on cross-cutting principles and policies and a global group culture, aimed at a sustained growth, supported by excellent products, services and Human Resources.



80 YEARS
ON THE
ROAD

80 YEARS ON THE ROAD

CORPORATE PRESENTATION

NORS

We Know How

We got used to always being on the move, because that is the nature of our products. And because it's the best way to maintain a relationship with our customers. We don't how to keep still.

We connect to the machines from the moment they are sold and never let them go. We anticipate our customers' needs and, even before they know it, we are already where they need us to ensure the best transportation, construction and industrial equipments and solutions.

VISION, MISSION AND VALUES

WE ARE WHAT WE WANT AND WHAT WE DO .
Where we are going is our vision. How to go is our mission. How we act are our values. What guides us and ensures the coherence of our actions.



Tomás Jervell
CEO

VISION, MISSION AND VALUES

VISION

To be a world leader in transport solutions and construction equipment.

MISSION

To generate prosperity for both customers and suppliers, enabling us to develop our employees and create value for our shareholders, through trusting relationships, built out of our rigorous attitude and delivery of the best solutions.

VALUES

AMBITION
TRUST
TALENT



MILESTONES



MILESTONES

**1933**

- Luís Jervell starts Volvo operations in Portugal.

**1949**

- Official creation of Auto Sueco, Lda.

**1959**

- Foundation of Auto Sueco (Coimbra), Lda.

**1991**

- Auto Sueco Angola marks the beginning of the internationalization of the Group.
- Auto Sueco Angola imports, markets and provides after-sales assistance to Volvo products in Angola.

MILESTONES



1999

- Auto Sueco (Coimbra) starts its activity in Spain with the acquisition of Volmaquinaria Construccion España.



2001

- Expansion of Auto Sueco Group's activities into several countries of Equatorial Africa.



2003

- The Group invests in the heavy vehicles aftermarket in Portugal with the acquisition of Civiparts.



2004

- Start of ASC Construction Equipment USA.
- Civiparts Angola starts its activity.
- Expansion of the car's multibrand retail activity.
- AS Namibia assumes the exclusive representation in Namibia for Volvo Trucks, buses and industrial engines and Renault trucks.

MILESTONES



2005

- Auto Sueco Group starts distributing construction equipment in Angola through Auto-Maquinaria.



AS Parts



2006

- AS Parts marks the start of the Aftermarket activity in cars.
- Purchase of the company Stand Barata.
- Start of operations of AS Quénia, AS Botswana and AS Tanzânia.



2007

- The Group invests in Brazil with the creation of AS Centro Oeste.
- Start of Onedrive Angola.



2010

- Acquisition of Auto Sueco São Paulo.
- Auto Sueco Coimbra Group invests in Turkey with the purchase of ASC Turk Makina.

MILESTONES



2012

- AXIAL is the new brand for the automotive glass distribution.
- Auto Sueco Coimbra Group becomes Ascendum Group.
- Ascendum invests in Mexico through Ascendum México.

NORS

We Know How

2013

- Auto Sueco Group changes its corporate brand to Nors.
- Ascendum expands its activity into nine countries in Central Europe.



2014

- Nors group expands its activity into agriculture equipments with the purchase of Agro New in Brasil
- Start of operations of AS Moçambique
- Start of operations of AS Uganda.

OUR BRANDS

BUSINESS AREAS

Historically associated with its leadership in the automotive sector, Nors Group today is a multinational with a wide scope of action, conducting its activities in four major business areas:

- ORIGINAL EQUIPMENT SOLUTIONS
- INTEGRATED AFTERMARKET SOLUTIONS
- RECYCLING SOLUTIONS
- SAFEKEEPING SOLUTIONS

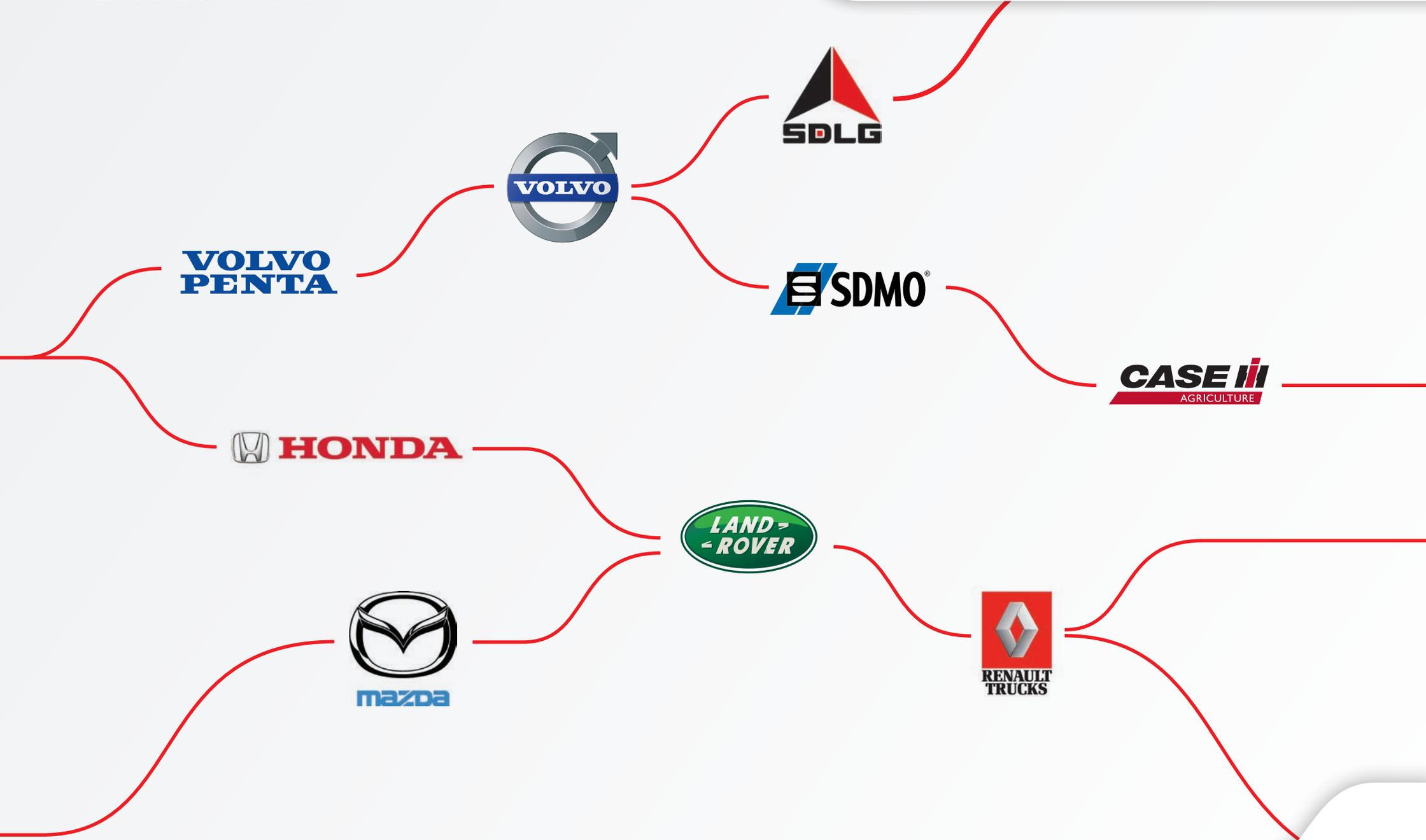
OUR BRANDS



BRANDS OF ORIGIN



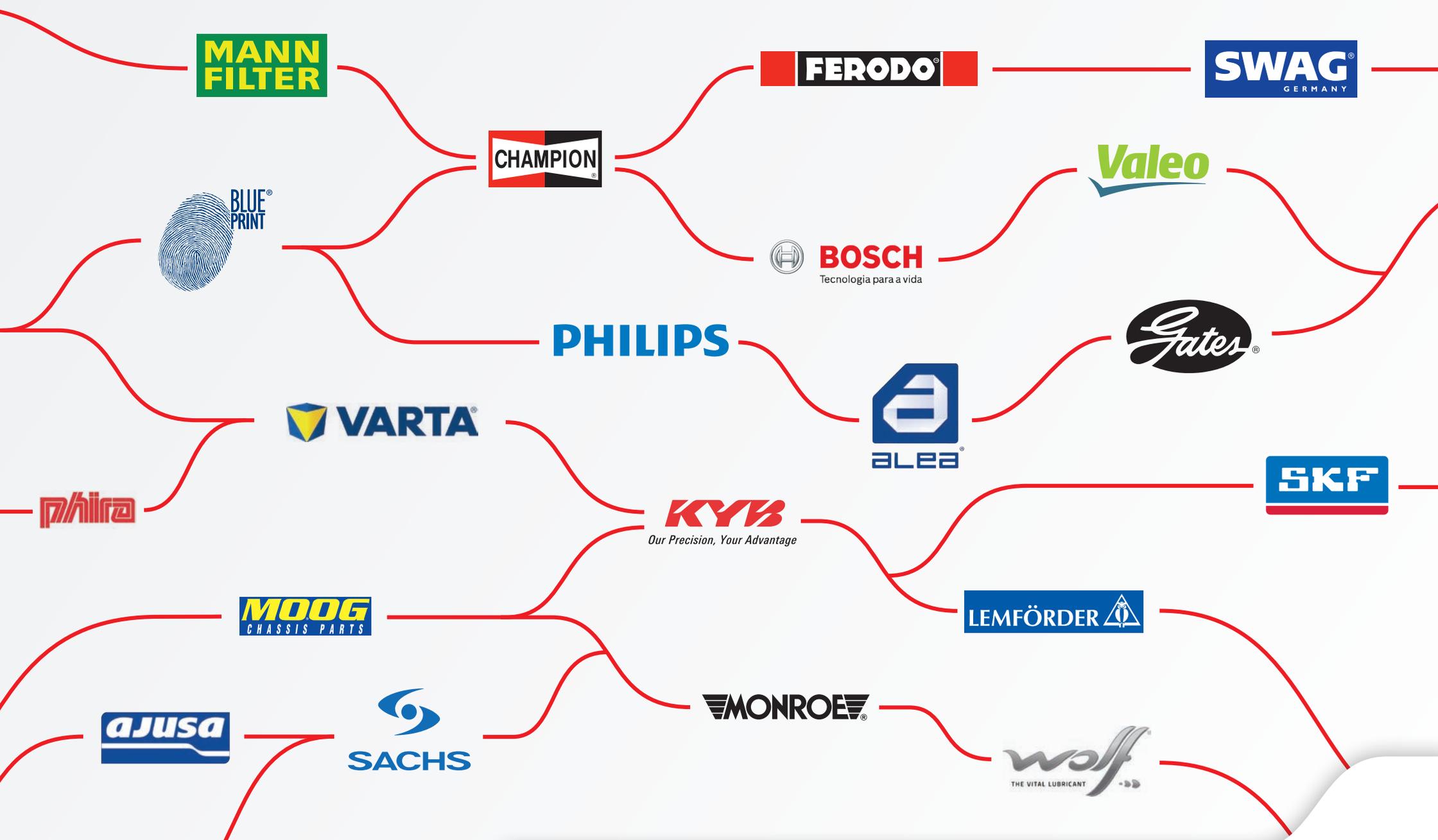
BRANDS OF ORIGIN



TOP 10 Car Aftermarket Brands



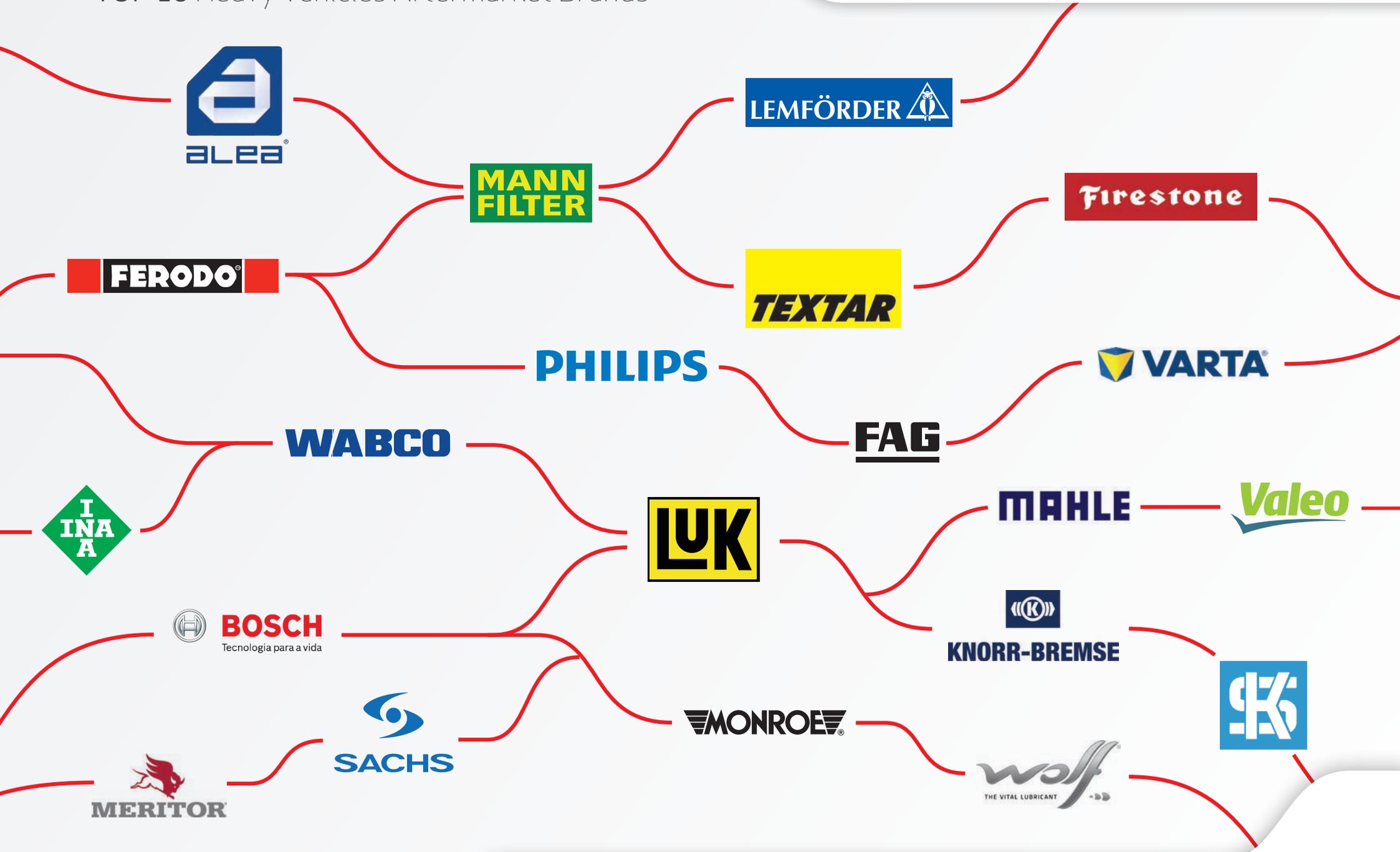
CARS Aftermarket brands



TOP 10 Heavy Vehicles Aftermarket Brands



TOP 10 Heavy Vehicles Aftermarket Brands



OUR BRANDS

ORIGINAL EQUIPMENT SOLUTIONS

It embodies the Group's historical activity, thanks to its relationship with Volvo since 1933, and includes the sale and after-sale of trucks, buses, construction machines, cars, marine and industrial engines, generators and original components. The development of this business area is driven by the presence of the companies which form it on several continents.

/AutoSueco

The Group's parent company, exclusive importer and distributor of Volvo trucks, buses and marine engines in Portugal. Auto Sueco is also the exclusive importer of SDMO gensets in Portugal.

/AutoSueco AUTOMÓVEIS

Automotive retail company with multi-brand dealers in Porto (Volvo, Mazda and Honda), Lisbon (Volvo and Land Rover), Braga (Volvo) and Guimarães (Volvo).

/AutoSueco ANGOLA

Founded in 1991 and headquartered in Luanda, Auto Sueco Angola imports, markets and provides after-sales service to Volvo products in Angolan territory and also represents SDMO gensets in this country.

/Auto-Maquinaria

Auto Maquinaria was created in 2005 to represent Volvo Construction Equipment products. The company is now also the exclusive representative of Groove and SDLG products in Angolan territory.

/AutoSueco KENYA

Based in Nairobi, Auto Sueco Kenya started its activity in 2006. It imports and provides after-sale assistance to trucks, buses Volvo and SDLG and Volvo Penta engines.

OUR BRANDS

ORIGINAL EQUIPMENT SOLUTIONS

/AutoSueco BOTSWANA

Auto Sueco Botswana began its activity in 2006 and has its headquarters in the country's capital, Gaborone. It is the exclusive representative in the territory for Volvo's trucks, buses and also for trucks from Renault.

/AutoSueco NAMIBIA

Founded in 2004 in the city of Windhoek, Auto Sueco Namibia has the exclusive representation in Namibia for Volvo's trucks, buses, as well as for trucks from Renault.

/AutoSueco TANZANIA

Auto Sueco Tanzania has its headquarters in Dar Es Salaam and started its activity in 2006. It is the exclusive importer of trucks, buses, construction equipment Volvo and SDLG, as well as Volvo Penta engines.

/AutoSueco UGANDA

Auto Sueco Uganda started its activity in 2014. It is based in Kampala and it imports and provides after-sale assistance to trucks, buses Volvo and SDLG and Volvo Penta engines.

/AutoSueco MOÇAMBIQUE

Auto Sueco Moçambique has its headquarters in Maputo and started its activity in 2014. It is the exclusive importer of trucks, buses and construction equipment Volvo, as well as Volvo Penta engines.

/AutoSueco SÃO PAULO

Auto Sueco São Paulo is the largest dealer of Volvo trucks and buses in Brazil and Latin America. It owns seven facilities, all of them located in São Paulo's region.

OUR BRANDS

ORIGINAL EQUIPMENT SOLUTIONS

/AutoSueco CENTRO OESTE

Auto Sueco Centro Oeste is the dealer for Volvo trucks and buses in the Brazilian states of Mato Grosso, Rondônia and Acre.



ASCENDUM Group is a Portuguese group of international dimension and one of the world's largest suppliers of industrial equipment for construction and infrastructures. It also deals Volvo trucks and multi-brand cars to central Portugal. Apart from Portugal, it is present in Spain, USA, Turkey, Mexico and, with the expansion of its activities to central Europe at the end of 2013, also in Austria, Hungary, Czech Republic, Slovakia, Romania, Croatia, Slovenia, Bosnia and Herzegovina and Moldavia - with the development of Volvo's Machinery and Construction Equipment business in these countries.

Nors Group owns 50 percent of the company.

AGRO NEW

Agro New is Case IH Agriculture dealer, the Case New Holland (CNH) brand for agriculture equipments, in the state of São Paulo, in Brazil. This is Nors first investment in the agriculture equipment sector with a huge growth potential in several continents.

Agro New represents Case IH Agriculture in the municipalities of Catanduva and Votupuranga, in inner state São Paulo, with three major products, agricultural tractors, grain harvesters and sugar cane harvesters, the latter being the main product in Agro New's operating area.

OUR BRANDS

INTEGRATED AFTERMARKET SOLUTIONS

In the area of Integrated Aftermarket Solutions, the Group gathers all the companies of its after-sale structure, which includes the import and distribution of OEM (Original Equipment Manufacturer) multi-brand parts for trucks, cars and automotive glass, through the brands Civiparts, AS Parts, Onedrive, ExpressGlass and Axial.



Imports and distributes parts and workshop equipment for multi-brand heavy vehicles. Civiparts was acquired by the Group in 2003 and is present in Portugal, Spain and Angola.



AS Parts

AS Parts is dedicated to the distribution of multi-brand parts and accessories for light vehicles and It is present in Portugal.

OUR BRANDS

INTEGRATED AFTERMARKET SOLUTIONS



Retailer of parts for passenger cars in Portugal and it is also present in Angola.



Vidros para Viaturas

ExpressGlass provides glass replacement and repair services to light and heavy motor vehicles, through a vast network of repair and replacement centers, in Portugal.



Axial is dedicated to the distribution of glasses for light and heavy motor vehicles in Portugal, being the main supplier of ExpressGlass Network. In Angola, Axial also distributes and sells windows for the building industry.

OUR BRANDS

RECYCLING SOLUTIONS

The environmental sector has been a strong focus of the Group. Focused on providing recycling solutions and equipment, the Recycling Solutions area encompasses Biosafe, Soma and Sotkon companies, which work, respectively, in the areas of products made from crumb rubber, production of urban waste's collecting and treatment equipment and solutions for temporary deposition of solid waste.



Biosafe is a benchmark company in the environmental area, located in Ovar, Portugal, dedicated to the production and sales of products derived from recycled crumb rubber. Used tires are transformed into a new raw material, the rubber granules, with an extremely competitive and high value-added business value. The recycled rubber crumb is an excellent quality material, clean and suitable for a multitude of applications. The production capacity amounts to over 25,000 tons of used tires / year - the equivalent of about 3.2 million tires for light vehicles.

OUR BRANDS

RECYCLING SOLUTIONS



Originally dedicated to the assembly of chassis for trucks and buses, Soma, located in Ovar, Portugal, is nowadays devoted to the production and distribution of products for the environmental sector, namely, superstructures for collecting solid urban waste (SUW), container washers and sweepers, among many other equipment and solutions for this sector.



Sotkon occupies a leading position in the Iberian market of underground containers for selective and undifferentiated collecting of solid urban waste. Sotkon offers an innovative and comprehensive concept for recycling and collecting of solid urban waste through modular, progressive, discrete and unique systems.

AS NOSSAS MARCAS

SAFEKEEPING SOLUTIONS

The area of the Nors Group Safekeeping Solutions gathers Amplitude Seguros and Mastertest companies.

Amplitude Seguros operates in the insurance brokerage market in general and Mastertest is a leading national operator in the area of mandatory vehicle inspections.



AMPLITUDE SEGUROS

Amplitude Seguros is an insurance and risk consultant of total service, which operates in various segments and sectors of the economy. Amplitude Seguros thus operates in the insurance brokerage market in general, directing its Insurance Consulting and Brokerage services to the segment of Individual and Corporate clients.



MasterTest[®]

Mastertest was acquired by the Group in 2012 and is a leading national operator in the area of mandatory vehicle inspections. It counts with eleven inspections centers spread all over the country.



THE WORLD IS NORS

Currently, the NORS Group is present in 23 countries across four continents: Portugal, Angola, Spain, Cuba, Namibia, United States of America, Kenya, Botswana, Brazil, Tanzania, Uganda, Moçambique, Turkey, Mexico, Austria, Czech Republic, Slovakia, Slovenia, Hungary, Romania, Croatia, Bosnia and Herzegovina and Moldavia, with around 4,300 employees and a volume of business exceeding 1.4 billion Euros.

NORS GROUP IN THE WORLD



NORS USA

NORS MEXICO

NORS CUBA

NORS BRAZIL

PORTUGAL

NORS

NORS

SPAIN

NORS

NORS

TURKEY

AUSTRIA
CZECH REPUBLIC
SLOVAQUIA
SLOVENIA
HUNGARY
ROMANIA
CROATIA
BOSNIA HERZEGOVINA
MOLDAVIA

UGANDA

NORS

NORS

KENIA

NORS

TANZANIA

ANGOLA

NORS

NORS

MOZAMBIQUE

NAMIBIA

NORS

NORS

BOTSWANA

NORS GROUP IN THE WORLD

**The Nors Group consists of six operational areas:**

Nors Ibéria, which brings together all the Group's operations in Portugal and Spain, incorporating Auto Sueco, Civiparts Portugal, Civiparts España, AS Parts, ONEDRIVE, Express-Glass and Axial companies;

Nors Angola, with operations in all the major Angolan cities, incorporating Auto Sueco Angola, Civiparts Angola, Auto Maquinaria, ONEDRIVE Angola, and Axial companies;

Nors Brasil, with Auto Sueco São Paulo and Auto Sueco Centro Oeste companies, with operations in Mato Grosso, Rondônia and Acre's states; and Agro New in Catanduva and Votupuranga, in inner state São Paulo.

Nors África, which gathers Auto Sueco Kenya, Auto Sueco Botswana, Auto Sueco Namibia, Auto Sueco Tanzania, Auto Sueco Uganda and Auto Sueco Moçambique.

Nors Ventures which groups Auto Sueco Automóveis, Soma, Biosafe, Amplitude Seguros, Sotkon and Masterstest.

The **Ascendum Group**, which Nors owns 50 percent of, is an important asset of the group, and one of the world's largest suppliers of industrial equipment for construction and infrastructures.

OUR BUSINESS

DELIVERIES 2013



Trucks

Buses

Construction Equipment (1)

Gensets

Portugal	556	29	101	503
Spain	0	0	98	0
Angola	515	2	119	405
Namibia	77	0	0	0
Botswana	25	2	0	0
Kenya	7	0	12	0
Tanzania	55	0	16	0
Brazil	3.916	213	0	0
USA	0	0	530	0
Turkey	0	0	913	0
Mexico	0	0	70	0
Central Europe	0	0	547	0
TOTAL	5.151	246	2.406	908

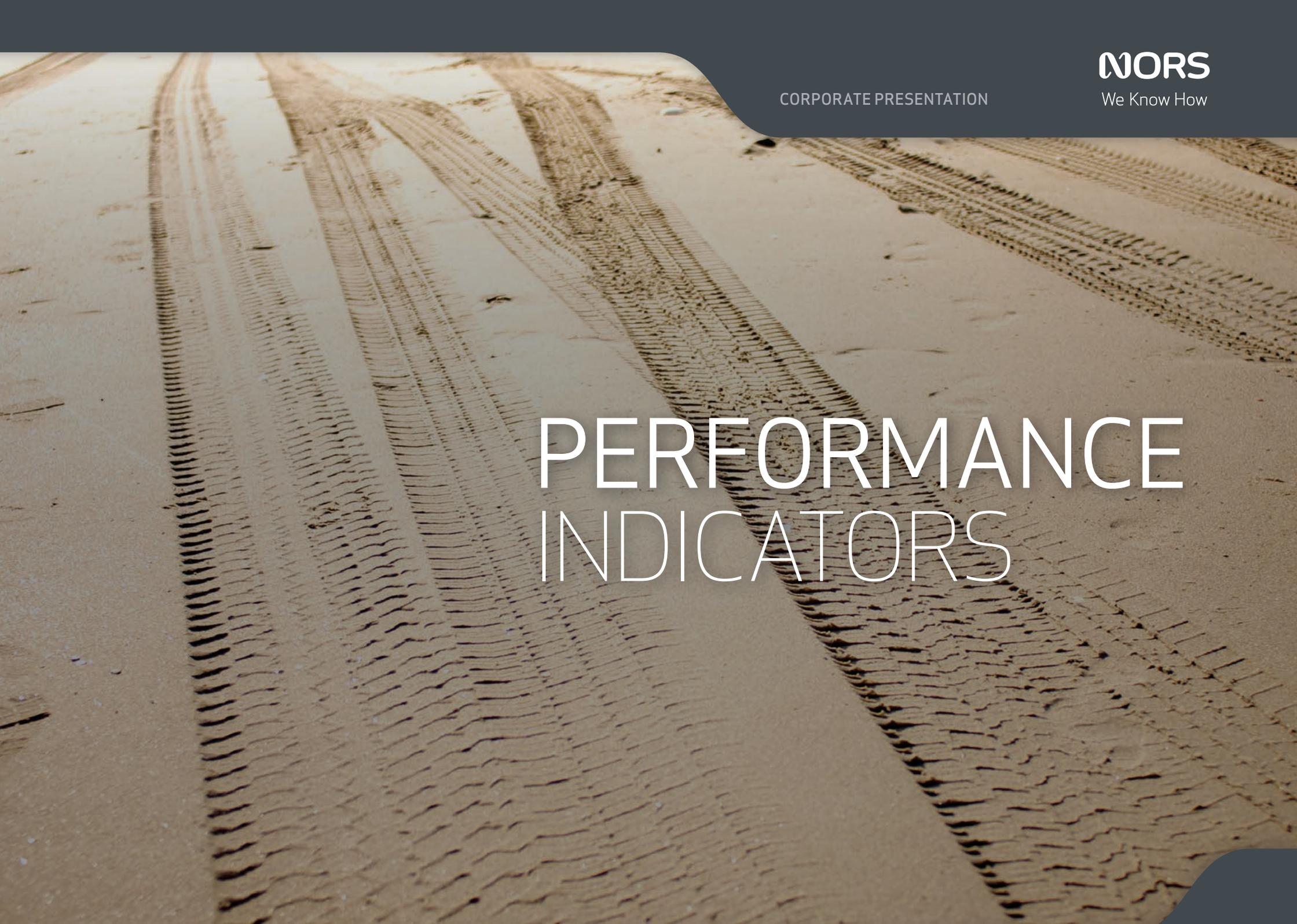
(1) Ascendum Group at 100%

OUR BUSINESS

CORPORATE PRESENTATION

NORS
We Know How



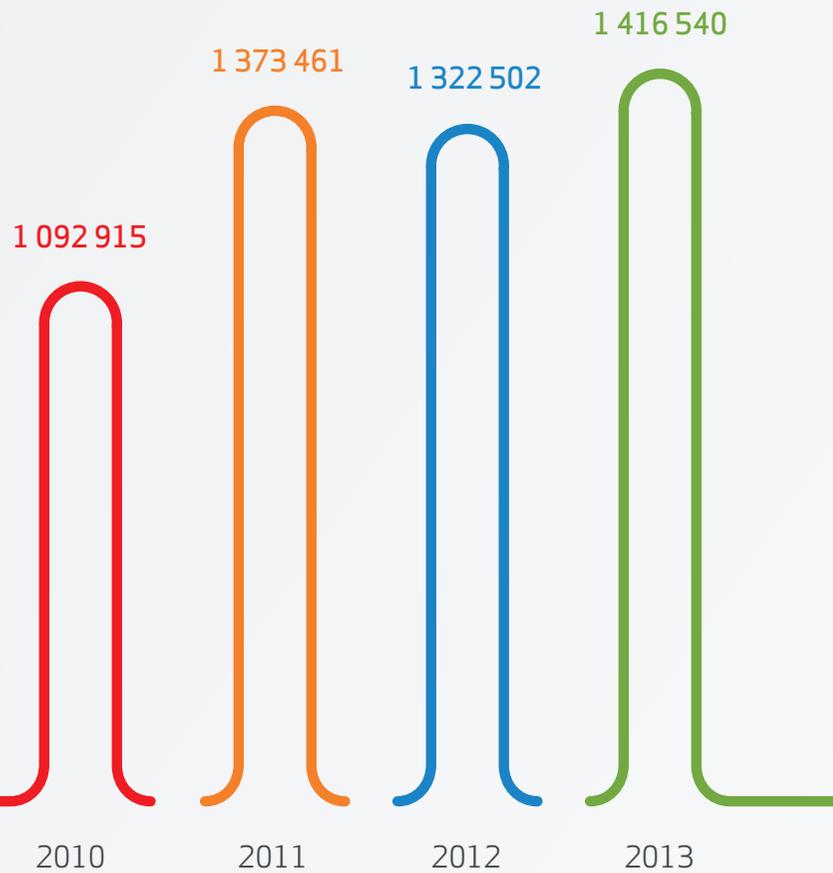


CORPORATE PRESENTATION

NORS
We Know How

PERFORMANCE INDICATORS

TURNOVER ⁽¹⁾

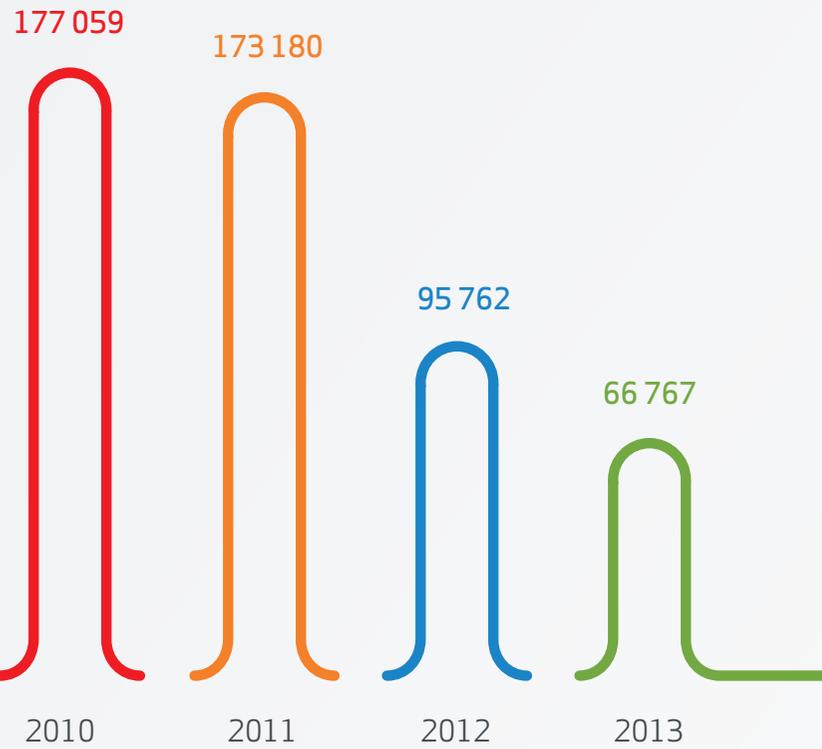


EBITDA

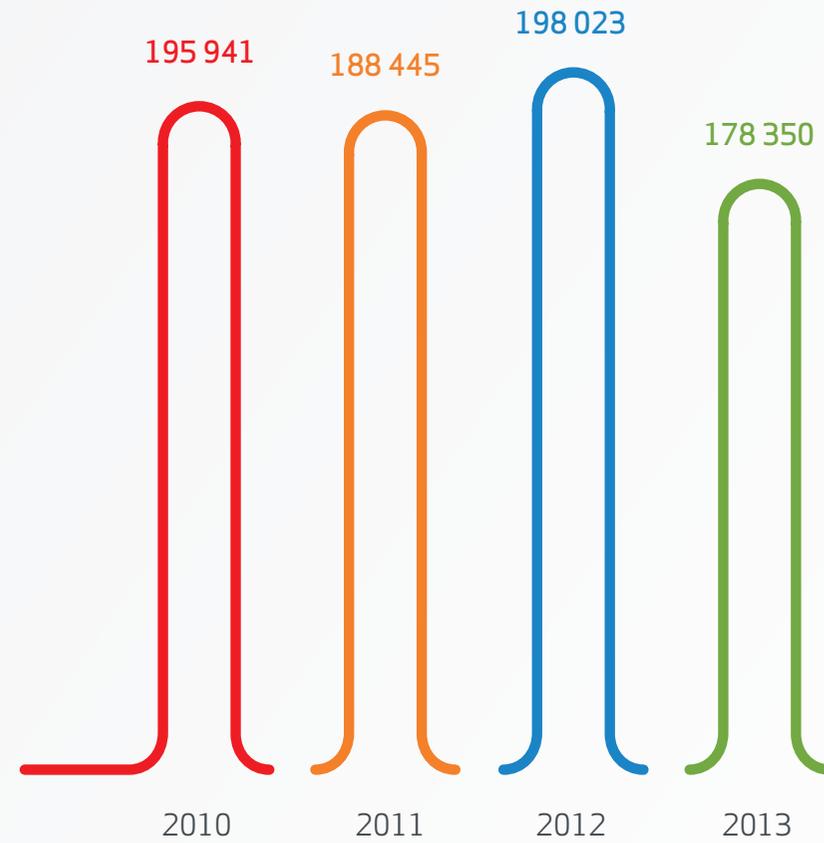


(1) With joint arrangements at 100%

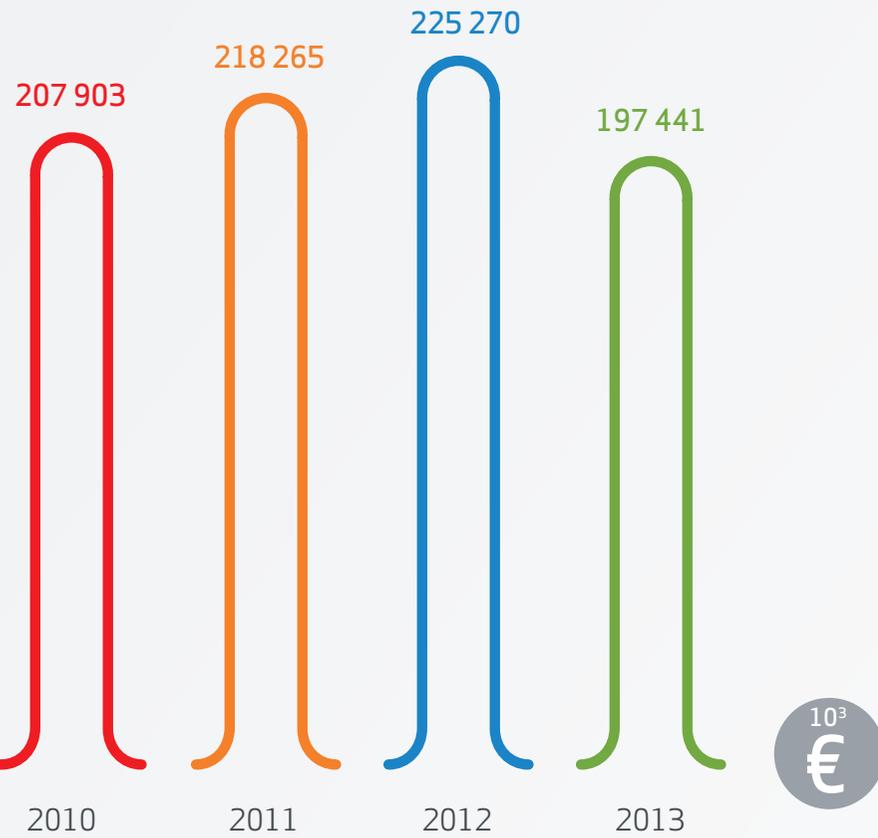
WORKING CAPITAL NEEDS



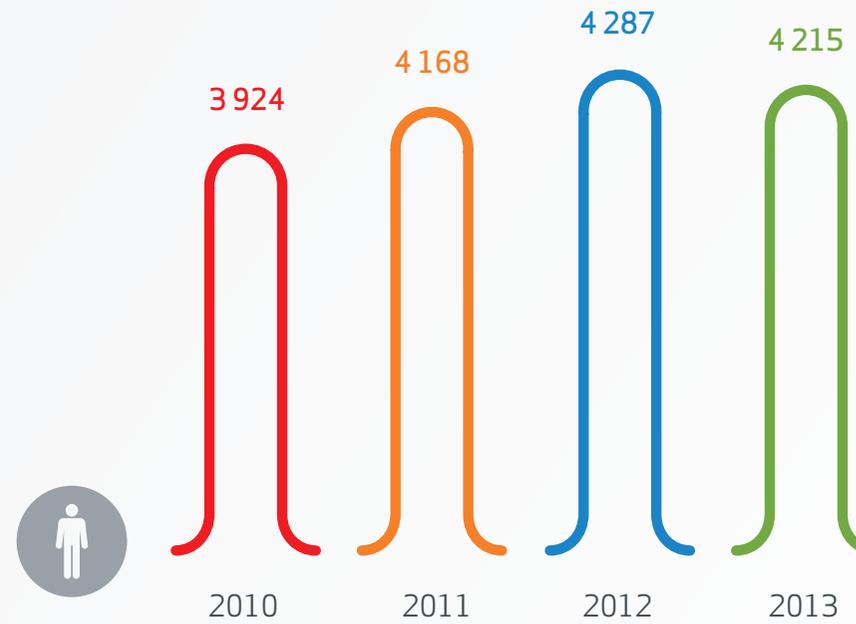
NET DEBT



EQUITY

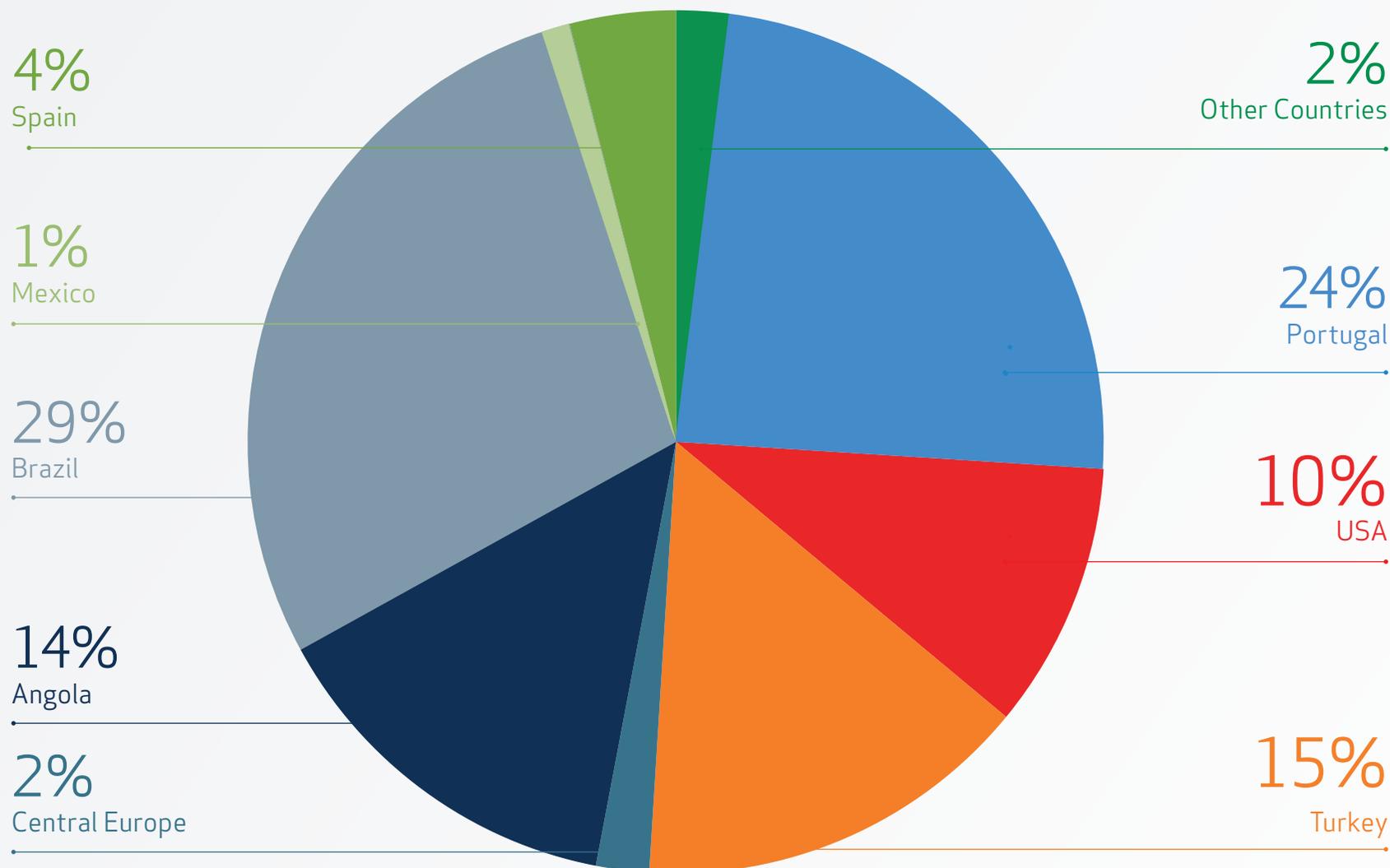


EMPLOYEES



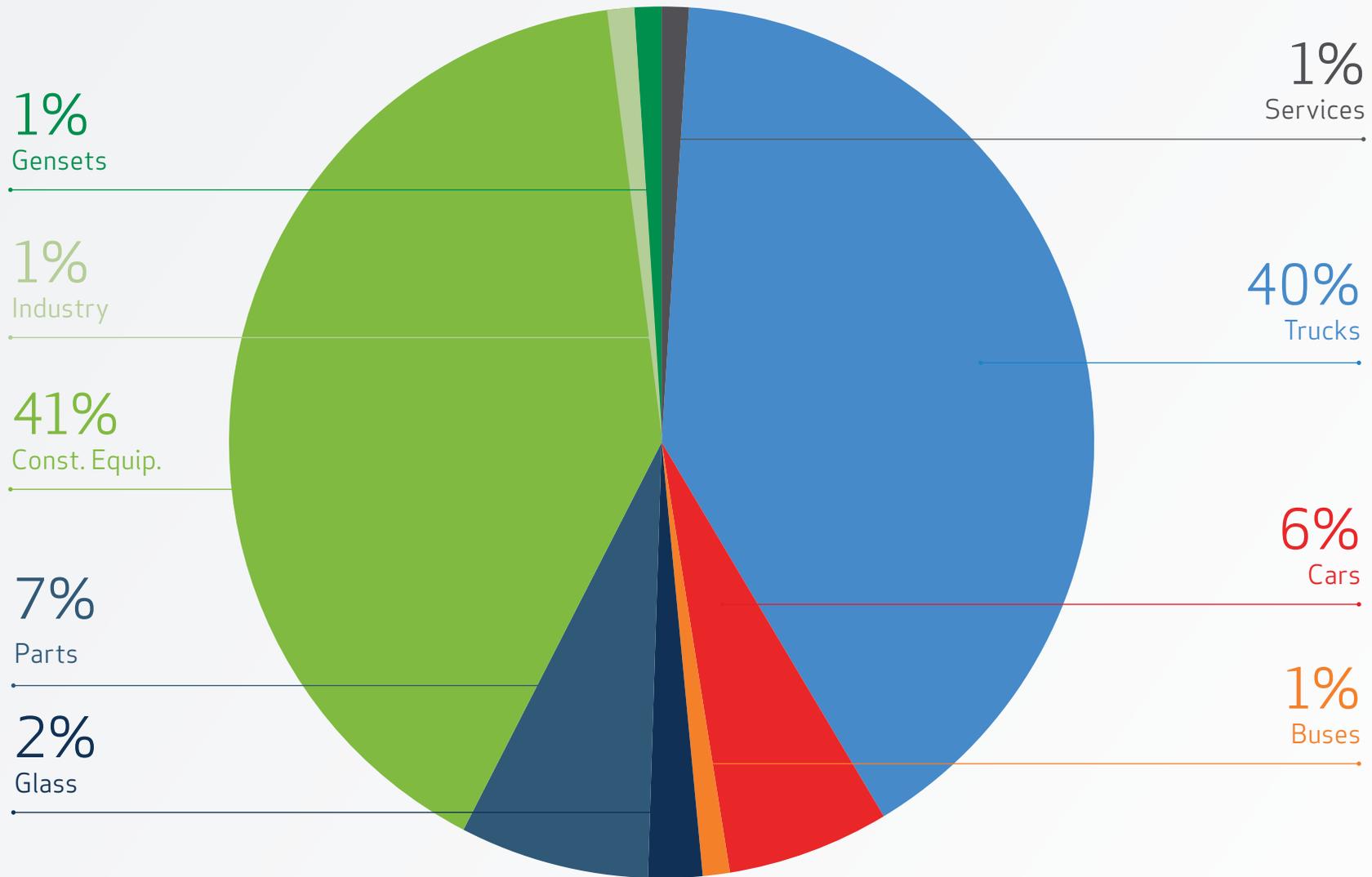
SALES

BY MARKET 2013 ⁽¹⁾



(1) With joint arrangements at 100%

SALES
BY PRODUCT 2013 ⁽¹⁾



(1) With joint arrangements at 100%

NORS

We Know How

www.nors.com

october 2014