



# FORTRESS



THE QUEEN'S AWARDS  
FOR ENTERPRISE:  
INTERNATIONAL TRADE  
2018

A **Halma** company

# Welcome

Andrew Williams  
Group Chief Executive

# Agenda

Now until c12.15

Introduction to Fortress Safety

12.15 – 1.45

Lunch

1.45 – 3.45

Breakout sessions (x4)

3.45 – 4.00

Conclusion

# Introduction

Wendy McMillan  
Safety Sector Chief Executive

# Safety Sector Snapshot

We protect people and the places they work  
to grow a safer, cleaner, healthier future for everyone, every day

~45% of Group  
Revenues

16 Companies

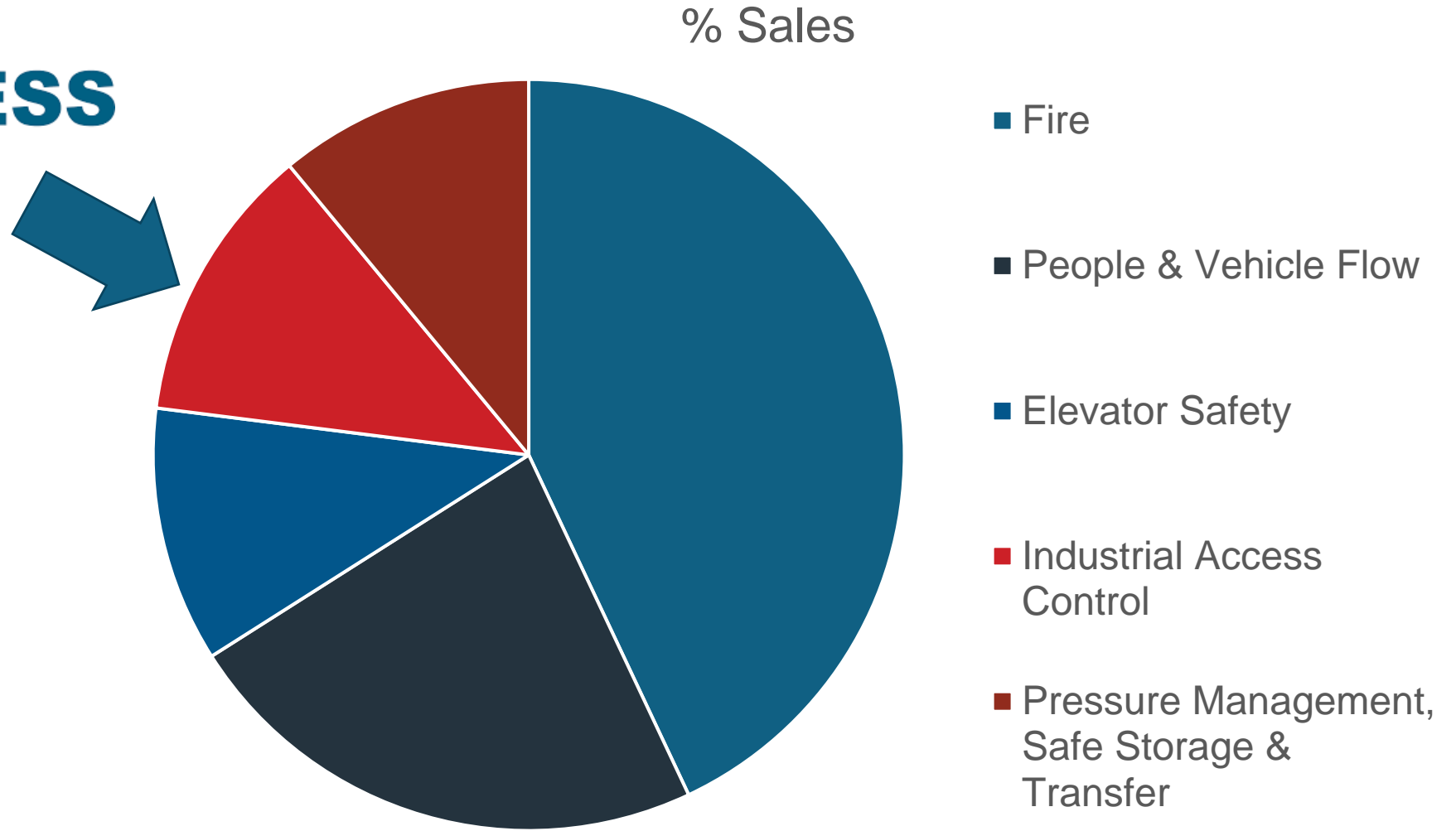
Strong Gross Margin  
and ROS

R&D 5.6% of revenue

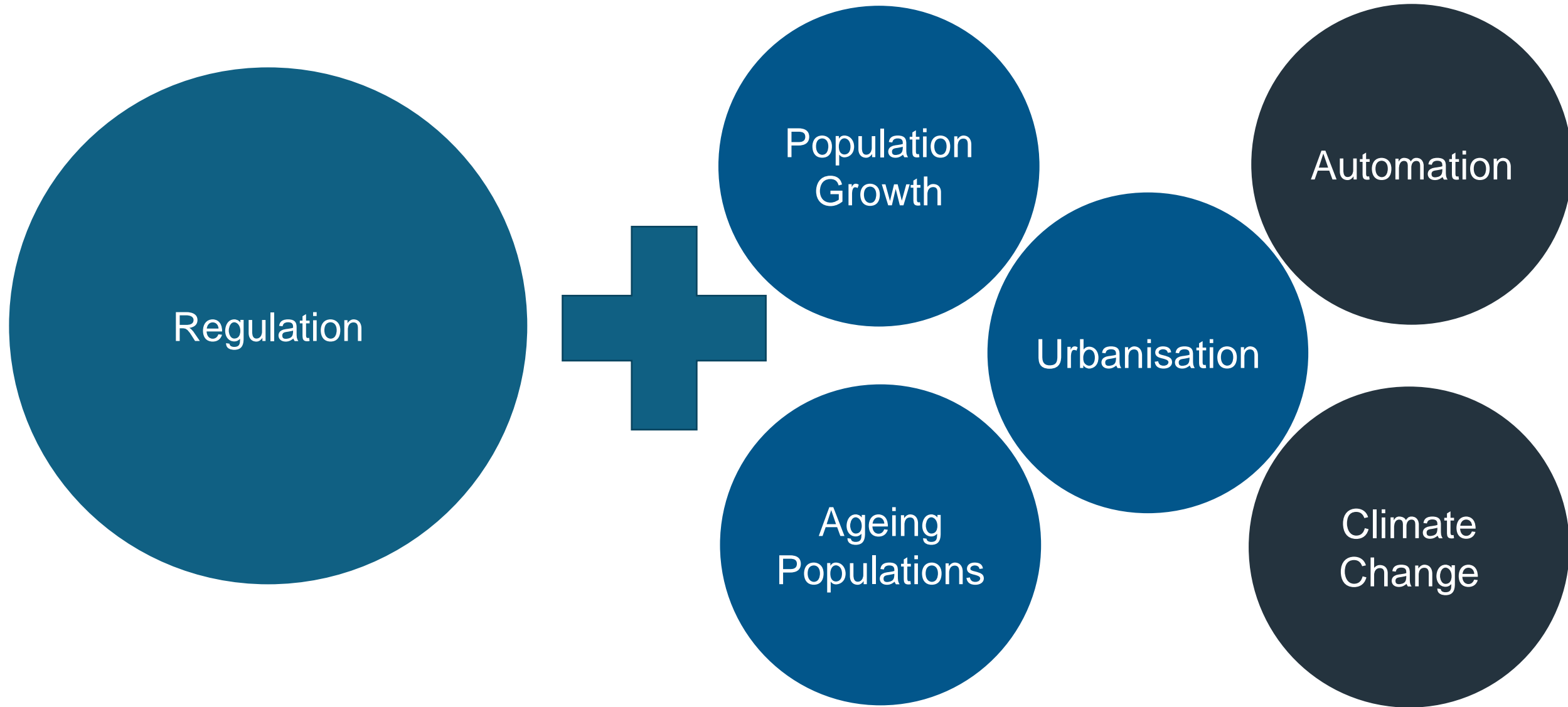
>50% Digital/connected  
revenues

Low Capital Intensity

# Safety Sub-Sectors



# Growth drivers





# Introducing Fortress

Jo Smith Managing Director  
&  
Steve Smith Finance Director



# Welcome to Wolverhampton



# Welcome to Wolverhampton



# Welcome to Wolverhampton



# Fortress heritage

REGISTERED  
HALL MARK OF  TRADE MARK  
PERFECTION IS LOCKS.

  
Presented  
at WILLENHALL



  
Trophy  
"LOWE, FLETCHER  
WILLENHALL"

B.T.  
War Office  
and  
Naval  
Contractors.

General Lock  
Manufacturers.

Specialities:  
Ships' Locks,  
Lever Padlocks,  
Collapsible  
Gate Locks,  
ETC.

**LOWE & FLETCHER,**  
COMBINATION WORKS, WILLENHALL.





# Innovation Timeline



1975

Mechanical



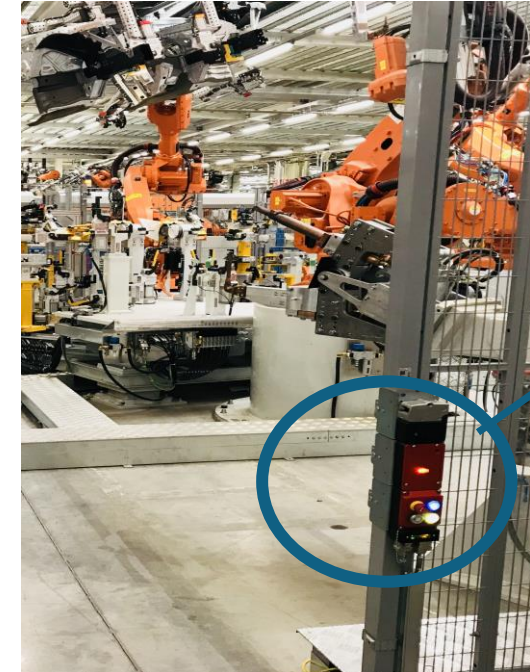
1987

Electro-mechanical



2017

Connected / Digital



# Why interlocks?



# What We Do

***Saving lives by providing the best safety solutions***

**Safe Access Solutions**

**Machine Control and Permissions**

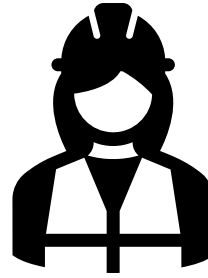
**Fluid Power Safety**

**Machine Safety Services**

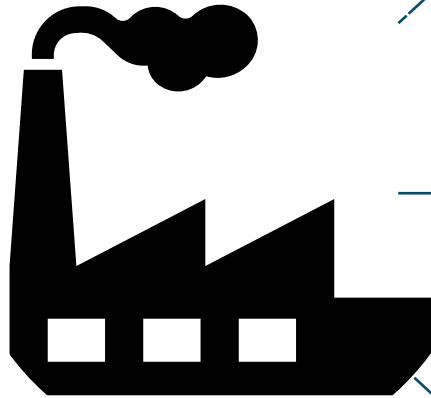


# Market – Growth Drivers

Industrial Safety  
Market for  
Interlocks  
£1.5Bn+



Global Safety Regulations



Industrialisation



Automation & Digital



Sustainability

Global  
Market  
5 Year  
CAGR 6%



# Core Market Focus



# Our Customers & Why Fortress?



Customised



Robust



Safety Certified



Responsive

# Market – Our Customers





# Global Reach



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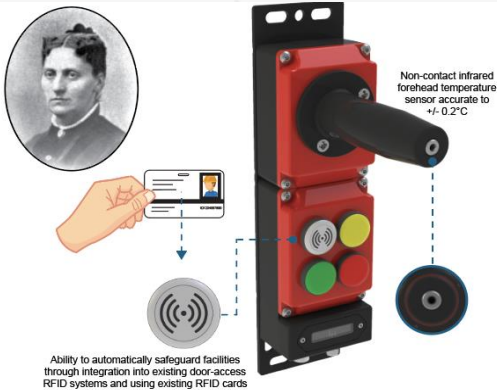
# Competitive Agility – Covid Growth Strategy

## Innovative Solutions



### Solutions For Returning To Manufacturing

Tracked Sanitizing, Automated Temperature Checks & Social Distancing Made Simple



## Leadership

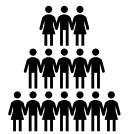


## Market Focus

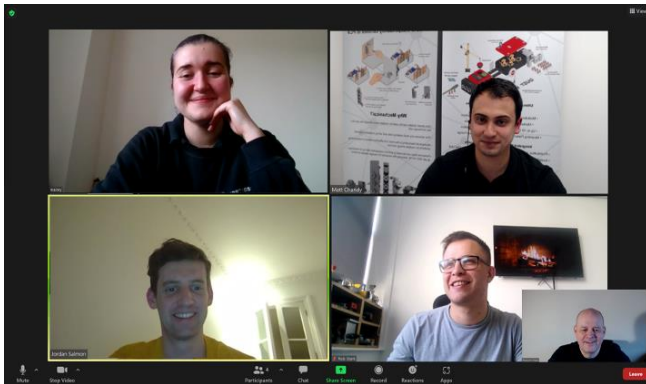


# Competitive Agility – Digital Marketing

## Webinars



+4 Marketing  
+3 Product



## Safety Services



## Digital

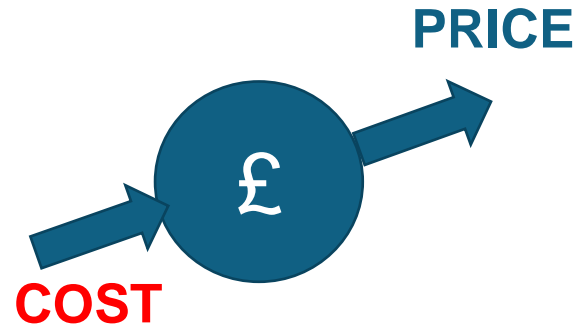


+100 Webinars  
+10,000 Attendees



# Competitive Agility - Operational Challenges

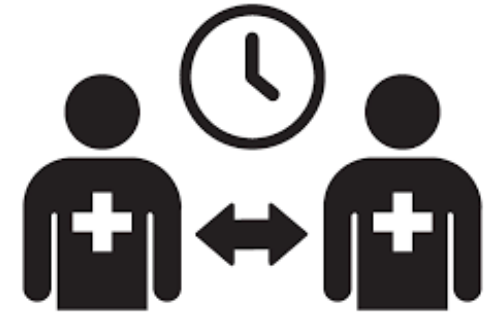
Inflation



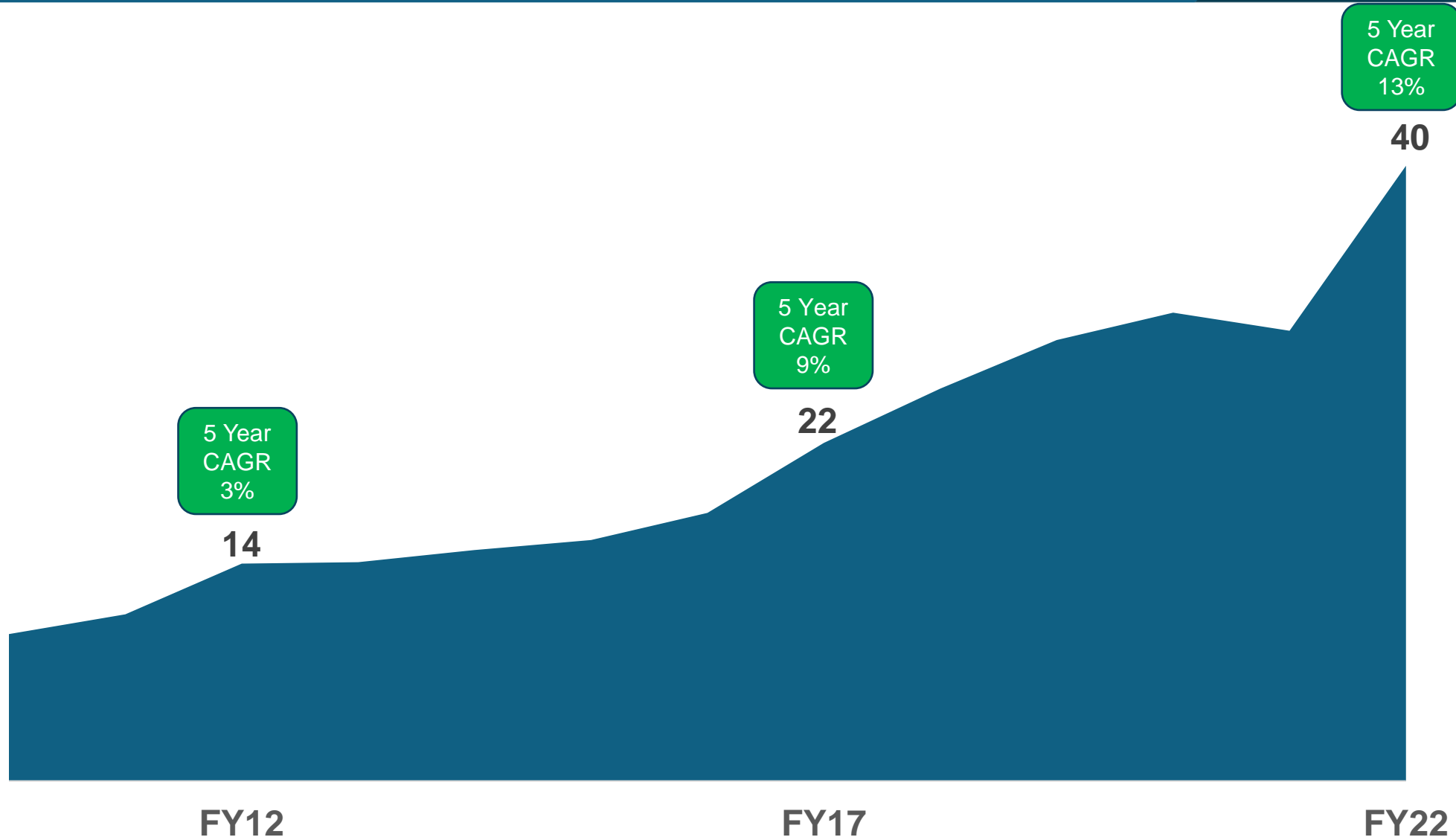
Supply Chain Shortages



Capacity & Recruitment



# Sales Growth £m



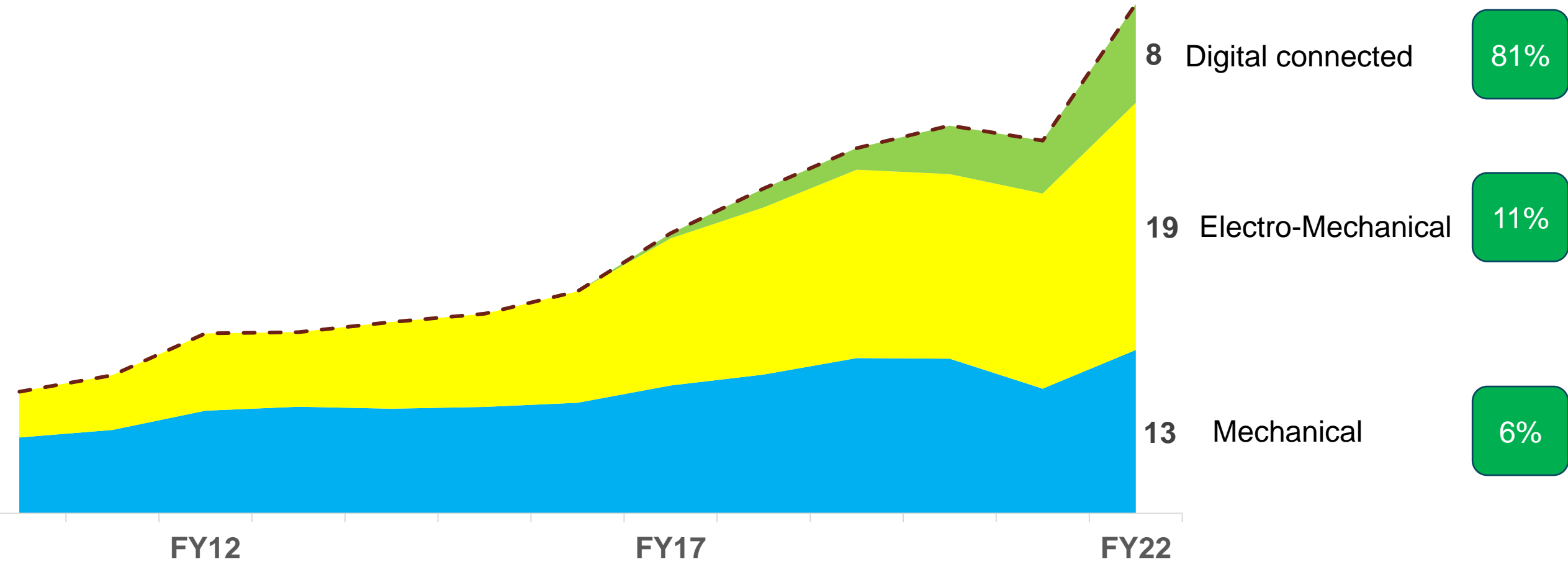


# Sales by product £m



Digital Growth Engines:

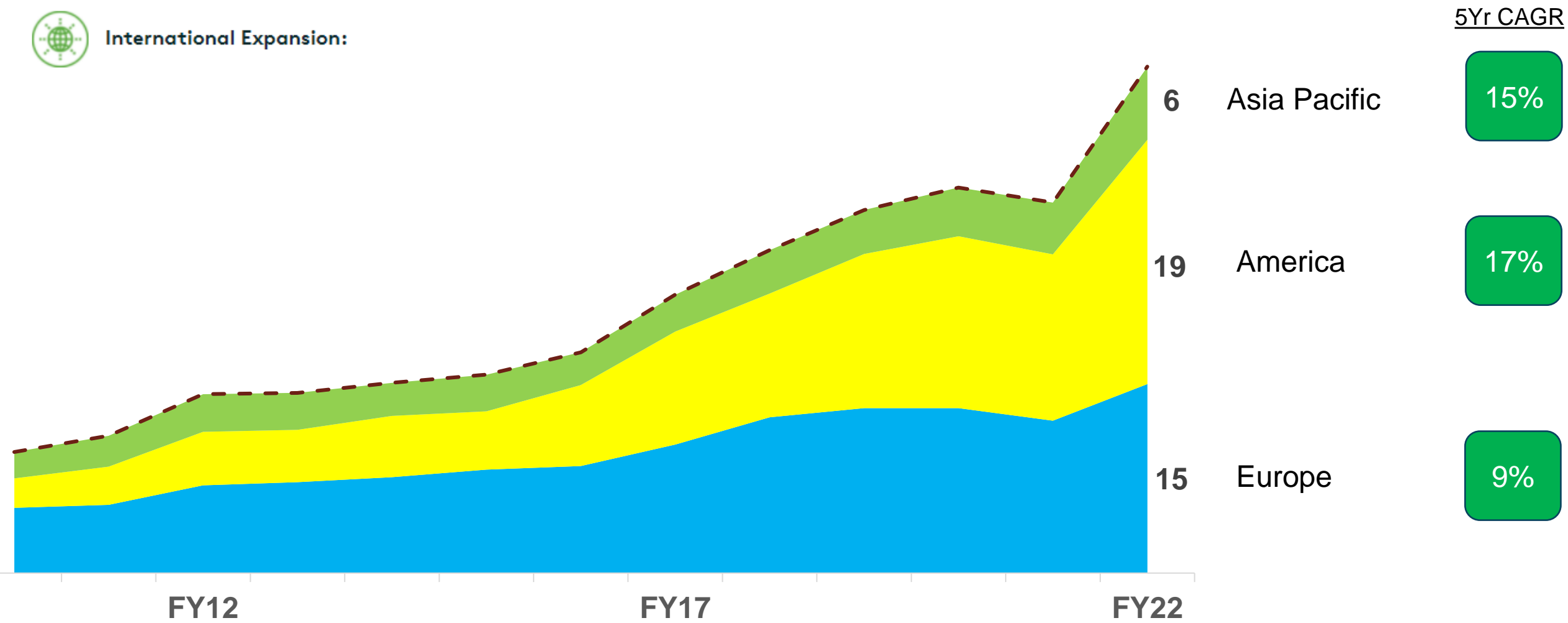
5Yr CAGR



# Sales by Region £m



International Expansion:



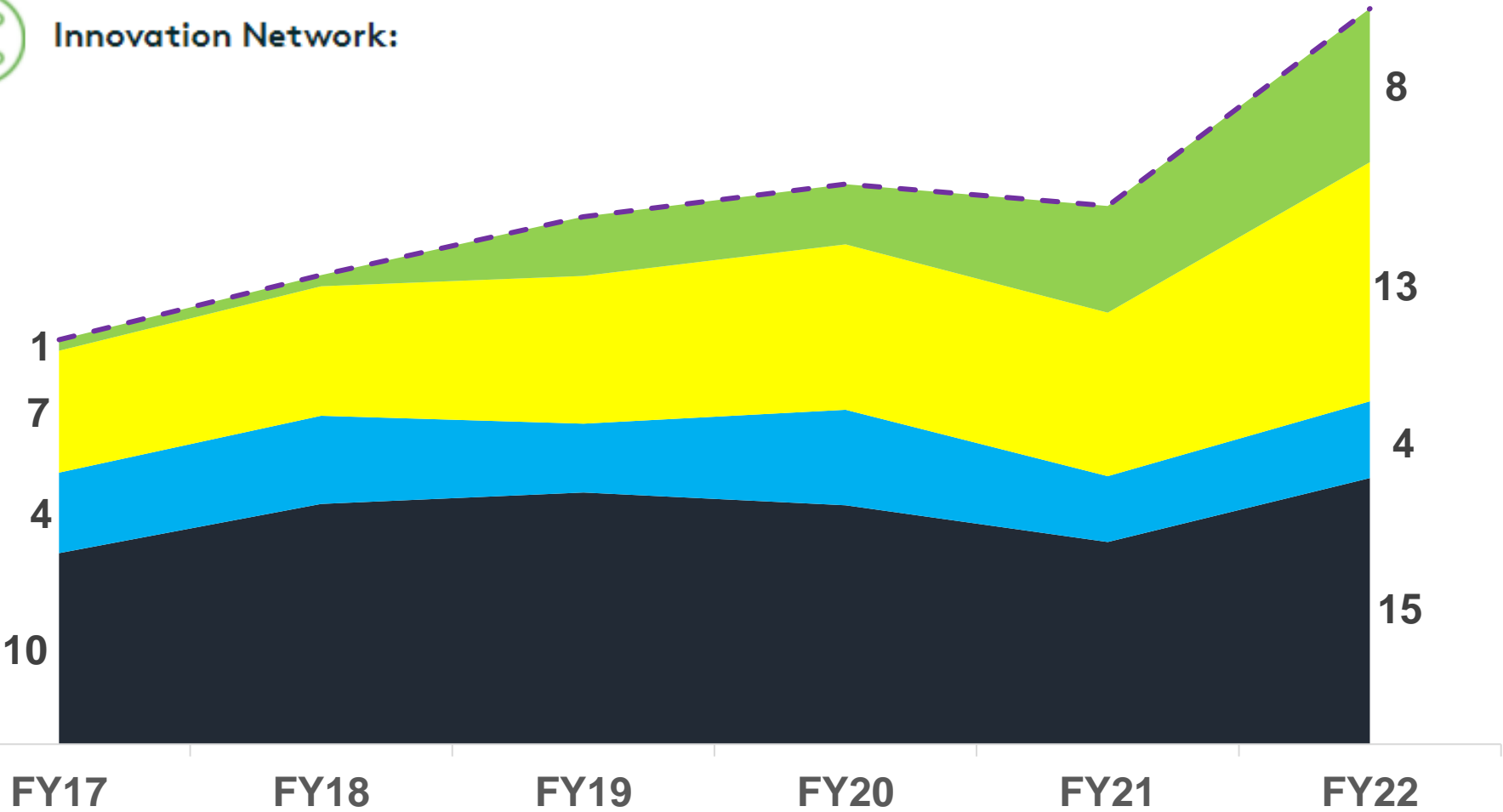
# Sales by Core Markets £m



Strategic Communications & Brand



Innovation Network:



5Yr CAGR

Warehousing

72%

Heavy Industry

14%

Automotive

0%

Other Markets

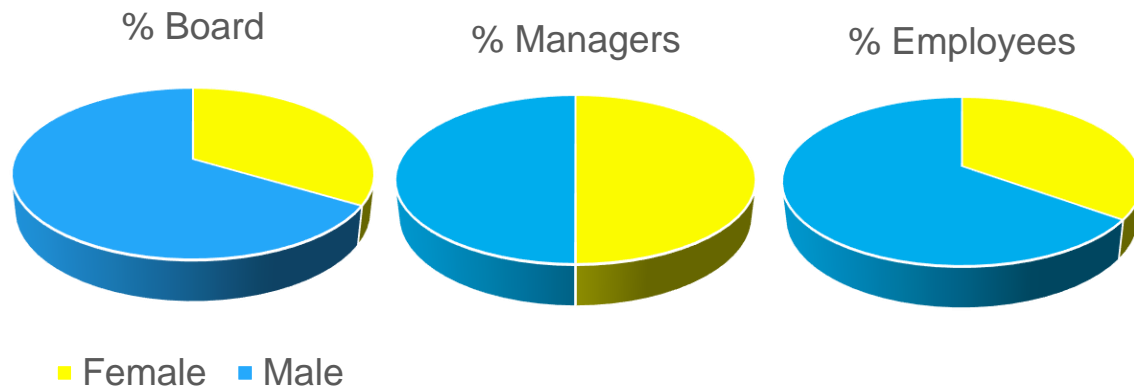
6%

# “Just be a good person”

## Diversity & Inclusion



- 81 of 187 employees are bilingual
- 33 fluent in 3 languages
- 32 individual languages spoken



## Community & Charity



Black Country  
Chamber of  
Commerce



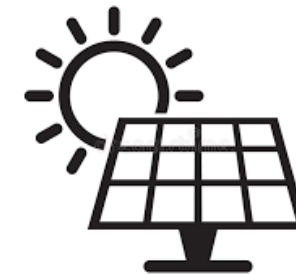
West Midlands  
Combined Authority



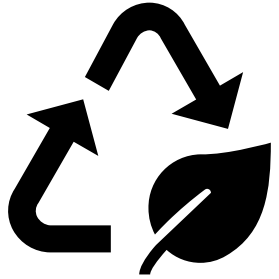
In support of  
**WaterAid**



# “Just be a good person”



# Breakouts



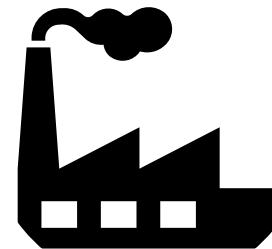
Sustainability



Safety Services



Innovation



Factory Tour

# Any Questions





# Meet the board



Jo Smith  
CEO



Rob Johnson  
Technical Director



Rob Stark  
President Fortress USA



Mark Franklin  
Global Sales Director –  
Europe, AsiaPac, ROW



Steve Smith  
Finance Director



Wesley Goddard  
Operations Director



Jenny Tuertscher  
Vice President of  
Safety Services



# Fortress Timeline

