

Nolato Magasin

Nr 37 | October 2026

**ONE NOLATO
Stronger Together**
Meet Anders Björklund,
Nolato's new CEO,
page 4-5.

Regional Growth, Stronger Reach

Nolato Querétaro has evolved into a technology-driven site with a growing strategic role in North America.

» Read more on pages 28-29

Expanding Where Customers Need Us

From Hungary and Poland to Malaysia and Sweden, Nolato continues to invest in capacity, capabilities, and regional resilience to stay close to customers and market opportunities.

» Read more on pages 6-9

AI Built for Customer Value

NOA is more than a chatbot. It is Nolato's secure AI platform, designed to support smarter work, stronger knowledge use, and new ways of creating customer value.

» Read more on page 15

Sustainability Moving Into the Next Phase

100% renewable electricity in Nolato's own manufacturing marks a major milestone - while more sustainable materials and broader value-chain work continue to move higher up the agenda.

» Read more on page 19

The Opportunities Ahead for Nolato Are Exciting

Nolato's Chairman Klas Forsström shares his view on the company's opportunities and future direction.

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Nolato Jabar Achieves AS9100 Certification, Strengthening Aerospace and Defense Offering



Member of Nolato Jabar's quality team, Frank Swarts Jr.

Nolato Jabar has reached a key milestone with its new AS9100 certification, the leading quality standard for aerospace and defense manufacturing. The certification supports the company's ambition to increase its share of business in these sectors, where many customers

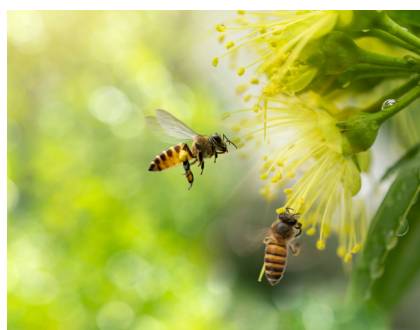
require AS9100 as a prerequisite for collaboration.

Implementing the standard has enhanced Nolato Jabar's internal processes. For customers, this means higher accuracy, improved reliability, and stronger assurance that every part meets the most demanding industry's

expectations.

The certification has already boosted customer confidence. Many existing and potential partners view AS9100 as an essential indicator of trust, enabling Nolato Jabar to strengthen current relationships and open doors to new opportunities.

"AS9100 extends ISO 9001 to aerospace and defense, ensuring strict compliance, traceability, and safety - so our customers can trust every part we deliver," says Miles MacDonald, Quality Manager. ■



Still Buzzing — and Still Making a Difference in Hörby

What began as a local sustainability initiative has become a lasting part of everyday life at Nolato MediTech in Hörby. The beehives are a small-scale effort, but they reflect a broader commitment to biodiversity, local responsibility, and the idea that even modest actions can create value over time.

Strengthening Future Leadership Across the Group

Nolato's new leadership program brings together managers from different parts of the world in a structured learning journey focused on both individual growth and stronger collaboration across the company. By combining reflection, coaching, practical assignments, and strategic business cases, the initiative aims to support the next generation of leaders at Nolato. » [Read more on page 33](#)



Nolato Magasin is created for our customers, shareholders, employees, and anyone interested in what's happening at Nolato. | Editor: Aspekta, Malmö and Michela Nalin Francek, michela.nalin@nolato.com | Printing: Elvins, Helsingborg. | Production has been carried out in line with Nolato's corporate responsibility principles with a sustainability focus, social responsibility and a low environmental impact. The paper comes from responsible, certified sources and the printing process is FSC and environmentally certified.



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Advancing More Sustainable Materials

Nolato is deepening its role in the transition toward more sustainable material solutions through a more active position in the Nordic Bioplastics Association. The engagement is not only about replacing fossil-based plastics, but about building broader knowledge, connecting different parts of the value chain, and gaining deeper insight into how bio-based, recycled, and other fossil-free alternatives can support future customer needs.

For Nolato, the ambition is to strengthen its ability to guide customers in choosing the most relevant material options for each application - balancing performance, circularity, and sustainability ambitions in a market that is evolving rapidly.

» Read more on page 25

Cooling Technology for the Next Generation of Computing

As high-performance computing continues to expand, effective cooling is becoming increasingly critical to maintaining speed, stability, and long-term reliability. In partnership with LYNK+, Nolato Dongguan has contributed to the development, quality assurance, and final assembly of a modular liquid cooling system designed for demanding applications such as gaming, AI, and other performance-intensive uses.

The project shows how Nolato's expertise in manufacturing, sealing solutions, and process development can support new advanced technologies - while also helping bring innovative products to market with the quality and robustness such applications require.

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Welcome to Nolato Magasin

Across Nolato, we see strong expertise, deep commitment, and a shared ambition to keep moving forward. During my first period as President and CEO, one thing has become especially clear: our strength grows when we combine local knowledge with broader collaboration across the Group.

■ Nolato's future is built on collaboration, expertise, and a clear focus on customer value.

This issue highlights that strength in action. You will meet Nolato employees and teams who are expanding capacity, advancing technical capabilities, strengthening sustainability work, and building even closer customer partnerships. From AI and material innovation to manufacturing growth and leadership development, the common theme is progress with purpose.

Nolato has a strong foundation in long-term customer relationships, decentralized responsibility, and skilled people close to the business. Looking ahead, we will continue to build on these strengths while sharpening execution, collaboration, and customer value.

I hope this issue gives you a clear sense of the energy, expertise, and ambition that shape Nolato today.

Enjoy the read!



President and CEO





LEADERSHIP / STRATEGY

Stronger Together

After 3,5 years at Nolato, Anders Björklund has taken on the role of President and CEO. With a focus on collaboration, clarity and long-term growth, he wants to build on what has made Nolato successful while bringing together the strengths of the entire Group for its next phase of development.

How does it feel to take on the role of President and CEO of Nolato?

It's an honour. Nolato is a company with a long history, strong values and an impressive track record. At the same time, I'm more focused on the future than the past. Having the opportunity to lead the company into its next chapter is both inspiring and very exciting.

What are you most looking forward to in your new role?

I've spent the past four years in Engineered Solutions and know that business very well. I'm now looking forward to getting closer to Materials and Medical and meeting more of the people who contribute to Nolato's development every day.

I'm also excited by the next phase of the journey. We have a clear strategy and a clear direction. My focus will be even more on execution, turning plans into action and delivering on the goals we've set.

What experiences do you bring with you into the role of President and CEO?

I've worked for companies such as Sandvik, Gunnebo, Volvo and Ericsson - organisations that have grown and delivered strong results over long periods of time. Those experiences have given me valuable perspectives on how successful organisations are built and how collaboration creates value on a larger scale.

I've also been part of journeys where organisations have scaled significantly, and those experiences will be valuable as we take the next step. The challenge is to preserve what makes Nolato successful while continuing to develop the way we work and collaborate in the future.

What was it that attracted you to Nolato when you joined in 2023?

What struck me was the combination of being a global company while still retaining the entrepreneurial drive of a much smaller organisation. Nolato operates all over the world, yet it still feels like a company with short decision-making paths and people who are willing to go the

extra mile for the customer.

There's a strong solution-oriented culture here. Whenever a customer faces a challenge, the starting point is always the same: how can we solve it together? That's a mindset I really appreciate.

I also see great potential in making even better use of the expertise that exists across the Group. Whether that expertise is in Hörby, China or anywhere else in the world, customers should feel that they have access to the full strength of Nolato. That's how we create real customer value, and it's at the heart of what we call "One Nolato".

Looking back on your leadership roles in different industrial companies, are there any experiences and insights that have shaped you as a leader?

I like clarity. For me, everything starts with setting a clear direction and creating alignment around where we want to go. Strategy is really about answering a few simple questions: Where are we today? What does the market look like? Where do we want to go? And how do we

get there?

In my experience, people perform at their best when goals are clear and communication is open. That's why I place great importance on transparency, straightforward follow-up and continuous dialogue. That's also where the power of execution comes from.

Nolato has a strong decentralised culture, and that's something I want to preserve. But decentralisation doesn't mean everyone does things their own way. It means giving people the freedom to act within clear frameworks, while maintaining a shared focus on what creates the greatest value for Nolato as a whole.

You led Engineered Solutions through a period of both opportunities and challenges. What are you most proud of?

That we've been clear about our priorities and focused on where we want to grow. We've also spent a lot of time understanding what works well and where we can improve, which has strengthened collaboration within the business.

That work is now starting to pay off. We've brought in several new customers in areas such as automotive, security technology, consumer electronics and packaging area. It takes time before the full impact is visible in the business, but the outlook is very promising.

What has surprised you the most during your four years at Nolato?

Having previously worked in several large product companies, it has been interesting to join a contract manufacturing company like Nolato. It has given me new perspectives, not least on how long the cycles in our business often are.

I've also been positively surprised by the breadth of Nolato's offering. We have tremendous expertise, both in terms of knowledge and technology, across the world. If we can combine all of that in the best possible way to meet our customers' needs, we're very hard to beat.

How have your meetings with customers around the world influenced your view of the business?

What has really struck me is the strength

of Nolato's reputation among our customers. Wherever I've been in the world, I've encountered the same perception - we are seen as a long-term partner with a strong ability to solve problems.

We've built a great deal of trust over time, and that's something we must continue to nurture.

■ ■ When we bring together expertise from different parts of the world to solve our customers' challenges, we're very hard to beat.



What gives you energy, both at work and outside of work?

At work, I get the most energy from working with people and building on each other's ideas. When we solve a challenge for a customer or see the results of something we've worked towards for a long time, it can almost give me goosebumps.

Outside of work, cross-country skiing is my big passion. So far, I've comple-

ted the Swedish Vasaloppet 26 times and still enjoy it just as much. Perhaps all those kilometres have also taught me something about perseverance and the importance of staying focused on your goals.

Otherwise, I appreciate the simple things in life, spending time at our summer house and being out in nature.

What qualities or values do you always try to carry with you as a leader?

For me, good leadership is built on honesty, transparency and clarity. Clarity is essential for good collaboration, both between colleagues and in our relationships with customers.

When you look at Nolato today, what strengths make the company particularly well positioned for the future?

We have a fantastic customer base, strong technical expertise and highly committed employees. Those strengths have built Nolato into the company it is today. We also have knowledgeable owners and a Board that provides strong support for our continued development.

Looking ahead, it's about making the best possible use of the platform we have built. We have ambitious goals, moving further up the value chain, winning larger business opportunities and continuing to develop our customer offering. I look forward to creating even greater value for our customers. ■

Anders Björklund

President and CEO, Nolato Group

Lives in Västerås

Married to Karin and has two children, aged 25 and 27

Education

Master of Science (Materials)

Background

President Kanthal

Senior management positions in the Sandvik Group, Gunnebo Industries, Volvo Construction Equipment and Ericsson



GROWTH

Nolato Continues to Invest in Its Global Presence and Competitiveness

As part of Nolato Group's longstanding approach to business growth, ensuring a strong global presence has been a central priority. More specifically, Nolato's growth and expansion strategy has been to continuously ensure that the right business units – both in terms of product development services, manufacturing, and assembly – are located in strategically optimal regions. This strong global diversified presence helps balance geopolitical and trade-policy risks, strengthens logistics and supply-chain resilience, optimizes operational capabilities, and enables close support for customers wherever they operate.

Nolato has maintained a steady trajectory of growth and expansion over the years, and 2026 is no exception. With several ongoing ramp-ups of facilities and new factory buildings in different regions worldwide, the company is pursuing a globally coordinated expansion focused on balancing and enhancing capacity, particularly across Europe and Asia.

“The recent expansions of several Nolato units are the result of initiatives

launched in 2025 and earlier, with many sites now finalized and ready to be fully leveraged. Lately, we have been adopting a more proactive future-oriented expansion approach, investing in facilities that reflect current and anticipated market needs and long-term growth opportunities – positioning us to support our customers’ evolving needs across the globe,” says Anders Björklund, President and CEO of Nolato Group.

Investing in facilities that reflect current and anticipated market needs and long-term growth opportunities – positioning us to support our customers’ evolving needs across the globe.

Mosonmagyaróvár, Hungary: Major Medical Manufacturing Expansion

In 2026, the 6th expansion of Nolato’s Mosonmagyaróvár unit was finalized, and regular serial production to customer in the medical segment started at the end of Q2. The very expansion involved an investment of over 50 million-euro covering both the construction of a new multi storey facility with state-of-the-art molding equipment and new advanced machinery, focused on high-speed assembly for drug delivery devices. One of the key drivers behind this expansion was a major contract, along other market indicators, within the medical industry, which supported scaling up and investing in state-of-the-art machinery and facilities.

The Hungarian subsidiary was established in 1996 and acquired by Nolato in 2000 and has over the years focused on serving the medical, personal hygiene and general industries, with advanced injection molding solutions. The Mosonmagyaróvár site has undergone six phases of growth expansion – including the current one – and today stands as the largest Nolato company globally. Just under 1,000 employees work across its fifteen production halls, covering 40,000 square meters. After the expansion, the Mosonmagyaróvár unit has gained further strategic importance and now serves as one of the reference sites within Nolato.



“With boosted capacity and enhanced capabilities, the site is well-equipped to serve a wide range of leading medical customers with technically demanding production processes. Furthermore, the expansion has brought significant tech-

nological advancements, particularly strengthened our medical solutions offering, and has enabled us to provide high-end manufacturing and assembly within one site,” says Guido Vollrath, MD at the site.

Stargard, Poland: Expanded capacity and a new cleanroom

Strategically located in northwestern Poland, Nolato Stargard has been a trusted part of Nolato's business area Medical Solutions since 2016, delivering high quality assembly, inspection, and full box build manufacturing of advanced medical devices.

To support growing demand and strengthen our European footprint, Nolato expanded its operations in 2025 with the acquisition of a modern 7,500 square meter industrial facility just minutes from the current site. This significant investment has allowed us to create a state of the art manufacturing hub designed for long term growth.

The upgraded facility now features advanced capabilities such as injection molding and automated assembly in a 1,200 square meter controlled not classified production area, and an upcoming 1,000 square meter Class 8 cleanroom – opening the door to exciting new business opportunities and enhanced customer partnerships.



"With the expansion of our Stargard unit, we have significantly increased our injection molding capacity of medical devices in a strategically ideal location in Europe, close to major transport routes and key markets. While the investment is primarily focused on medical manufacturing, the new facility is highly versatile, allowing us to take on projects

within the business area Engineered Solutions as well as other business segments," says Jonas Hansson, MD at Nolato Stargard.



Hallsberg, Sweden: Strengthened R&D and manufacturing within Materials

At the end of 2025, Nolato Silikonteknik in Hallsberg, Sweden – home to Nolato's electromagnetic interference (EMI) shielding and thermal interface solutions – embarked on an expansion. The focus was on strengthening the global R&D center and manufacturing capabilities

for EMC, EMI, and thermal management materials, which make up Nolato's business unit, Materials. The expansion involved the construction of a new building, additional manufacturing space to support both research and production, and the hiring of R&D specialists to further concentrate expertise and know-how at the R&D hub.

The expansion and consolidation of Materials R&D center is Nolato's response to growing customer demand for European-based supply, operations and logistics within Materials, reflecting a broader trend towards regionalization. Furthermore, the aim is to safeguard technology and continued development, by transferring know-how and manufacturing capabilities closer to the Swedish head office.

"By solidifying our R&D stronghold in EMC, EMI, and thermal materials in Hallsberg, we are helping our European customers to benefit from a regionalized supply chain at a time when many seek to minimize risks associated with geopolitical uncertainty. Furthermore, we have enhanced our manufacturing operations by creating separate production halls in the new facility, ensuring strict segregation of certain materials that require controlled environment to maintain quality and prevent contamination," says Anders Ericsson, MD at Nolato Silikonteknik.



Penang, Malaysia: New multi-segment manufacturing facility

Nolato has a longstanding and strong presence in Asia, and its unit in Penang, Malaysia provides Nolato with a diversified geographical footprint in the Asia region that helps balance and mitigate the risks arising from geopolitical uncertainty. Penang is further a strategically important location for Nolato, as it hosts

a growing number of customers within both consumer electronics and medical technology. In this context and with manufacturing capacity nearing its limits, Nolato chose in mid-2025 to expand and secure future scalability by investing in a long-term leasing of a second factory building. The new facility was upgraded and designed to meet the infrastructure requirements of Nolato's

operations, including cleanrooms for both injection molding and assembly. Initial validations and machinery installation began at the start of 2026, and the facility got certified according to ISO 13485 during the second quarter of the year and will start accommodating production for both Engineered Solutions and Medical Solutions market segments in the second half of 2026.

“With this expansion, we demonstrate to our customers our diverse offerings and the enhanced capacity we now provide in this dynamic hotspot of Southeast Asia. The Penang expansion has enabled a solid integration of our business segments, bringing together both Nolato business areas – Medical Solutions, Engineered Solutions, including the specialized capability within Converting, and Materials – under one legal unit, as this is the first time medical manufacturing is established at Nolato Penang,” says Håkan Hillqvist, MD at the site.

Sligo, Ireland: Enhanced medical molding capabilities

Through its acquisition of GW Plastics in 2020, Nolato gained a new mold manufacturing facility in the coastal seaport town of Sligo in Northwestern Ireland. This site, originally known as Avenue, focused on serving the medical device market, with a competitive edge in design and manufacturing of complex injection molding. The Sligo site, today named Nolato Sligo, has been continuously developed over time and expanded the injection molding capacity and was extended with a second facility in 2015. Thereafter, Nolato expanded in a third building during 2025/2026, to meet the growing demands from medical customers. The latest facility features large premium cleanroom compartments designed for medical device manufacturing – essential for producing medical components and meeting the highest industry standards.

“Following the expansion of our facilities, Nolato Sligo has significantly



increased its overall capacity and capability within injection molding manufacturing. Growing Nolato's medical manufacturing footprint in Ireland was an important strategic step to capture major business opportunities, as the country is a dynamic hotspot and hub for leading global medical and pharmaceutical companies. Moreover, our

company's geographical location is great for leveraging Ireland's close ties to the USA, while maintaining seamless access to the rest of Europe,” says Ricardo Silva, MD at Nolato Sligo. ■



Nolato Colleagues Take on the HOKA Torekov-Båstad Challenge

A group of dedicated Nolato colleagues laced up their running shoes to take part in HOKA Torekov-Båstad, a 21.4 km trail race along the coastline between the picturesque villages of Torekov and Båstad in southern Sweden. Known for its beautiful yet demanding course close to the sea, the race offers constantly changing terrain, from grassy paths and pebble fields to sandy beaches and rocky cliffs, all accompanied by salty winds and expansive ocean views.

Representing several Nolato companies, the team consisted of Andreas Cabrera, Lennart Thålin and Ulrika Nilsson from Nolato Polymer, Cecilia Hellner from Nolato Cerbo, Stefan

Hasselblad from Nolato MediTech, and Cristian Burgos Ortiz from Nolato MediTor. Together, they tackled the varied terrain and encouraged one another all the way to the finish line.

For many of them, the event was not only a personal challenge but also an opportunity to meet colleagues from other Nolato units and share an experience beyond the ordinary working day. Their efforts reflect Nolato's commitment to health, wellbeing and long-term thinking, both inside and outside the workplace.

Congratulations to all six participants on a fantastic achievement and for being inspiring ambassadors for Nolato. ■



FROM FINISHING TO FINANCE

Veronika B's Career Journey at Nolato Treff

Not every career starts in an office – and not every path is linear. Veronika B. shows what's possible when you stay committed, keep learning, and have the right people supporting you at the right time.

When Veronika B. joined Nolato Treff in 2014, life was in transition. After parting ways with her former partner and business collaborator, she was ready for a fresh start – both personally and professionally. She applied for a position in the Finishing department – and got the job. What she brought with her: bookkeeping experience, strong organizational skills, and the clear determination to get back on her feet.



From production line to shift leader

Veronika B. rolled up her sleeves, took on more responsibility early on, and became a shift leader within a year. For ten years, she led her team with dedication, reliability, and a genuine appreciation for people. What she liked most: the open culture at Nolato and the respectful communication across all levels.

Over time, it became clear: the physical demands of shift work were high, and growth opportunities in the production environment were limited. Veronika B. wanted to return to her roots – to numbers, to finance. With a business degree from Slovakia and a strong drive to evolve, she took the next step.

Between night shifts and notebooks

In 2024, Veronika B. began her advanced training to become a certified accounting specialist (VSK). Nolato supported her along the way: flexible shifts, understanding from her team, and time to prepare for exams. The workload was intense – work, school, studying, little free time. But she powered through. Her final grade: a very good 5.5 (on the Swiss 6-point scale).

Even before completing her course, she joined the Nolato finance team as a temp – and soon transitioned into a permanent role. Her next goal is already set: the federal accounting certificate. Because she knows there's more ahead.

Driven, on and off the job

Outside of work? Veronika B. rides a Yamaha 125, loves hiking and traveling, runs a small eyelash studio from home, and cares for her dog. Starting her own business was once an option – but the pandemic reminded her of the value of a secure and supportive workplace.

Veronika B.'s story is one of resilience, growth, and forward momentum – step by step, supported by learning, teamwork, and the belief that development is always possible. ■

RBA Silver Recognition for Nolato Technology Dongguan

Nolato Technology Dongguan has achieved RBA (Responsible Business Alliance) Silver Recognition after completing a series of VAP (Validated Assessment Program) audits covering labor, ethics, health and safety, and environmental management in line with the RBA-VAP standard and the RBA Code of Conduct. During a one-year period, the facility completed three audits – one initial audit and two follow-up audits – and improved its score from 125.5 to 181.5, corresponding to a 45 percent increase. The result reflects strong leadership from top management, clear priorities, the allocation of the right resources, and committed cross-functional teamwork across the site.

More than an audit result, the Silver Recognition reflects a broader development in how Nolato Technology Dongguan works with transparency, accountability, and continuous improvement. It is an achievement built on the efforts of many colleagues and an encouraging step forward in the company's long-term work to strengthen responsible manufacturing. ■





The Opportunities Ahead for Nolato Are Exciting

Since becoming Chairman of the Board of Nolato at the Annual General Meeting in May 2025, Klas Forsström has taken on a key role in shaping the Group's future. Nolato Magasin met with him to discuss his perspectives on the company, its opportunities, and the challenges ahead.

What made you accept the role as Chairman of the Board at Nolato?

Nolato is an interesting company with exciting future opportunities. I joined the Board one year before being asked to take over as Chairman, which gave me a solid understanding of the company, so accepting the role felt natural. I see great value in serving on the board of another company while being a CEO myself, as it provides valuable perspectives.

What experience do you bring to the Board?

I have held senior positions within the Sandvik Group and spent the last seven years as CEO of Munters. These assign-

ments have provided me with broad industrial expertise spanning both very large and somewhat smaller companies. I am a strong advocate of a decentralized way of working, but if taken too far, it becomes difficult to serve large global customers effectively. I have extensive experience in combining a decentralized organization with coordinated global operations.

What has surprised you most since taking on the role?

Having already served on the Board, nothing has really surprised me. What has become even clearer, however, is the realization of how many talented, loyal, and driven employees and strong leaders Nolato has. The company has made an outstanding journey under Christer's leadership. Now it is time to take the next step. The more I have learned about Nolato, the more I have seen opportunities to accelerate growth.

How will you contribute to creating greater value for Nolato's stakeholders?

The Board works to ensure that Nolato is a company that is easy and rewarding to do business with, an engaging and developmental place to work, and a value-creating investment. My role as Chairman is to leverage the Board's collective expertise and channel it to strengthen Nolato in collaboration with management and, ultimately, the CEO. Management carries the operational responsibility, but we should maintain transparent discussions about strategy, leadership, and how to unlock innovation to strengthen Nolato.

Which of your personal qualities do you believe will be most useful in the Board's work?

People who know me describe my leadership style as inclusive, attentive, and curious, while also having the ability to make long-term strategic decisions. I strongly believe in delegating responsibility and authority.

How would you like to contribute to discussions around the Board table?

As Chairman, it is important to ensure open and in-depth discussions both during and between meetings, while supporting management in implementing well-founded decisions that drive growth. I aim to be an active sounding board in Nolato's best interest.

We live in a turbulent time. What makes you optimistic about the future?

Recent years have demonstrated that the world has an ability to handle major disruptions and tragedies such as wars, so I remain fundamentally optimistic. If we focus on Nolato rather than the broader dystopian state of the world, it is the employees and their expertise that make me most optimistic. I believe management has embraced the ambition to shift into a higher gear and to unlock Nolato's growth potential. We have a strong balance sheet that can work for us in a smart way. Another source of confidence is Nolato's ESG work, which is appreciated by customers and recognized in various rankings. It makes me proud that we have successfully integrated sustainability into the company's strategy.

Which opportunities do you find most exciting right now?

We have excellent opportunities across Medical Solutions, Materials, and Engineered Solutions. I am convinced that Anders and his team will identify the right priorities to focus their energy on how to create profitable growth. While some companies are sitting on branches that are being cut off, Nolato has many healthy branches. The key is to focus on the right opportunities.

What do you hope Nolato will have achieved and be known for in five years?

By then, Nolato has taken the major step of becoming a truly global company, following its customers around the world. This requires a transition to becoming a

genuinely large global enterprise. I also hope that Nolato will continue to be a leading supplier in our segments with a strong ESG profile.

Which decision are you most proud of in your career so far?

One example is supporting Sandvik's vertical integration strategy, enabling the company to operate across the entire value chain. That has proven highly successful. I am also grateful that I recognized the importance of digitalization early and invested in it. Munters' commitment to data centres was also highly successful, although it was not an obvious choice when we sought the Board's approval. Above all, however, I am humbly proud to have worked with many talented employees, many of whom have gone on to become strong leaders in other organizations. Seeing others grow while learning from them myself has been deeply rewarding.

Is there a mistake that taught you a particularly valuable lesson?

Nothing specific, but a key lesson is that we often overestimate the pace of change in the short term while underestimating its impact in the long term. The challenge is finding the right balance between short-term and long-term priorities.

What do you do to relax?

My wife and I have a large family with four adult children and five grandchildren. Since I have devoted a great deal of time to work throughout my career, family is my focus when I am off duty. That can involve anything from sports activities to family vacations together. We have a country home in Dalarna, I read a lot, and I enjoy cross-country skiing and cycling to stay fit. ■

■ ■ The more I have learned about Nolato, the more I have seen opportunities to accelerate growth.



Klas Forsström

Chairman of the Nolato Board and member of the Remuneration Committee

Education

Master of Science in Materials Physics, Master in Business Administration, advanced management studies at INSEAD

Other assignments

Board member of IPCO AB, IVA (Academy of Engineering Sciences) and of IVAs Business Council

Background

President and CEO of Munters Group AB



CASE STUDY

Secure Satellite Communication Places Stringent Demands on Every Component

Ensuring interference-free communication between satellites and ground stations requires advanced and secure shielding solutions. Nolato is well positioned in this field and works continuously alongside several leading satellite companies. Some of Nolato's customers are satellite manufacturers and others have also developed their own systems for launching satellites into space.

Nolato offers solutions that are applied to the satellite receiver unit located on the ground. For the communication to work, the ground station must be protected against electromagnetic interference, but must also be able to perform well at different temperatures, depending on the climate where the ground station is

located. By providing shielding solutions, Nolato helps to improve signal reception and ensure reliable communication.

Besides for the ground receiver, Nolato offers shielding solutions in the satellites, which are applied to components or molded. Application involves dispensing or applying the material in a specific shape or pattern directly onto the component, which is Nolato's proprietary Trishield™ technology. Molded shielding solutions involve melting and injecting the material into a mold to create a finished component. For example, Nolato can injection-mold metal with silicone to create shielding and damping, often resulting in a casing that protects the component from external impact. All components used in satellite communication must meet stringent require-

ments. The materials in a satellite, for example, need to work in a vacuum.

In Materials, numerous areas of expertise besides Trishield™ are offered. Compashield™ is used to design functional and efficient components in specific applications using a variety of material combinations. Compaterm™ is used to manage and dissipate heat in various applications.

Advancements are rapid, particularly with the growth of low Earth orbit satellites which, over time, are expected to increasingly compete with traditional radio base stations. Nolato has a clear role to play in both traditional ground-based and newly developed satellite technology – to ensure clear and secure communication. ■

With NOA,
AI becomes a
practical tool for
daily work and
future innovation.

Leveraging AI to Create Greater Customer Value

A carefully guided AI initiative has led to NOA, Nolato's secure internal platform for practical, scalable, and future-focused support across the Group.

When artificial intelligence began gaining momentum in 2022, Nolato saw both the opportunities and the challenges that came with the new technology. For the company, the question was not simply whether to use AI, but how Nolato could adopt it in a way that was secure, practical, and truly valuable across the organization. As Basil Strässle, AI Transformation Manager at Nolato, explains, "From the very beginning, we took a cautious and deliberate approach to AI." Rather than rushing into widespread adoption, the company evaluated possible use cases, business value, and risks before deciding to develop an internal platform tailored to Nolato's own needs.

That platform became NOA, Nolato Operational Assistant, developed together with an external IT partner and hosted within Nolato's own secure cloud infrastructure. Powered by Large Language Models, NOA is designed to be

much more than a chatbot. It is a flexible and scalable platform that can support a wide range of functions across the Group, including administration, sales, production, operations, and research and development. Its applications range from document analysis and research to more advanced use cases such as production insights and AI-assisted maintenance.

To ensure quality, security, and relevance, both the platform's integrations and its rollout have been introduced gradually. Data sources and documents have been added in a controlled and structured way, and implementation across Nolato sites has been supported by onboarding sessions focused on user adaptation and effective day-to-day use. NOA went live in March 2026, marking an important step in Nolato's broader AI journey.

The response from employees has been encouraging. Users have not only welcomed the platform, but also actively contributed suggestions for new features and additional data sources, helping shape NOA's continued development. "We are very pleased with the positive reception NOA has received,"

says Basil Strässle. "Employees have been appreciative of the platform and actively suggested new features and data sources." That engagement reflects one of the platform's greatest strengths: its ability to evolve together with the organization.

As NOA continues to grow, its value goes beyond improving efficiency in everyday tasks such as information analysis, market research, and business intelligence. It also creates new opportunities for innovation across the Group, for example in materials development, forecasting, and more efficient use of resources.

While AI supports efficiency across a wide range of functions, it also drives innovation and helps advance our services and offerings.

In this way, NOA is becoming an increasingly important tool not only for productivity, but also for long-term customer value and future development at Nolato. ■

Still Buzzing: Nolato MediTech's Beehives Seven Years on in Hörby

Nolato's beehives in Hörby began as a local sustainability initiative in 2019 and have since become a lasting part of the site's focus on biodiversity and environmental responsibility. The Hörby site is home to three beehives, which contribute in a small but meaningful way to the local environment - and produce a bit of local honey along the way.

When the beehives were first introduced, the aim was to support local pollinators, raise awareness of biodiversity, and produce honey to share with employees, customers, and visitors.

Nolato MediTech continues to collaborate with a local beekeeper, who manages the hives. The beekeeper visits regularly throughout the year to monitor the colonies, follow the seasonal cycle, and makes sure the bees are doing well during changing weather conditions and different flowering periods.

Since 2019, the initiative has continued to develop in a few new ways. A new sign

is being prepared, and at the end of May, a flower meadow was planted around the hives to create an even better environment for bees and other pollinators. If the weather permits, the bees may already benefit from it this season, while the full effect will likely become even more visible in 2027 and beyond.

The honey produced by the Hörby hives is still used in a very local way. Small batches are shared internally, given as local gifts, and used at events. The quantities are modest, but the honey creates a direct link between the site, its surroundings, and the work being done there.

While summer is a time when many employees take annual leave, the Nolato bees continue their work - supporting pollination and biodiversity around the Hörby site. In that way, the beehives are a small but practical contribution to the local environment.

Our colleague Pelle Ekerholm played

an important role in getting the beehive initiative started in Hörby and helping turn the idea into reality. Pelle is now taking on a new role and moving to Nolato's site in Malaysia, while the initiative in Hörby continues. And who knows - perhaps we will one day see beehives at Nolato's site in Malaysia as well.

This small initiative in Hörby may yet inspire similar ideas elsewhere. In the meantime, it remains a simple and tangible example of how local actions can support biodiversity over time. ■

What started as a local sustainability initiative has become a simple but meaningful example of how small actions can support biodiversity in the long term.





FROM OPERATOR TO SITE LEADER

Ruzica Tadic's Career Journey at Nolato Polymer

From knocking on Nolato's door in 1999 to leading the Ängelholm site today – meet Ruzica Tadic, whose journey is a story of inner strength, learning and values in practice.

A fresh start and a knock on the door

When Ruzica Tadic joined Nolato in 1999, she had moved to Sweden from former Yugoslavia during the war. Looking for work, she went to Nolato Polymer in Ängelholm, knocked on the door and was offered a position as a machine operator. Two months

later, she had a permanent contract and the beginning of a long Nolato career.

Growing through new roles

Over the years, Ruzica has taken on a wide range of responsibilities. She has worked as a machine operator, internal auditor and Lean coordinator, and has been involved in production, planning and process engineering in Torekov as well as production, planning, cleaning, maintenance and team leadership in Ängelholm. Today, she is responsible for the Ängelholm unit, combining production focus with people leadership.

Leaders who believed in her

At each step, her development has been driven by a combination of inner motivation and leaders who saw her potential. Managers such as Claes Isaksson, former MD's Johan Arvidsson and Anders Willman have all played important roles by showing trust and by "seeing" people in the organization.

"It has meant a lot when someone saw something in me and gave me a chance. I wanted to grow, take more responsibility and make a difference for others."

Learning to lead and to let go of perfect

One of her biggest challenges was becoming a manager over her former colleagues. She handled it through

openness, respect and a strong will to do her best for the team. A key insight from her Lean training has followed her ever since:

Do not let the perfect become the enemy of the good.

This has helped her balance high ambitions with the courage to act and move forward, even when conditions are not perfect.

Proud leadership and life outside work

Ruzica is proud of having built her career without shortcuts, of leading with honesty and fairness and of living Nolato's values in everyday work. Her advice to new colleagues is to believe in their inner strength, work hard and treat others as they want to be treated, and to remember that mistakes are part of learning.

Outside work, time with her grandchildren is "worth gold." She enjoys being with family and friends, walking in nature, reading and working in the garden, and she still sees herself as a lifelong learner who wants to continue contributing to both good results and a good workplace at Nolato. ■

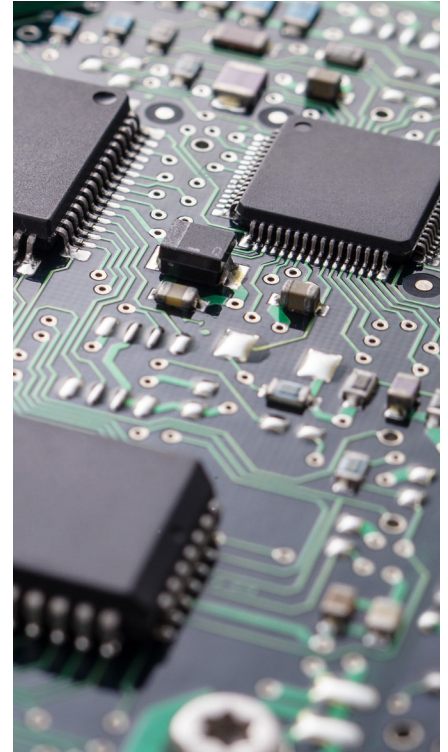
A stronger platform for demanding electronics applications

Nolato has acquired the Galway-based Irish electronics company M&M Qualtech, which now operates as Nolato Qualtech. The business continues under its current management team, providing continuity for customers, employees and business partners.

Nolato Qualtech helps customers transform ideas into intelligent electronic solutions across the full product lifecycle. Its capabilities extend from design-for-manufacturing and new product introduction to flexible, scalable production, supply chain management, repair and end-of-life services. The company serves technology-intensive and regulated markets including medical devices, ICT, automotive and aviation.

The company's integrated approach - linking development, industrialization, manufacturing and service - helps customers manage complexity while maintaining quality, flexibility and speed throughout the product lifecycle.

The acquisition adds scalable electronics capacity and specialized expertise to Nolato's offering for demanding applications in medical technology, industry and defense. By combining Nolato Qualtech's electronics and boxbuild expertise with Nolato's broader development and production capabilities, the Group is even better equipped to deliver complete, reliable solutions to a larger customer base. ■



New expertise for complex medical technology

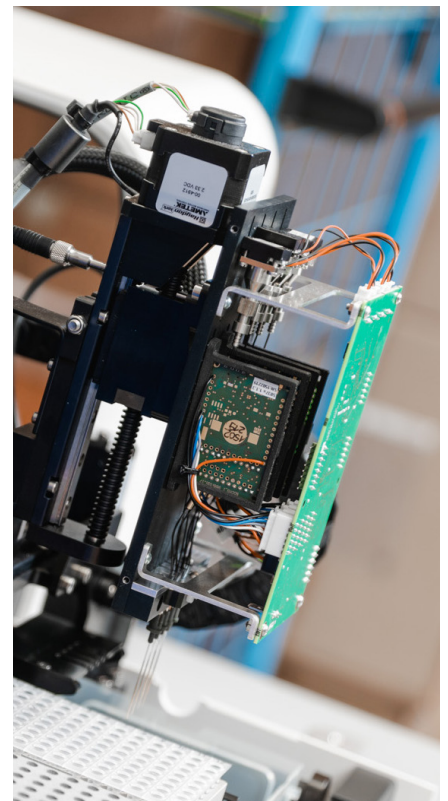
Bringing an advanced medical device to market requires more than a strong idea. It calls for the ability to combine electronics, mechanics, production expertise and a thorough understanding of regulatory requirements. Through the acquisition of Dutch medical technology company Unitron, now operating as Nolato Unitron, Nolato further strengthens its offering to customers developing complex medical technology products.

Nolato Unitron is an experienced development and production partner for medical devices that incorporate advanced mechatronic and electronic solutions. The company supports customers throughout the journey - from early feasibility work, product development and electromechanical engineering to PCBA, design transfer, complete product assembly and long-term after-sales services. Its expertise includes areas such as ventilation, electrophysiology, optics, heating and printed electronics.

A key strength is the ability to combine technology development with an understanding of the quality, certification and manufacturing requirements that apply in the medical sector. Nolato Unitron supports customers with both full product-development programs and selected stages of the process, helping transform concepts into reliable, market-ready medical products.

The acquisition complements the Groups' global production structure and industrial scale with expanded development and electronics capabilities. Together, Nolato and Nolato Unitron can support customers across the entire product lifecycle - from concept and industrialization to scalable manufacturing, logistics, maintenance and service.

By bringing these capabilities together, Nolato is even better positioned to help customers deliver medical devices that make a difference for health-care professionals and patients. ■





100% Renewable Electricity - An Important Milestone for Nolato

Nolato now runs its own manufacturing operations worldwide on 100% renewable electricity - an important milestone in the company's sustainability journey and a major step in reducing the climate impact of its production.

The achievement creates clear value for customers, many of whom are working toward ambitious climate targets of their own.

"For our customers, this means that the part of the product's climate footprint that comes from our own electricity use is now essentially eliminated," says Kristian Sandberg, Sustainability Manager at Nolato. "This is a very tangible way for us to help our customers meet their climate targets."

The milestone is especially relevant as sustainability expectations continue to increase across industries. Many of Nolato's larger customers already have science-based targets, and renewable electricity is becoming an increasingly common requirement in supplier evaluations. By reducing emissions from purchased electricity, Nolato strengthens both its own climate performance and its value as a responsible manufacturing partner in support of our customers decarbonization journey.

The transition has been achieved in dif-

ferent ways in different parts of the world. In Europe, renewable electricity has mainly been secured through direct contracts with the electricity suppliers. In Asia and parts of North America, Nolato has used renewable energy certificates and centralized purchasing solutions to reach the same result. In Sweden, the company has also complemented its long-term renewable electricity sourcing with power purchase agreements that support the expansion of new renewable energy production while helping reduce exposure to volatile electricity prices.

From a climate-reporting perspective, the impact is significant.

"The transition to renewable electricity has virtually eliminated our Scope 2 emissions," says Kristian.

Over the past decade, Nolato has worked systematically to reduce emissions from its own operations. With this milestone now in place, the company's climate focus is increasingly shifting toward the broader value chain.

"Now, the big challenge is Scope 3. More than 99 percent of our greenhouse gas emissions come from the value chain, so that is where the priority and the greatest potential for improvement lies," Kristian says. "The greatest potential for improvement now lies in raw materi-

als, supplier engagement, and resource efficiency."

That work is already underway. Nolato sees major opportunities in using more sustainable raw materials, improving efficiency further, and working closely with suppliers that are advancing their own climate efforts. Continued investments in more energy-efficient production equipment and upgraded cooling technology will also remain important.

Beyond the climate benefits, the move to renewable electricity also strengthens Nolato from a business perspective. It reduces risk linked to fossil-based energy markets, supports long-term resilience, and reinforces the company's sustainability profile among customers, investors, and employees.

Reaching 100% renewable electricity is therefore more than a milestone in itself. It is an important proof point: coordinated action across global manufacturing operations can deliver measurable results, and it is a strong foundation for the next phase of Nolato's sustainability work. ■





CASE STUDY

Nolato Sees Growth Opportunities for Materials in Data Centers

In Materials, which is part of the Engineered Solutions business area, Nolato has established itself in a new and growing segment related to AI and data center expansion. While the area is still a small part of Nolato's overall operations, it is well aligned with current developments and builds further on the Group's established expertise in advanced materials solutions, shielding and thermal management. Nolato sees this as a strategically interesting area offering long-term potential.

Nolato targets both global server manufacturers directly, and companies engaged in all signal transmission leading up to the data cabinets in server halls.

For this technology to perform optimally, there is a great need for shielding and heat dissipation. Nolato's focus is

largely on offering thermal solutions in a variety of areas. Also, Nolato offers EMC (electromagnetic compatibility) solutions to ensure that electronic devices operate without interfering with each other and, to some extent, solutions for better signal transmission. These are critically important areas that must function optimally in the demanding data center environment.

An example of Nolato's unique expertise is in optical modules used in server cabinets. An optical module in a server cabinet converts electrical signals into light and vice versa, enabling high-speed data transmission. Inside the optical modules, Nolato provides a special EMC solution within a minute footprint, using a tall and very thin gasket – a solution that Nolato alone can offer.

Nolato applies gaskets to a chassis for optical modules, which involves dispen-

sing or applying the material in a specific shape or pattern directly onto the component. The shielding thus protects the modules from electromagnetic interference, ensuring that they work reliably and efficiently. Nolato is unique with its slim and effective solution thanks to Trishield™, which is Nolato's licensed brand for dispensed gaskets, and fully matches the customer's specific needs.

The rapid developments in AI pave the way for new business opportunities in the US, Europe and Asia alike. With manufacturing both in-house and through partners, solid capacity is in place to fulfill a growing need. Nolato is strongly confident in the future of efficient data centers – an area where the company's broad product portfolio aligns well with customers' needs. ■



CUSTOMER STORY / LENORPLASTICS AG

What It Takes to Turn Complex Plastic Requirements into Market-Ready Solutions

Close collaboration between material experts and manufacturing specialists is often a decisive factor for the success of advanced plastic solutions projects. The partnership between Lenorplastics AG and Nolato Treff AG exemplifies a modern, solution-oriented development approach. In a multi-stage project, the two companies found new ways to successfully complete a technically and regulatorily demanding initiative.

The collaboration began with an open inquiry into alternative materials for an existing application. It soon became clear that the solution would require more than one material. Instead, a breakthrough came from combining material consulting, technical validation, regulatory evaluation, and process engineering expertise.

Lenorplastics AG has been a trusted partner to Nolato Treff AG for many years, supporting them with material-related topics for both food contact applications and technical machine components. In this segment, where parts must reliably withstand sustained high temperatures,

mechanical loads, and regulatory requirements, an in-depth knowledge of material properties and processing behavior is essential. Lenorplastics AG excels in this area as a reliable partner with extensive plastics expertise.

Building on this foundation, Nolato Treff AG pursues a clear objective: to identify technological developments early on and transform them into market-ready solutions, especially those related to heat resistance, robustness, and sustainable materials.

From pilot project to Group-wide AI platform

As the project grew in complexity, regulatory aspects became increasingly important. In recent years, Nolato Treff AG has deliberately expanded its capabilities in this area in terms of both resources and processes. Today, the company provides technical implementation, comprehensive documentation, conformity assessment support, and regulatory project management - all from a single source. This is a

clear advantage for customers who rely on safety and secure market access.

Several options were evaluated, sampled, and tested in close coordination in the subsequent project phases. Feedback from simulations and external sources was continuously incorporated into the development process. Thanks to clear communication, quick responses, and a mutual understanding of the target application, key milestones were efficiently achieved, paving the way for the product's release into series production.

This successful outcome demonstrates that when specialized partners combine their strengths, the result is not just a product, but a well-engineered solution that aligns with real market requirements. This form of collaboration is a model not only for future projects but also for both companies' commitment to developing future-proof, safe, and economically viable solutions together with their customers. ■



FROM MACHINE OPERATOR TO PROCESS ENGINEERING

Xianghao Mo's Career Journey at Nolato in Shenzhen

When Xianghao Mo joined Lövepac Shenzhen in 2010, his "office" was the noisy production line. As a machine operator in the Production Department, he spent his days with the machines, learning how every small adjustment affected quality and throughput.

"At the operator stage, it was pure curiosity and the joy of seeing defect rates drop and throughput rise through my own effort," he recalls.

Three years on the shop floor gave him a solid foundation in products, processes and standards. That hands on experience would shape his entire Nolato journey.

Trainee, job rotation and a new path

After one year as an operator, Xianghao was selected for the plant's Trainee Program. The program gave him a more systematic understanding of manufacturing and opened up a broader view of how the plant worked.

When he completed the program, he moved into a production supervisor role, and in 2014 he joined the

Job Rotation Program, which took him into the Technical Department as a process engineer.

|| New technologies and challenges motivate me, but it is the people around me that makes me want to stay and grow here.

"The Trainee Program built my systematic knowledge," he says. "The Job Rotation Program broke the walls between departments and showed me where my real passion lies."



Since 2014 he has been part of the Technical Department, and in 2020 he was promoted to Process Engineer Leader. Today he leads the Process Engineering team, responsible for the workflow from new product introduction and validation through to stable series production.

From expert to leader

The step from individual contributor to team leader was one of the biggest challenges in his career.

"I used to fix problems myself," he explains. "As a leader I had to learn to let the team fix them, through delegation, task layering and empowerment, so that

every member feels valued and grows." Along the way, he has sharpened his structured problem-solving approach, working in closed loops: find the root cause, implement a countermeasure, then review and standardize. He has also become skilled at aligning cross functional resources so that improvements can be implemented and sustained.

Innovation and motivation

Among the achievements he is most proud of are a low-cost Mold Management System that now runs in both Shenzhen and Malaysia, delivering paperless workflows and significant efficiency gains, and a proprietary die cutting process that has become a competitive advantage for many Nolato products. He has also led teams to break several production bottlenecks and stabilize throughput.

For Xianghao, Nolato's culture in Shenzhen is both technology driven and people centric. Engineers are given a stage to innovate, decisions are fact based and quality focused, and development programs such as trainee and job rotation reflect an investment in people.

Continuous exposure to new technologies and challenges keeps him motivated. Just as important is the sense of belonging he feels with his colleagues.

Outside work, hiking and following mechanical and manufacturing content online help him clear his mind and spark new ideas. Looking ahead, he wants to deepen his expertise in die cutting and emerging processes and use his optimization experience to solve more technical puzzles and create extra value for the business.

His advice to those starting at Nolato is clear: plant your feet on the shop floor, embrace change and cross boundaries, and remember that at Nolato, collaborators go further than lone heroes. ■



Nolato Vermont employees are honored at Vermont State University Randolph after completing the Manufacturing Technology Leadership Program. From the left: Nolato Vermont employees and program graduates Benjamin McCoy and Amanda Merrill, Managing Director and President of Nolato Vermont John Therriault, and Nolato Vermont employee and program graduate Jackson Pierson.

Investing in People, Building the Future of Manufacturing

When Benjamin McCoy, Jackson Pierson, and Amanda Merrill stepped forward to receive their certificates at Vermont State University, it marked the culmination of four years of dedication - but also the beginning of new possibilities. Their achievement represents the latest success of the Nolato Manufacturing Technology Leadership Program, a long-term partnership between Nolato Vermont and Vermont State University (VTSU) designed to strengthen both individual careers and the future of advanced manufacturing.

The employer-sponsored program spans four years and 22 academic credits, combining mechanical engineering fundamentals with hands-on manufacturing applications. Developed collaboratively by VTSU engineering faculty and industry specialists from Nolato Vermont, the curriculum is tailored to meet real operational needs ensuring that learning can be applied directly on the shop floor.

"This program exemplifies the value of intentional collaboration between higher education and industry."

- Jeffrey Higgins, Ed.D., Academic Coordinator of Employer-Sponsored Programs, VTSU

For Nolato Vermont, with operations in Bethel and Royalton and a strong focus on scientific injection molding and medical device manufacturing, the program is a strategic investment in competence, innovation, and long-term capability.

"Employees are gaining education that translates immediately into process improvements, innovation, and stronger collaboration across teams."

- John Therriault, Managing Director and President, Nolato Vermont

As part of the graduation process, each participant completed and presented a senior engineering project addressing a real manufacturing challenge within Nolato's operations. The projects demonstrated not only technical expertise, but also problem-solving skills, leadership, and confidence - key capabilities in an increasingly complex manufacturing environment.

For Jackson Pierson, CNC/EDM Specialist at Nolato Vermont, the breadth of the program was especially impactful.

"The diversity of what we learned - from machining fundamentals to CAD and digital tools - was incredibly valuable and directly applicable to my work".

- Jackson Pierson, CNC/EDM Specialist

Amanda Merrill, Lead Quality Assurance Technician & Training Specialist, highlights how the program strengthened her ability to collaborate across functions and drive improvement.

"The program empowered me to find innovative solutions and make a greater impact within my organization."

- Amanda Merrill, Lead Quality Assurance Technician & Training Specialist

In addition to completing the leadership program, Merrill has used Nolato Vermont's tuition reimbursement benefit to continue her studies and is now on track to earn an Associate of Applied Science degree - a clear example of how structured support enables long-term development.

Now in its fifth graduating cohort, the Manufacturing Technology Leadership Program reflects a shared commitment to lifelong learning, workforce development, and regional strength. For Nolato, it reinforces a core belief: investing in people is essential to building sustainable, competitive manufacturing - today and tomorrow. ■

Nolato Assembles and Delivers Next-Generation Liquid Cooling Systems for High-Performance Computers

As demand for high-performance computing in society continues to grow, so too do requirements for effective cooling of computers' critical components. German technology company LYNK+ has therefore developed a modular liquid cooling system for desktop computers, in which different cooling components can be easily connected to efficiently cool processors and graphics cards. Nolato Dongguan has had a key role in both developing and quality-assuring the manufacturing process, and final assembly of the finished product.



LYNK+'s new liquid cooling system is the company's first product launch in the segment. The system was launched globally in late 2025 under the name LYNK+ Modular All In One Liquid Cooling System. It is an advanced cooling system that uses liquid instead of traditional fans to cool the computer's critical components, including the graphics card – which is put to the test in gaming, AI applications and other high-performance tasks. Without effective cooling, graphics cards can overheat, slowing down and hampering the computer's performance. The most common cooling option for computers has long been air cooling.

How the system works

The LYNK+ Modular All In One Liquid Cooling System consists of two main components – a cooling unit that connects directly to the graphics card and absorbs the heat, and an external radiator with integrated fans and a pump.

The two units are connected by two tubes. The heated fluid is transported

from the cooling unit to the radiator, where the heat is effectively cooled off before the liquid is circulated back. This enables much more efficient heat management than traditional air cooling systems, and full performance at lower energy consumption. The system is also easy to install and does not require any manual topping up or modification, unlike many other liquid cooling systems.

Nolato delivers the finished product

LYNK+ and Nolato Dongguan entered into a partnership at the end of 2023, in which Nolato's role has been to develop an end-to-end solution for manufacturing. The work has spanned everything from purchasing components and assembly, to quality assurance and delivery of a complete end product. Also, Nolato and LYNK+ have jointly developed the supplier base for the sub-components. While developing the manufacturing processes, Nolato's Asia-based Technical Design Center (TDC) has been involved from the start, focusing on streamlining and quality-assuring the production process.

Nolato has longstanding and well-established expertise in leak testing, accumulated over many years of working with, for example, waterproof mobile phones. This experience has been central to developing the partnership with LYNK+. Since the liquid cooling system requires complete sealing, Nolato's expertise in sealing solutions has helped to ensure both the product's functionality and robustness.

"This project has been both exciting and instructive, and demonstrates the breadth of our offering – that we can provide box-build, i.e. complete assembly into the final product. Through the project with LYNK+, we have sharpened our expertise in liquid cooling – knowledge we can put to use in both consumer electronics and other industry segments, such as Automotive."

- Thomas Hofflander, Managing Director of Nolato Dongguan ■



SUSTAINABILITY

Advancing More Sustainable Materials

Nolato is taking a more active role in the development of more sustainable material solutions through a board position in the Nordic Bioplastics Association. For the company, the engagement is about more than replacing fossil-based plastics. It is about helping connect the value chain, building knowledge, and exploring material options that can meet both sustainability ambitions and application requirements.

Nolato has been active in the association for many years, and at the annual meeting on March 18, 2026, Kristian Sandberg, Sustainability Manager at Nolato, was elected as a new board member.

For Nolato, the value of the association lies in its broad industry perspective. It brings together several parts of the value chain - including plastics converters, raw material suppliers, brand owners, customers, and research organizations - creating a platform for both knowledge-sharing and practical collaboration.

"To achieve a more sustainable use of plastics, we need collective action across the value chain," Kristian says. "That is where we can help connect suppliers with brand owners and contribute with an industrial perspective."

That broader perspective is especially important as the plastics industry continues to evolve. Nolato sees bio-based plastics as one important option alongside recycled and other fossil-free

alternatives in reducing dependence on virgin fossil-based plastics. At the same time, the company emphasizes that no single material solution is right for every application.

The term bioplastics is often used broadly, but the reality is more nuanced. In this context, Nolato refers primarily to bio-based plastics - materials based on renewable biological feedstocks such as crops, forest-based raw materials, or by-products from other processes. But that does not mean all bio-based plastics perform the same way, or that they are always the best option.

"Bio-based plastics are an important tool in the toolbox," Kristian says. "Recycled materials are the right choice in some applications, bio-based materials in others, and in some cases mass-balance-based approaches may be the most relevant option."

At Nolato, material selection is about identifying the most suitable option for each application while balancing performance requirements, circularity, and broader sustainability considerations.

Kristian brings a broad industrial background to the board role, with 16 years at Nolato in positions spanning engineering, product management, and quality and environmental management. Today, he coordinates the Group's sustainability work, including climate, resource efficiency, and the transition to more sustainable material solutions.

According to Kristian, the board position also gives Nolato valuable access to insights from industries and applications beyond its own.

"It gives us a broader perspective," he says. "By working across the value chain, we believe this will benefit Nolato over time. If we want to remain competitive, we need to build knowledge and capabilities early as this area develops."

Looking ahead, Nolato expects the plastics landscape to evolve significantly in the coming years. Pressure on fossil-based materials is likely to increase, while circular solutions, recycled materials, and bio-based alternatives are expected to become increasingly important in many applications. Nolato's ambition is to build knowledge and capabilities early, so the company is well prepared as customer needs and market conditions continue to change.

"Bio-based materials can play an important role, even if they are not the only answer," Kristian says. "What matters is that we understand the available alternatives and can help customers evaluate the options that are relevant for their products and requirements."

For Nolato, the board role is therefore about more than representation. It is a way to build knowledge, contribute to constructive industry dialogue, and strengthen the company's ability to support customers as material requirements and market expectations evolve. ■



Our shared ambition is to find a solution that reduces both carbon footprint and energy use while still meeting the requirements of an industrial product.

CUSTOMER CASE - TOYOTA MATERIAL HANDLING EUROPE

A Flagship Project in Sustainable Design: Rethinking the Prominent Forklift Emblem

Nolato has been tasked with helping Toyota Material Handling Europe develop a more sustainable brand emblem for its wide range of forklifts. The project serves as a pilot initiative and is being carried out in close collaboration with Toyota, focusing on improvements to both materials and manufacturing processes used for the emblem.

The project builds on an existing collaboration between Nolato and Toyota on other components and has now evolved into a joint effort to develop a more sustainable forklift emblem. Nolato's assignment is focused on developing prototype suggestions for how the emblem can be made more sustainable, both through the use of alternative plastic materials and through improvements to the manufacturing process.

From the customer side, both Toyota's industrial design department and the global design manager are participating in the project, which was initiated at the beginning of 2026.

"We appreciate that Toyota turned to us early in the process of redesigning the emblem. It shows a level of trust in Nolato's expertise and our ability to contribute beyond production," says Martin Kores, Senior Manager Marketing and Sales at Nolato Plastteknik.

Collaboration across Nolato entities

The project has been a collaborative effort between several Nolato sites and functions. Nolato's Technical Design Center (TDC) in Hörby has led the technical development, Nolato Plastteknik in Gothenburg has served as the commercial interface, and Nolato

Dongguan has delivered the tooling. The project has also involved sustainability and material expertise from central Nolato. Together, this cross-entity collaboration reflects the 'One Nolato' approach in practice, supporting Toyota in reaching its objectives.

At TDC, Elsa Hallin, Material Specialist and Project Manager, has led the project from TDC's side. She has identified the most relevant material options for the project and managed all contact with the material suppliers.

Under Elsa Hallin's leadership, TDC has been in charge of developing the prototype tool and material suggestions. The starting point was an emblem made from traditional PC ABS plastic, with metalized letters, assembled and glued into a frame. From a sustainability perspective, this solution was challenging,



as metallization has a high environmental impact and PC ABS also carries a significant CO₂ footprint.

On this basis, TDC has explored and proposed more sustainable material options, such as PPPE (polypropylene and polyethylene) mixed with wood-based additives, as well as more CO₂-efficient production methods and molding techniques. Instead of producing and assembling separate metalized letters, the new concept uses 2K molding, where the base plate is molded first, and the lettering is molded directly onto it.

Following approval of the prototype tool, the testing phase is taking place in Sweden. The tool has been shipped from Dongguan and installed in Nolato's molding lab in Hörby, where trials are being conducted together with representatives from Toyota Material Handling Europe.

"During testing, we are evaluating how the different material combinations perform – technically, visually and in production. The final material choice will be made by Toyota before we enter the industrialization phase, but our shared ambition is to find a solution that reduces both carbon footprint and energy use while still meeting the requirements of an industrial product," says Patrik Ingvarsson, Technical Director TDC EU at Nolato and project manager for the prototype phase.

Helping customers meet their sustainability ambitions

For Nolato, the project is a flagship initiative given the emblem's visibility and importance as well as the sophisticated sustainable solutions that have been developed with the help of several

Nolato teams. Throughout the project, Nolato and Toyota have worked closely, continuously sharing simulations, trial results, and design progress. This transparency has strengthened the relationship and made the project more than a technical development assignment; it has rather become a shared sustainability journey, with mutually beneficial learning.

"The project is a flagship example of how Nolato helps customers achieve their sustainability goals through material innovation and product development. We see growing interest in sustainable materials, especially in the early stages of new product development, and our ambition is to be the preferred development partner for companies on that journey," says Kristian Sandberg, Sustainability Manager at Nolato AB. ■



Nolato Querétaro has evolved into a diversified, technology-driven site with a growing strategic role in North America.

From Local Automotive Component Supplier to Global Solution Provider

Located in Querétaro, central Mexico, the site has been in operation for over two decades. In September 2020, as part of Nolato's acquisition of GW Plastics, the Querétaro site became part of the Nolato Group, marking the starting point of a profound transformation of the company. Before being part of Nolato, the Querétaro site used to have mainly automotive-focused operations and has since diversified its offering and expanded its manufacturing capabilities and technologies, unlocking new business segments and industries. Today, Nolato Querétaro is an integrated part of the Nolato Group, playing a strategic role by combining advanced manufacturing and assembly capabilities with the advantages of regional manufacturing and supply chain resilience, creating a strong base for future growth in medtech, hygiene, EMC thermal solutions, and food & beverage markets.

Organizational adaptations and integration into the Nolato Group

Becoming part of the Nolato Group involved a range of both operational and strategic changes at the Querétaro site, unfolding

as a gradual organizational adaptation over the years. Among others, a key element of this transition was the shift from a more centralized American organizational structure of GW Plastics to Nolato's more decentralized operating model, as well as moving from a private owner to a public Swedish company. This transition empowered the site to develop new in-house capabilities and expertise, and invest in new technologies, resulting in new hirings and expansion of the facility over the years, while decision-making moved closer to the operation.



"The change of ownership represented both a big shift and a significant opportunity. Becoming part of a global organization strengthened our footprint considerably and opened up access to broader resources, while the introduction of a new strategy under Swedish management reshaped the way we operate. The strategic Central MX location strengthened Nolato's footprint as well, which global customers found as a great alternative for making their supply more efficient by localizing some business closer to their needs," says Justino Barrientos, Director of Sales at Nolato Querétaro.

Additionally, the Querétaro organization was introduced to Nolato's customer-centric approach and way of working, including the adoption of a solution-provider mindset, rather than acting solely as a component supplier.

In an era defined by global geopolitical challenges, Nolato Querétaro moves forward with conviction, and remains firmly focused on the future – driving excellence, scaling with ambition, and partnering closely with customers to unlock the next wave of growth.

This means local Nolato teams are empowered to address customer needs and challenges with support from the Nolato network, leveraging global resources to provide integrated solutions.

“With the shift, our operations also moved from functional ‘shoot-and-ship’ component manufacturing to more value-added applications, including assembly, secondary operations, and box-build solutions,” adds Justino Barrientos.

Collaboration across the global Nolato companies and teams became an integral part of the site’s operations, both in terms of technology exchanges, shared technical expertise, as well as in relation to customer projects and accounts, in which joint problem-solving and support are provided by the global Technical Design Center (TDC) teams when needed.

The integration into the Nolato Group also involved company cultural and organizational adjustments. The Swedish corporate culture brought with it a flatter hierarchy structure, including benefits such as reduced bureaucracy and easier access to senior management, and global collaboration and cross-functional support across Nolato’s companies.

“The ‘One Nolato’ approach is very tangible. There is a strong sense of community and a collaborative spirit among the Nolato employees globally. Moving to the Nolato corporate culture has been an interesting journey, and we who have worked at the Querétaro site for many years feel fortunate to be part of a large global team where cooperation is actively encouraged and facilitated by the top management,” continues Justino Barrientos.

The growth and diversification journey of Nolato Querétaro

Since the Querétaro site was incorporated into the Nolato Group, it has diversified its business operations and offerings. Prior to the acquisition, the business was 94% dedicated to Automotive and 6% to Medical. However, the last couple of years’ strategic investments and transformation of the site have resulted in a much more diversified business mix today, spanning medical, hygiene,



and technical solutions, including EMC thermal solutions.

In line with the diversification strategy, the Querétaro site has adopted new advanced technologies and acquired new capabilities, including liquid silicone rubber (LSR) molding – a highly specialized process that distinguishes the site from competitors – as well as the integration of electromagnetic compatibility (EMC) shielding technology. Additionally, the site has achieved a food safety compliance certification, which serves as a key differentiator by enabling the facility to serve the food and beverage industry.

To support and accommodate the transformation, Nolato Querétaro expanded its operations by investing in, among other initiatives, two new assembly lines for hygiene, a Class 8 cleanroom for medical assembly, and the opening of a second site located two miles from the original facility. Furthermore, investments were made in automation and advanced manufacturing to support high-quality and efficient production.

Embarking on the Nolato strategy has not only diversified the business but also delivered significant growth in recent years. Between 2022 and 2025, sales at Nolato Querétaro doubled, driven by strong development within Medical, Hygiene, and Engineered Solutions.

“By broadening both our capabilities and customer base, we have strengthened the site’s resilience, reducing its

exposure to fluctuations and volatility in the automotive industry,” explains Justino Barrientos.

The strategic role of Nolato Querétaro

Today, Nolato Querétaro is one of the few sites within the Nolato Group that covers solutions from both business areas: Medical Solutions and Engineered Solutions, and EMC/Thermal Solutions from the business unit Materials. With a diversified portfolio across both technologies and industry segments, the site has built a more robust platform. In addition, it serves as a regional hub for the North American market, supporting nearshoring activities thanks to its convenient location along the so-called NAFTA Highway.

This combination makes Nolato Querétaro a strategically important and technologically advanced site within the Nolato Group, well-positioned to support global customers through local manufacturing while remaining responsive to changing market conditions.

“Nolato Querétaro is experiencing strong momentum. We are supporting a growing global customer base and contributing to an increasingly broad footprint within the Group. A key advantage for global customers lies in combining proximity to North America with local manufacturing capabilities and advanced technologies across multiple market segments,” Justino Barrientos concludes. ■



Nolato Stargard Honored as Key Driver of Medical Innovation and Regional Growth

Nolato Stargard, one of Nolato's medical production sites, has been named winner of the prestigious S. Pajor Award, Stargard Entrepreneur of the Year. The recognition reflects our long-term investments in the region, our innovation in medical manufacturing and our commitment to supporting sustainable economic growth in Stargard and West Pomerania.

A growing medical technology hub in the Nolato Group

Based on Usługowa Street in Stargard, Nolato Stargard operates as a contract manufacturer of medical devices and components. Today, the site

continues to expand its partnerships in the global medical technology market.

The factory currently employs around 160 people, with plans to recruit additional production staff and specialist roles as volumes grow. Recent projects have strengthened local collaboration with Radiometer Solutions, increasing quality and reducing the carbon footprint.

Investing for the future

In recent years, significant investments have been made to further strengthen Nolato Stargard as a key medical production center. In 2025, the Nolato Group acquired a new facility of more than 7,500 square meters. Construction is now underway on a new cleanroom hall

designed for 25 injection molding machines, together with supporting technical and warehouse areas, and additional production space is already being planned to accommodate a further 20 machines in a cleanroom hall.

These investments support an advanced portfolio that includes plastic and elastomer molding, manual and automated assembly, microscopic inspection, orthopedic implant polishing, and filling of products with liquids and powders. Production in Stargard is carried out under controlled conditions and in line with international quality standards and FDA requirements, reflecting Nolato's high standards for quality and patient safety.

The Stargard site is also part of the Westpomeranian MED HUB initiative, which brings together medical technology companies to drive innovation in the region.

Proud recognition for our team in Stargard

The S. Pajor Award, Stargard Entrepreneur of the Year, was presented during a ceremony at the Stargard Culture Center on January 30, where Nolato Stargard was recognized for helping to build a modern, innovative and responsible industrial base in the city.

"This award is a tremendous honor for the entire team," says Dawid Urbański of Nolato Stargard. "It recognizes not only the investments in cutting-edge medical manufacturing, but also the dedication of every colleague who contributes to customers' success and to creating high-quality jobs and opportunities for the Stargard region."

With this recognition and its ongoing investments, Nolato Stargard is well positioned to continue growing as a strategic medical manufacturing hub within the Nolato Group, supporting both its international customers and the long-term development of the local community. ■



FROM OPERATOR TO LEADER

Josh Retchless' Career Journey at Nolato Bethel

When you meet Josh Retchless, you immediately sense his passion for molding, problem-solving, and people. After nearly 30 years at the Bethel plant in Vermont, he has helped shape both the factory and its culture.

Today, Josh is Molding Manager at Nolato Bethel, overseeing the production floor, 38 machines, and teams ranging from material handlers and setup technicians to process engineers and technical staff.

Raised in Vermont and still living just ten minutes from the plant, Josh has a strong connection to Bethel. He is often the person colleagues call when something happens during off-shifts or weekends. "There aren't many days I don't talk to somebody from the plant," he says.

Starting on the floor: From operator to technical expert

Josh joined the company in 1996 as an in-process inspector, an entry-level role that became the starting point for his long career. He soon entered the molder training program and became a process technician.

A key figure in his early career was Skip Bedell, his mentor and trainer. Josh spent more than a year learning under Skip's guidance and still says: "I learned an awful lot from him... I've never forgotten him."

Over the years, Josh worked across nearly every shift and department, gaining broad experience in molding, machines, and problem-solving.

Growing into leadership

Josh later became a process engineer, supporting production, developing cross-qualification processes, and handling complex legacy jobs. Over time, he also took on greater responsibility, sometimes filling in as production manager.

When GW Plastics became Nolato and leadership changed, a new opportunity opened up. In 2024, Josh accepted the role of Molding Manager. "I probably wouldn't have done that had Nolato not bought GW," he reflects.

A natural teacher and mentor

One of Josh's strongest traits is his desire to teach. Having often had to figure things out on his own, especially during night shifts, he now enjoys sharing his knowledge.

"The older I get, the more I want to teach. I get a lot of joy out of someone coming to me and saying they've figured something out," he says.

That mindset has helped build a culture of teamwork and shared problem-solving at Bethel.

Challenges that shaped him

Throughout his career, Josh has faced challenges that helped him grow. One defining moment came when a colleague responsible for robotics suddenly left. Josh had to quickly learn robot programming, troubleshoot complex molds, and manage difficult startups.

Another major challenge was the flood in 2023, which destroyed the downstairs molding room and required extensive rebuilding. But the crisis also highlighted the team spirit at Bethel: "There's been a lot of teamwork here in the last year to recover from that," Josh recalls.

Don't be afraid to speak up. Managers don't always know you're interested in growing unless you say something.

What keeps him motivated

Josh is not driven by money, but by pride in doing things well, solving problems, and helping his team succeed. "When I walk out the door at the end of the day, I want to be proud of what we did," he says.

He encourages newcomers to stay curious and speak up about their interests: "Managers don't always know you're interested unless you say something." With molding becoming increasingly high-tech, he believes the field offers strong opportunities for people who enjoy technology and problem-solving.

Looking ahead

Although retirement may still be more than a decade away, Josh does not imagine ever fully stepping away from molding: "It's a job, but it's almost like a hobby for me."

He looks forward to more mentoring, more teaching, and more time for American football, golf, and Vermont's outdoor life.

Above all, he is proud of the unity across Nolato's Vermont facilities: "It's one Vermont. Both plants are working together, and everyone can be proud of what they've accomplished." ■



Work purposefully toward what you want to achieve, but don't forget to enjoy the journey along the way. The journey is just as important as the destination.

FROM INSIDE SALES TO KEY ACCOUNT MANAGER

Maria Sandersson's Career Journey at Nolato Cerbo

When Maria Sandersson joined Nolato Cerbo in 2003, she brought with her 16 years of experience from Saab Automobile, where she had most recently worked as a buyer. Moving from purchasing into marketing and sales was a clear change of direction – but also an opportunity to carry the customer's perspective into her new role.

She started as an Inside Sales Representative and Marketing Coordinator and has remained within the Sales and Marketing Department, which today is called the Sales and Product Department. Over the years she has worked as Area Sales Manager, Business Development Manager and, for the past year, as Key Account Manager.

Building Germany – from zero to strong business

A pivotal step in Maria's journey was the opportunity to build up an entirely new role as Area Sales Manager with responsibility for Germany, as Nolato aimed to expand its export business.

This meant starting from scratch – analyzing the market, identifying potential customers, traveling to meet them, building relationships and presenting the company and its products.

"My first trip ended up being on my own, without the site manager who was originally supposed to join me," she recalls. "After the very first customer meeting, I felt immediately that the role suited me. I get a lot of energy from meeting customers face-to-face."

Traveling required careful preparation, especially when renting a car and driving alone without GPS, using maps and her own notes as guidance.

Persistence that pays off

The biggest single challenge in her career has been winning what was then the company's largest deal – a customer that is today Nolato Cerbo's second largest.

From the first customer visit in 2006 to the signed agreement in 2014 and the first delivery in 2015, the process took about eight years.

"It was persistent and consistent work together with the team that made it possible," Maria says. "I am very determined and do not give up when I see potential in a customer."

Energy beyond work

The same determination and energy are also visible outside work. Maria has a strong interest in cars and enjoys both traveling and staying active. In her free time, she spends time with family and friends, enjoys running, cycling, hiking,

and cross-country skiing, and values time at the family's cottage in Grebbestad. She is also committed to fitness and has long been active in Friskis & Sveltis in Trollhättan.



Culture, development and looking ahead

From her very first visit, she felt at home at Nolato Cerbo. The atmosphere was warm and welcoming, with an open and inclusive environment, and she has been given a high degree of personal responsibility and room to grow.

The chance to develop in the direction she has wanted, combined with the company's positive changes – new ownership, managers, facilities and an evolving organization – has been an important source of motivation.

"I appreciate change and see it as something positive. It is when new things happen that both we and the company develop," she says.

Looking back, she is particularly proud that she dared to move from inside sales to field sales – a decision that has been crucial for her development.

Her advice to new colleagues is straightforward:

"Take advantage of every opportunity for training and development. Be attentive, determined and positive, and don't say no to opportunities that can move you forward." ■



*Participants to the program.
From the left:
Veronica Casados-Nolato Querétaro,
George Coman-Nolato Romania,
Magnus Nordlöv (teacher),
Gris Liu-Nolato Dongguan,
Ryan Golden-Nolato Contour,
Nicklas Andersson-Nolato Plastteknik,
Anny Osbäck-Nolato Lövepac,
Johanna Vinefur-Nolato Silikonteknik,
Gergely Tolnai-Nolato Hungary,
Pelle Ekerholm-Nolato MediTech,
Sebastian Nilsson-Nolato Lövepac,
Ben Bristow-Nolato Vermont,
Cecilia Cseke-Nolato Hungary,
James Macleod-Nolato Jaycare,
Jonas Holme-Nolato TDC.
Karolina Korycka-Ksiadz-Nolato Star-
gard (missing on the photo)*

Building Nolato's Future Leaders

Nolato has launched a new leadership program designed to strengthen future leadership across the Group. Bringing together 15 carefully selected managers from different parts of the world, the initiative reflects a long-term ambition to build stronger leadership, collaboration, and communication throughout the organization.

The Nolato Leadership Program is rooted in the company's values, the Nolato Spirit, and the Code of Conduct. Rather than being open for applications, participants are nominated by their managers and selected through a process carried out in close dialogue with Group Management, with final approval by Anders Björklund. The aim is to identify individuals with strong potential for future senior leadership roles within Nolato.

A structured learning journey

The program runs over nine to ten months and is designed as a hybrid learning journey that combines self-study, reflection, workshops, coaching, and practical assignments. A central part of the program is that participants work together on real-life strategic business

cases while also building relationships with colleagues from different units, functions, and countries.

Leadership in practice

The content covers several core areas of leadership, including self-awareness, communication, strategic thinking, and change leadership. Participants also deepen their understanding of Nolato's leadership capabilities and culture, strengthen their ability to build trust and performance in teams, practice feedback and coaching, and develop the skills needed to communicate and influence effectively in different situations.

Support between modules

The program is delivered with the support of Promote®, an evidence-based learning platform that creates structure and continuity throughout the process. Between modules, participants also receive individual coaching to help reinforce their development and translate new insights into day-to-day leadership. Peer learning, social learning, and follow-up are also central parts of the journey.

Building on a strong tradition

The initiative also has clear roots in Nolato's history. Similar leadership programs were carried out in 2011 and 2013, and before that Nolato had a business school led by Henrik Jorlén. The new program can be seen as a modern continuation of those earlier initiatives, adapted to the leadership needs of today's global and fast-changing business environment.

■ The program is designed not only to develop individual leaders, but also to strengthen collaboration and leadership across Nolato as a whole.

Long-term leadership development

Through the Nolato Leadership Program, Nolato is taking an important step in strengthening its long-term leadership pipeline and creating strong conditions for continued development, collaboration, and sustainable leadership across the Group. ■



CUSTOMER STORY / PREMIX

A Partnership Built on Precision

Modern diagnostics demand absolute precision. Liquid level detection, enabled by advanced automation, optimized consumables, and engineered materials, is supported by a 25-year partnership built on trust and quality.

In modern diagnostics, precision is everything. From sample integrity to analytical accuracy, even the smallest deviation can compromise results. One of the most critical, often invisible, enablers of this precision is liquid level detection. Behind it lies a combination of advanced automation, carefully designed consumables, and materials engineered to perform consistently on a scale.

For more than 25 years, Premix and Nolato Treff have worked closely together to support this precision. What began as a technical collaboration has evolved into a long-term partnership built on trust, continuous development, and a shared commitment to quality.

“From the very beginning, this collaboration has been about much more than supplying a material,” says Eira Kärjä, Business Director at Premix.

“It’s about building long-term trust, understanding each other’s processes, and developing solutions together that stand the test of time, especially in such a demanding industry as diagnostics.”

The rise of liquid level detection in diagnostics

As laboratory automation expanded in the early 2000s, liquid level detection became a game-changing technology. By enabling automated systems to sense liquid surfaces accurately, laboratories could reduce carry-over, minimize sample waste, and improve reliability, even when working with very small volumes.

Capacitive liquid level detection, in particular, relies on consumables that behave not only mechanically like standard plastics, but also electrically like sensing components. This dual requirement places exceptional demands on materials and manufacturing processes alike.

Where materials make the difference

Liquid level detection depends on electrically conductive polymers that deliver stable, predictable electrical performance without compromising processability or mechanical properties.

Premix has specialized in conductive and functional polymer compounds since the 1980s. Over the past 25 years, Premix has worked closely with Nolato

Treff to continuously refine material performance focusing on:

- Stable and controlled electrical Resistivity
- Consistent material behavior over time
- Compatibility with high-speed injection molding
- Predictable performance and batch traceability enabled by online production data

This continuous improvement is essential to achieve the precision required for reliable liquid level detection, where even minor variations in material behavior can affect sensing accuracy.

Manufacturing excellence: From material to millions of tips.

Advanced materials only create value when they can be processed consistently at scale. While material performance is critical, it is only one side of the equation. Translating advanced materials into millions of identical, high-performing consumables requires deep manufacturing expertise.

Over the years, Nolato Treff has continuously optimized its injection molding processes to meet the demanding



requirements of diagnostic consumables

- Dimensional stability, ensuring consistent geometry and performance
- High-speed production, supporting large volumes without sacrificing quality
- Exceptional repeatability, batch after batch

This manufacturing excellence is built on close collaboration between material and process development.

For more than two decades, Premix and Nolato Treff have worked side by side together with OEM partners to fine-tune both material quality and processing conditions. This ongoing collaboration ensures that materials are not only theoretically suitable, but practically optimized for real-world, high-volume production.

The collaboration logic is clear and complementary: Premix delivers material performance, consistency, and long-term stability and Nolato Treff translates this into process optimization and manufacturing excellence.

“High-performance materials are essential, but they only create value when they can be processed consistently at scale,” says Joel Frehner, Team Leader Procurement & Export from Nolato Treff.

“By working closely with Premix, we’ve been able to optimize our injection molding processes to deliver dimensional stability, high-speed production, and repeatability, batch after batch.”

Quality compliance and predictable change

In the diagnostics industry, material performance is inseparable from regulatory compliance. Changes in materials or processes can trigger costly revalidation efforts and disrupt customer operations. IVD manufacturers must guarantee constant high quality and identical performance of all production lots to secure patient safety and reliable diagnostics for everyone.

A key strength of the Premix–Nolato partnership is proactive change management. Premix maintains a structured approach to formulation control, raw material sourcing, and production equipment, and communicates any potential changes transparently and well in advance.

This allows Nolato Treff and its customers to maintain validated systems, ensure traceability, and avoid unnecessary risk. In regulated environments, such predictability is not just beneficial, it is

essential.

Resilience through market disruptions

The past years have highlighted the importance of resilient supply chains. During periods of global disruption, transparent communication and reliable delivery became as important as technical performance.

Through close collaboration, Premix and Nolato Treff were able to maintain continuity and support customers even under challenging conditions. This resilience reinforced the partnership and demonstrated its value beyond normal operating environments.

A partnership that continues to evolve

Liquid handling technology continues to advance, driven by higher throughput and increasing regulatory expectations. As diagnostics evolve, so do the demands placed on materials and manufacturing.

The long-standing collaboration between Premix and Nolato Treff is built to meet these future challenges. It is a partnership grounded in shared expertise, continuous development, and a mutual commitment to quality. ■



BERNH. JORLÉN



SVEN BOSTRÖM

■ ■ Nolato's history is a story of adaptability, technical development, and the ability to grow with changing customer needs.

The Origins of Nolato - From a Small Rubber Company to a Global Leader in Polymer Manufacturing

Today, Nolato is a global full-service provider in polymer-based production for industries such as medical technology, consumer electronics, automotive, and industrial applications. But its story began in 1932 in the small town of Torekov in southern Sweden, where two shoemakers and their partners founded Raw Rubber Industry AB to produce rubber boots for local workers, farmers, sailors, and hunters.

Humble beginnings in Torekov

Although the company's first product was relatively simple, the early years laid the foundation for something much larger. Rubber boots offered a durable and affordable alternative at the time, but competition increased quickly, and production in Torekov ended in 1936. That could have marked the end of the story - but instead it became the beginning of a new phase.

The formation of Nolato

In 1938, Bernhard Jorlén and Sven

Boström founded Nordiska Latex-fabriken i Torekov, shifting the business toward rubber products for a wider range of industrial and practical uses. When World War II made raw materials difficult to source, the company responded with ingenuity, buying back used rubber boots and recycling the material into new products. In many ways, that early resourcefulness reflected a mindset that still remains important to Nolato today: adaptability, technical problem-solving, and careful use of resources.

A journey of growth and development

Over the decades, the company expanded through a combination of acquisitions, new facilities, and continuous technical development. In 1982, the company adopted the name Nolato, and in 1984 it became a publicly traded company. Important milestones followed, including the acquisition of Ericsson's plastics plant in Kristianstad in 1997, the company's first major expansion into the U.S. in 1998, and the opening of Nolato's

first manufacturing unit in China in 2001. In 2020, the acquisition of GW Plastics became the largest in Nolato's history, significantly strengthening its presence in North America and in Medical Solutions.

At the same time, Nolato has continually adapted to new markets and technologies. From its early production of simple rubber and household products, the company gradually moved into more advanced components for consumer electronics, medical technology, and other technically demanding industries.

From a small-town factory to a global Group

What began as a small factory in Torekov has grown into a global Group with strong technical expertise, long-term customer relationships, and a clear focus on innovative polymer solutions. While the scale of the company has changed dramatically over the decades, its roots remain in Torekov, where Nolato's headquarters are still located today. ■

Thank You for Reading

For full versions of these stories, plus more news, updates, and insights from across Nolato, visit www.nolato.com/about-us/stories/ or scan the QR code.

