
Solar 2013

CSR report

**Competence
and experience
are vital
to minimise our
carbon footprint,
reduce costs
and boost
our customers'
market share.**



stronger together

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Word from management

At Solar, we believe that acting responsibly is a natural part of doing business

We wish to be seen as a company in which all of our stakeholders can safely invest – also from an ethical standpoint.

Dear stakeholder,

2013 was a tough year for Solar. Our key markets were under heavy pressure, and like so many others, we struggled to deliver the results we wanted. However, at Solar we believe that acting responsibly is a natural part of doing business, regardless of the market situation. Therefore, we also in 2013 continued to carry out activities to support better opportunities in the sphere in which we operate. As an example, part of our 2013-2015 strategy is to promote digitalisation in Solar to make smarter business and to reduce any unnecessary use of resources.

Solar has a strong business interest in energy-efficient solutions and sees a growing potential within this area. Our solutions bring major savings, both on energy costs and CO2 emissions. Our intelligent integration of solar cells, heat pumps and energy-efficient lighting is the way of the future. We think holistically and use our knowledge about renewable energy to create value.

In 2009, we signed up for the United Nations' Global Compact Programme, which formalises our obligation to communicate our progress within Corporate Social Responsibility to the world around us. In this report, you will find an introduction to the CSR activities that take place within Solar's framework. Some of these activities are the results of large projects, while others are small everyday actions which, nevertheless, are equally important when defining Solar as a company.

We want to be clear that we take our responsibilities with regard to people and the environment seriously. We are committed to the Global Compact Programme. We see our involvement in the programme as an asset in relation to customers and suppliers and as a clear advantage when it comes to attracting and retaining employees. In addition, we wish to be seen as a company in which both Danish and foreign investors can safely invest, also seen from an ethical standpoint. This report is also our Communication on Progress (CoP), honouring our obligation to report to the UN Global Compact.

Thank you for your interest in Solar. We invite you to explore how we integrate our social responsibility into our strategy and our day-to-day operations, in this report and at www.solar.eu.



Flemming H. Tomdrup
Group CEO



Michael H. Jeppesen
Group CFO

Solar at a glance

We want to be #1 in technical wholesale.

We want Solar to be our customers' preferred technical wholesaler. We are always on our toes to understand our customers' needs so that we can provide value adding services and products. We call it **stronger together**.

The Solar Group is a proud and ambitious wholesaler supplying the construction, building and energy sectors in most of Northern Europe. At Solar, we acknowledge the fact that we owe our success to service-minded employees who love to turn opportunities into results. Employees able to have fun while working hard on smart solutions, and who glow with pride in our shared achievements.

Together, we're one of Northern Europe's leading technical wholesalers, marketing 215,000 products but selling only one-of-a-kind solutions. We pursue a determined, cross-border expansion strategy and fight hard to establish, maintain and justify our reputation as best in class wherever we go.

We make it our business to sell and deliver the solutions that help our customers optimise their processes, grow their businesses, deliver better projects - and generate greater earnings while saving energy and lowering CO2 emissions. We deliver products, knowledge and solutions to customers within residential and commercial buildings, industry, marine and offshore, utility and infrastructure, and to the public sector.

We have approximately 3,300 employees. Solar has companies in Denmark, Norway, Sweden, the Netherlands, Germany, Poland, the Faroes, Belgium and Austria.

Solar is a listed company. The B shares are listed on NASDAQ OMX Copenhagen and form part of the MidCap index and MidCap on NASDAQ OMX Nordic.

Stronger Together

We want to be the strongest link between supplier and customer. Our broad product range and specialised knowledge allow us to tailor those solutions that will help our customers the most.

We respect the fact that a good wholesaler must deliver more than goods. At Solar, we learn from our customers. We watch them work, we listen to them and get to know their workflow. In many ways, we

cross the conventional line of cooperation – and by doing so, we develop logistics solutions that optimise our customers' workflow. We are stronger together.

With our Blue Energy concept, we focus fully on energy-efficient products and solutions. The Blue Energy concept enables our customers to meet demands for energy-efficient solutions.

Solar's e-business concept is a tool that optimises our customers' workflow and makes customer service more efficient. With the e-business concept we interact with our customers 24/7. E-business provides faster lead times, less administration and increased precision. And most importantly in this perspective, our e-business tools make it possible for our customers to order goods without placing any CO2 strain on the environment because it does not require additional driving. We continuously work to increase our e-business share, thereby significantly reducing CO2 emissions.

Global Compact

Solar is a member of the UN's Global Compact, which contains ten principles, including human rights, working environment/labour, the environment and anti-corruption. In our Code of Conduct, we have explicitly expressed our obligation to respect the human rights. You can read more about this on page 9.

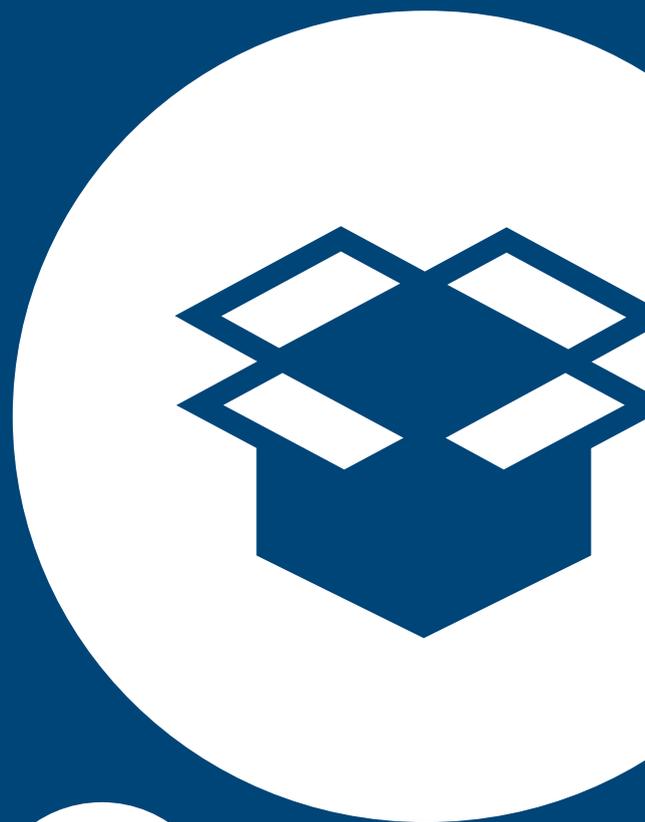
As a result of its membership, Solar is obliged to report on the activities in which we are involved within the Global Compact. Not only do we report on our CO2 consumption and our compliance with ethical standards. We have taken it one step further and have established our own reporting system for our CO2 consumption. You can read more about our Carbon Disclosure Project on page 10.

Executive Management

The chairman of the Solar Group Board of Directors is associate professor, lic. scient. *Jens Borum*. The Executive Board of the company is in the hands of Group CEO *Flemming H. Tomdrup* and Group CFO *Michael H. Jeppesen*.

Our primary CSR Stakeholders

Customers, employees, suppliers, the environment and the society are key stakeholders to us



At Solar, we embrace the fact that we are stronger together – and that our success is dependent on an interaction between us, our customers, our employees and our suppliers, with due respect to society and the environment which surrounds us.

To illustrate how we translate our corporate social responsibility into actions, we have defined 5 primary stakeholder groups. You can read more about the individual stakeholder groups later in this report.



Customers

Solar has created its warehouse and distribution system with only one thing in mind: our customers.

Solar's customers want quick, secure, precise and flexible delivery of the articles they need. So, we have organised our logistics system accordingly.

That is why Solar's customers can order articles and get in touch with us 24 hours a day, 7 days a week. That is why we distribute at night. And that is why we promise to deliver before 07:00 am if you order before 6:00 pm the previous day wherever this is geographically possible. And for the same reason, 99.8% of our deliveries are flawless.



Employees

At Solar we consider our employees our most important resources. They allow us to reach our goals and expand our business so that we can continue to set new standards on the market and for our customers in future.

At Solar we look for people who have the energy to move us forward with entrepreneurship, who set ambitious targets and deliver on promises. We offer challenging jobs, exciting career opportunities and individual development.



Suppliers

The collaboration with our suppliers is a very important asset to Solar. We have decided to enter into partnerships with a small group of strategic, responsible suppliers who cover 80% of the purchasing volume in our markets.

We set the standards high for these suppliers – just like we do for ourselves.



Environment

Being a socially responsible company, we cannot ignore the fact that some of our activities can have a negative impact on our environment - this is true for practically any kind of business. Therefore, we constantly strive to find 'greener' ways to conduct our business.



Society

At Solar, we have a responsibility to use our knowledge and competences in a way that benefits society at large. Solar has subsidiaries in various countries and we like to support good causes – both globally and locally.



Stakeholders

Customers

We think and act stronger together with our customers.

We understand our customers' needs and provide value-adding services and products.

Energy optimisation is a growing business area and results are convincing when it comes to the reduction of energy consumption and CO₂ emissions.

As a contemporary technical wholesaler, we are challenging the conventional concept of a wholesaler. Solar's close cooperation with our customers goes far beyond the traditional wholesaler-customer relationship, resulting in more efficient workflows.

Being a first-mover in technical wholesale requires not only a broad range of quality products and solutions, but also a profound knowledge of energy optimisation and energy savings technology and trends. Solar Consulting is an advisory function that works with energy optimisation and plays an active role in advising our customers to optimise their businesses.

Competence and experience are vital for our ability to not only boost our customers' market share, but also to minimise costs and our carbon footprint.

So, knowledge about energy optimisation, including the technical fittings which are necessary to cash in on the savings, places high demands on the competences of everyone involved.

Significant business potential

From an energy perspective, Solar Consulting aims to increase focus on the significant business potential within energy optimisation of technical fittings in existing commercial buildings.

In the technical fittings, i.e. within lighting, heating and ventilation, you will typically find a savings potential of 20-30% and a payback time for the investment of 3-6 years. Therefore, an investment in energy optimisation of the technical solutions is much better than investments made solely in energy-efficient windows and insulation (building envelopes) which typically have payback times of 10 years or more. However, it is necessary to invest in both the technical fittings and the building envelope to take full advantage of the energy optimisation potential.

Green Business Growth

In 2013, Solar Danmark A/S initiated a collaboration with the municipality of Vejen (the very area in which Solar Danmark's headquarters are located) on the 'Green Business Growth' project.

Over the next 3 years, project Green Business Growth will offer 600 home owners a free energy check-up of their homes to illustrate how they can save money through energy-efficient solutions. To prepare for the demand which is expected to follow, Solar Danmark is actively involved in further training of local tradesmen, including installers. Through this programme, Solar Danmark helps the local professionals optimise their knowledge of new technology and solutions, and discover the business potential in the area of energy efficiency. In November, the first batch of 'Green Energy Installers' graduated and are now ready to offer the local citizens and businesses advice on energy-efficient solutions.

Over the coming three years, the Green Business Growth project expects to create 300 new jobs within the building industry by promoting energy-efficient building and renovating through increased demand and supply.

You can read much more about the Green Business Growth project here: <http://www.groenerhvervsvaekst.dk/> (site in Danish).



Stakeholders

Employees

Solarians are can-do people with an ambition to make a difference.

At Solar, we know that our future development as a company depends on developing and holding on to our employees. Via the Solar Business Academy, we offer a variety of training programmes which take our employees from most likely to most valuable.

3,290

Total number of employees, 01.12.2013

Continuous development

We are continuously improving the way we do business. We are growing at a pace where innovation and optimisation of our processes, our standards and our practices are just as important as on-time delivery.

Therefore, we work strategically with competency development through employee performance appraisals (EPA). Our EPAs are carried out every 12 months and enable us to work proactively with career development to the benefit of both our employees and Solar. It is important to us that our employees know that we have a deep interest in their professional development. And the EPAs are yet another step in our strive to promote open and honest communication at all levels.

Solar Business Academy, Group Leadership Programme and our new project management education further strengthen our development. The way we are organised also requires our employees to have knowledge about distance and virtual leadership as well as an understanding of cultural differences. Therefore, both disciplines are available in our Solar Business Academy.

The Solar Business Academy is not only about leadership development. The academy also provides a strategic lift when it comes to skills relating to Lean, talent development and a range of business competencies.

Group Leadership Programme

At Solar we make ever increasing demands on our managers because good leadership motivates and develops employees, and because our business depends on good leadership.

The aim is to develop our managers' skills, enabling them to drive our current five-year strategy plan. On a regular basis, managers gain a shared understanding of their local leadership roles as well as their co-responsibility in developing the business as a whole.

Career paths and recruitment

In 2013, our focus on attracting and retaining competent colleagues was turned up a notch with the introduction of a new employer branding campaign. The 'can-do' concept of the campaign expresses the quintessence of the willpower and ambitions that characterise a Solarian. With the campaign, we hope to have made it crystal clear that we are serious about securing career development at Solar in general. We believe that we can heighten the internal recruitment levels by making the career paths in Solar visible and by showing specialists that we also have career paths for them.

As demographic developments in the workforce will give employers challenges for employers in the future, the aim of our can-do employer branding concept is to promote Solar as an employer, attract potential employees and increase pride among our current employees. Check out our employer brand at <http://www.solar.eu/Menu/Career>.

Diversity policy

In Solar, we wish to offer all employees the same opportunities, regardless of gender, age, race and religion. In 2013, we expressed our position in a Diversity Policy with the aim of securing equal representation of men and women in our Board of Directors by 2017 (40% as stated in the legal requirements).

The content of the diversity policy and Solar's ability to comply with the policy is monitored by Corporate HR and our executive supervisory board, and results communicated in our annual report.

Solar Navigator

Every 2 years Solar conducts an employee survey, Solar Navigator. The recent survey was conducted in the first half of 2012.

One of the results of the survey is the so-called value creation index which shows our ability to create value for customers. Another result is our leadership index which demonstrates our ability to lead. >70 is considered excellent.

As part of our 2010-2015 strategy, Solar launched a range of strategic targets which must be met, and the latest results are in line with the targets:

Strategic targets 2013-2015

| KPI | Recent measurement | Strategic targets 2010-2012 | Strategic targets 2013-2015 |
|----------------------|--------------------|-----------------------------|-----------------------------|
| Value creation index | 715 | > 680 | > 720 |
| Leadership index | 72 | > 67 | > 73 |

The next employee survey will be carried out during Q1 2014.

Code of Conduct

Solar is known for our high ethical standards, and our Code of Conduct leads the way for employees across the group. Under the Code of Conduct, Solar is committed to comply with current legislation and regulations, and to act in an ethical, sustainable and socially responsible way in all our business activities.

In our Code of Conduct, we explicitly express our obligation to respect the human rights. Every year, an audit ensures that all entities of the Solar Group act in compliance with the Code of Conduct. The code has been signed by all employees and is accessible through leaflets in all languages used within the Solar Group.

Working environment

We are constantly working to improve our working environment. In 2013, Solar Sverige carried out work environment training for all managers in the organisation to ensure a healthy and safe environment for their employees.

Whistleblower scheme

An external whistleblower scheme was launched in 2012. This is an information system that provides employees with an opportunity to report breaches of our Code of Conduct or suspicions thereof confidentially. In 2013, the whistleblower scheme was made accessible also to suppliers, customers and other external stakeholders, opening up further opportunity to report any violation of human rights. The whistleblower portal is available through our intranet, at www.solar.eu or directly at <https://solar.whistleblownetwork.net>



Stakeholders

Suppliers

We base our business on strategic partnerships with responsible suppliers

We have taken an active stand on our cooperation with our partners, requiring that they observe a number of principles within e.g. environment, work environment and social responsibility.

As a business, we primarily work with important suppliers of branded products, several of whom have also signed up to the Global Compact.

Solar also has a clear supplier strategy and product policy, which means that we can vouch for the products from our strategic suppliers at any given time.

We have taken an active stand on our cooperation with our partners, requiring that they observe a number of principles within e.g. environment, work environment and social responsibility. To make this possible, we have decided to focus our efforts on collaborating with a limited group of responsible strategic suppliers (leading regional, European or worldwide branded suppliers), which cover approx. 80% of our purchasing volume in all of our markets.

Each and every one of these suppliers is required to observe the principles stated in the UN Global Compact. Taking this one step further, we also demand that they require the same thing from their sub-suppliers.



Stakeholders

Environment

Solar cares about the environment and sees great potential in energy efficiency

And we walk the talk: we have energy-optimised several of our own facilities, including an ultramodern green data centre in Vejen, Denmark, which delivers top of the class operational reliability in a 245 m² energy friendly, low-consumption frame.

23.4%

fewer prints in Solar Danmark

99.2%

of the waste was sorted in our Norwegian subsidiary

Renewable energy

Solar sees considerable potential in energy efficiency both now and in the future. Our knowledge centre, Solar Blue Energy Explorium, showcases how various technologies can interact in energy-efficient solutions. The Solar Blue Energy Explorium offers inspiration to end users as well as contractors, architects, consulting engineers, builders and politicians.

The Solar Blue Energy Explorium, which is based on renewable energy sources, is categorised as an energy class 1 building and, therefore, complies with the new legal requirements that come into force in 2015.

Carbon Disclosure Project

Solar has established a reporting system for the company's CO₂ consumption. The system has been rolled out in all the group's subsidiaries and the first CO₂ emission measurements have been completed. One of the areas being measured is CO₂ emissions generated from the direct burning of fossil fuels, i.e. fuel consumption relating to company cars, lorries, etc. Another area that is measured is CO₂ emissions from purchased electricity. Also, CO₂ emissions in relation to goods distribution are measured. All these measurements are reported to the Carbon Disclosure Project.

Solar subsidiaries have obtained a number of ISO certifications within environmental and quality management. And all throughout the group, Solar has now installed 'follow you' printers to minimise the use of paper and ensure efficiency. Follow you printers are virtual printers that allow the employees to submit print jobs to be retrieved from any copier device on either location. During 2012, Solar Danmark was able to reduce the number of prints by 23.4%, which is more than 8 percentage point above their goal of a 15% reduction.

Efforts to reduce emission of contaminants

Euronorms refer to the permissible emission levels for both petrol and diesel vehicles, which have been implemented in Europe. The fleet of vehicles which services Solar is continuously monitored and updated to ensure the lowest possible emission of contaminants in connection with the distribution of our products. In the first 10 months of 2013, our distributors for Solar Danmark managed to significantly increase the number of lorries in euronorm 5 (from 39 to 48) while bringing down the number of lorries in the less strict euronorm 4 (from 25 to 16). By 1 October 2014, we expect to have no lorries in euronorm 2 and 3, only 12 in euronorm 4 – and 8 in the new euronorm 6.

Simple initiatives with great results

In all parts of our organisation, there is a clear focus on constantly reducing our energy consumption. Our Norwegian subsidiary, Solar Norge AS, has installed quickslide door systems and thereby reduced their energy consumption by 12% at their headquarters in Gardermoen, Norway. And their systemised approach to recycling and waste sorting means that in 2012, 99.2% of their waste was sorted, adding a financial bonus to the positive energy effect: the costs related to waste collection disappeared and were replaced by a small income in return for the sorted waste.



Stakeholders

Society

We believe that acting responsibly is a natural part of our way of doing business

Solar has subsidiaries in various countries and we like to support good causes – both globally and locally.

Relay for Life

Throughout our subsidiaries, there are several local initiatives supporting both local and global projects. This year, the employees in Solar Danmark A/S took an active part in the 'Relay for Life' project. Relay for Life is a global fundraising movement supporting the battle against cancer. Team Solar: Stronger Together mobilised 78 employees who ran or walked to support the good cause.

Orbit Arena

Orbit Arena is a so-called vocational rehabilitation enterprise which enables persons with functional or psychological impairments to access or maintain occupation. Orbit Arena is located in Jessheim close to the headquarters of our Norwegian subsidiary, Solar Norge AS. Solar Norge AS has chosen Orbit Arena as their regular supplier of fruit baskets, supporting the vocational rehabilitation in their local area.

Castbjerggaard

Castbjerggaard is a Danish centre for the deaf and hearing impaired which functions as a folk school and job centre. In the summer of 2013, Castbjerggaard decided to renew their energy supply and invested DKK 8.6m in green energy. Through cooperation with local professionals and with Solar Danmark A/S, Castbjerggaard opted for a transition to solar energy and heat pumps. Castbjerggaard, now the proud owner of Denmark's largest private solar cell panel, is 100% self-sufficient within electricity and heating.

Castbjerggaard's decision to renew their energy supply makes perfect sense, not only seen from an environmental angle. The payback time is less than 10 years.

The Fund of 20th December

Solar's majority shareholder, The Fund of 20th December, continuously provides support to a number of projects in the Kolding area, where Solar was originally founded.

78

employees ran or walked to support the Relay for Life project

Castbjerggaard became

100%

self-sufficient within electricity and heating with a payback time of less than 10 years

Corporate Governance

Solar aims at transparency.

As a listed company Solar A/S wants as much openness and transparency for all our stakeholders as possible.



Solar views the recommendations of the Committee on Corporate Governance in Denmark as a valuable tool for ensuring sound management, good transparency for shareholders and other stakeholders and for efficient risk management. Solar, therefore, basically follows the recommendations relevant to the company.

Solar wishes to maintain an ongoing dialogue with the company's shareholders and other stakeholders and to provide as timely and detailed information about the company's development as possible, balanced with the necessary consideration for the company's competitive situation.

Solar regards shareholders, employees, customers, suppliers, lenders and society in general as important stakeholders. We believe that, in the long-term, there are common interests between the company's stakeholders. As a result, we wish to focus on these long-term interests that influence the company's ethics, policies and information practices.

Solar wants as much openness and transparency for all stakeholders as possible with due consideration for our competitiveness. The intention is to provide a timely, true and fair view of the company's position, financial position and development potential and to make this information available to all stakeholders at the same time.

Solar's Board of Directors see it as their responsibility to ensure a competent management, a clear-cut organisation, effective control and risk management tools and to lay down and follow up on strategic targets with due regard for financial opportunities and the company's management resources.

In our annual report and on our website www.solar.eu, Solar lists the managerial duties, including board memberships, that the Executive Board and individual board members have undertaken. The annual report also holds information on the number of options held by members of the Executive Board and any changes hereto. Moreover, the annual report states whether any members of the Board of Directors and Executive Board own shares in the company. Any changes in these shareholdings are published on an ongoing basis.

Our website www.solar.eu includes more information about corporate governance.

Our standards

We have developed standards and policies.

Solar A/S employs about 3,300 people in nine countries, primarily in the northern part of Europe. To act as one company, we need clear standards. Since legal requirements and work cultures differ from country to country, we have developed standards and policies for how we want to do business.

UN Global Compact

Solar has been an active signatory to the UN Global Compact since 2009. This means that Solar has established a reporting system for activities covered by Global Compact's 10 principles, which encompass human rights, working environment/labour, environment and anti-corruption. By signing up for Global Compact, Solar meets the reporting requirements of the Danish authorities applicable as of 2009.

Solar wants to make it clear that we are committed to the UN's Global Compact Programme. We see our involvement in the programme as an asset in relation to customers and suppliers and a clear advantage when it comes to attracting and retaining employees. In addition, there is the need for and a desire to be seen as a company in which both Danish and foreign investors can safely invest – also from an ethical standpoint.

In 2010, Solar implemented a Code of Conduct across the group. Under the code, Solar is committed to comply with current legislation and regulations and to act in an ethical, sustainable and socially responsible way in all its business activities. The ethical standards will be an integral part of all new employees' introduction programmes.

Carbon Disclosure Project (CDP)

The Carbon Disclosure Project was launched to accelerate solutions to climate change and water management by putting relevant information at the heart of business, policy and investment decisions. In 2010, Solar disclosed our greenhouse gas emissions, water management and climate change strategies for the first time in response to CDP's information requests.

CDP

| Environment | Unit | 2010 | 2011 | 2012 |
|---|--------------------|---------------|---------------|----------------|
| Total emissions of greenhouse gasses | Tonnes CO2e* | 22.055 | 25.811 | 26.194 |
| ...of which company cars account for (Scope 1) | Tonnes CO2e | 3.529 | 3.970 | 4.269** |
| Gasoline cars | MWh | 9.065 | 10.770 | 43.911 |
| Diesel cars | MWh | 785 | 1.062 | 10.344 |
| Ethanol cars | MWh | 62 | 14 | 40.22 |
| ...of which energy use accounts for (Scope 2) | Tonnes CO2e | 6.112 | 7.462 | 9.992 |
| Electricity | MWh | 12.261 | 16.973 | 18.424 |
| Heat (district heating, heating oil and gas) | MWh | 12.711 | 12.588 | 13.083 |
| ...of which transport of goods by lorries accounts for (Scope 3) | Tonnes CO2e | 12.414 | 14.379 | 14.932 |
| Per full-time employee (Scope 1 & 2) | Tonnes CO2e | 3.35 | 3.57 | 3.96 |
| Per € 1 million of revenue (Scope 1 & 2) | Tonnes CO2e | 7.14 | 7.46 | 8.38 |

* The greenhouse gas emissions is given in CO2 equivalents (CO2e). The equivalents allow to compare the impact from many different emitted gasses, as all emissions are converted via gas-specific impact potentials. For a complete overview of applied impact potentials, see Solars reporting to the investor CDP 2012.

** There has been a significant increase in the figures in scope 1. This is due to incorrect reporting from one subsidiary where report have been made in miles instead of kilometers for the previous years. The figures concerning 2010 and 2011 will be recalculated.

Key figures - Labour practices

| Total number of employees | 2010 | 2011 | 2012 | 2013 |
|-------------------------------------|-------------|-------------|--------------|---------------|
| Total | 2955 | 3585 | 3564* | 3290** |
| Managers & White collars | 81% | 84% | 85% | 84% |
| Blue Collars | 19% | 16% | 15% | 16% |
| Age distribution | 2010 | 2011 | 2012 | 2013 |
| Average age | 42 | 42 | 43 | 43 |
| Seniority | 2010 | 2011 | 2012 | 2013 |
| < 2 years | 16% | 15% | 21% | 15% |
| 2-5 years | 31% | 18% | 21% | 23% |
| 5-10 years | 18% | 39% | 23% | 26% |
| > 10 years | 35% | 28% | 36% | 36% |
| Employee Satisfaction Survey | 2010 | | 2012 | |
| Value Creation Index | 707 | | 715 | |
| Leadership index | 70 | | 72 | |

* Total number of employees 26.11.2012

** Total number of employees 01.12.2013

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