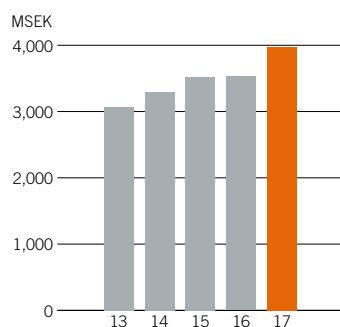




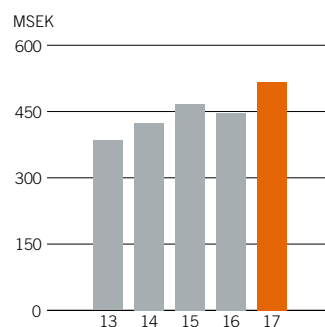
Beijer Alma is an international industrial group with approximately **2,300 employees** working in more than **60 markets**. Its companies specialize in **component manufacturing** (Lesjöfors and Habia Cable) and **industrial trading** (Beijer Tech). Lesjöfors, Habia and Beijer Tech hold market-leading positions in several customer segments. Beijer Alma also commands **strong international positions** in **industrial and chassis springs** as well as **mobile telecom and nuclear power cables**.

Beijer Alma's ultimate objective is to **create added value** for its customers, shareholders, business partners and employees. We must create these added values without compromising **our aspirations concerning quality and sustainable development**. Accordingly, environmental responsibility, social responsibility and sound business ethics are natural elements of our daily operations and of the Group's long-term strategy.

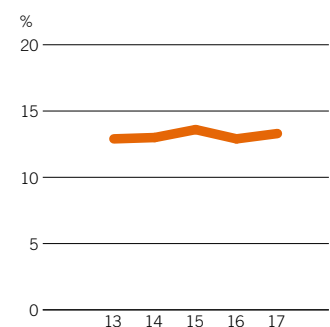
INVOICING



PROFIT AFTER NET FINANCIAL ITEMS



OPERATING MARGIN



2017 | 12.89

EARNINGS PER SHARE. Earnings per share totaled SEK 12.89.

STRONGEST YEAR TO DATE. Beijer Alma continues to perform well. 2017 was the Group's strongest year to date in terms of both invoicing and earnings. In terms of sustainable development, the focus was on energy, climate, waste, work environment, ISO 14001, environmentally adapted product development and social commitment.

3,971

INVOICING. Invoicing rose 13 percent to MSEK 3,971 (3,528).

ISO 14001

CERTIFICATION. The goal is for certified environmental management systems to be in place wherever relevant. 76 percent of the units are certified and four units are planning to become certified within the next year.

ENVIRONMENTAL BENEFITS

ENVIRONMENTALLY FRIENDLY PRODUCTS. Beijer Alma's products provide customers with environmental benefits. These products include everything from ergonomic fire hoses and cables for electric motorbikes to spring components for wind turbines and solar panels.

Teach For Sweden

SOCIAL COMMITMENT. Beijer Alma provides Teach for Sweden with monetary support. The organization applies a new approach to recruiting teachers – primarily in natural science subjects – to work at schools in socially disadvantaged areas.

LED

ENERGY. Increased use of LED lighting and investments in more energy-efficient production equipment and infrastructure are positive for both the climate and the economy.

222

SUPPLIERS. In 2017, 222 suppliers were assessed in terms of sustainable development.

Sustainability work that creates added value

Sustainable development has become an increasingly important area for Beijer Alma and our various stakeholders. This requires that we engage in responsible business and report on our objectives and progress in a transparent manner. It is also clear that sustainable products and services have attracted considerable attention in recent years – not least when it comes to limiting our carbon footprint.

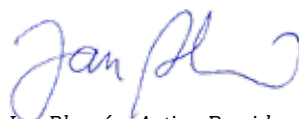
Our strategic and day-to-day operations are based on Beijer Alma's Code of Conduct, which in turn builds on the basic principles of the UN Global Compact. By linking our objectives for sustainable development with the UN Global Goals and Agenda 2030, we add a global perspective to our targets.

Our companies across the globe are continuously making improvements – both small and large. Here a few interesting examples from 2017:

- We systematically work to ensure that our energy use becomes more efficient. Measures include installing more energy-efficient lighting and production equipment, and improved production planning. These measures contribute to better finances and help to reduce the Group's carbon footprint.
- Our companies give their employees the scope to develop and are taking steps to create safer workplaces, from training in the Six Sigma improvement model, ergonomic measures and noise reduction to health examinations and much more. During the year, our plant in Poland also won first prize in the regional "Employer – organizer of safe work 2017" contest.
- Social commitment is also important to us, which is why we support non-profit organizations such as the City Mission and Teach For Sweden. The Group companies also participate in various local projects, such as on-the-job training for the long-term unemployed, partnerships with schools and universities, and support for sports activities, healthcare and cultural events.

This Sustainability Report is intended to give our shareholders, customers, employees and other stakeholders a transparent look at the results of our efforts in the area of sustainable development. This includes our successes as well as our setbacks, and it is clear to us that additional efforts are required if we are to achieve several of our long-term Group objectives. The report also shows how Beijer Alma complies with the new legislation concerning mandatory sustainability reporting for large companies and the Ten Principles of the Global Compact.

In 2018, our sustainability work will continue to create value for the Group's stakeholders. We are convinced that focusing on more sustainable social development will create a better environment and improved living conditions for a growing number of people. We are also confident that Beijer Alma can make a difference and that our forward-looking efforts are creating business value in various ways. You will find several good examples of this throughout the Sustainability Report.



Jan Blomén, Acting President and CEO of Beijer Alma from November 2017 through February 2018.



Henrik Perbeck, President and CEO of Beijer Alma from March 2018.







More efficient use of resources

Natural resources, such as energy, water and raw materials, chemical substances and input materials are used extensively within Beijer Alma. More efficient use of resources reduces our environmental impact and our costs. Key aspects of this work include measures to promote increased use of renewable resources and recycled materials.

Energy

Sustainable development objective

Beijer Alma has established a Group-wide energy objective. The objective is for our energy consumption to be reduced by 10 percent by 2018, compared with our energy consumption in 2012/2013. The performance measure used is GWh/MSEK in net revenues. The Group's units are responsible for introducing their own objectives and action plans that contribute to the Group objective.

Outcome and potential to achieve objective

From a five-year perspective, the Group has grown in terms of number of units and production volume. While total energy consumption has increased approximately 25 percent, the performance measure has remained largely unchanged. Energy audits and technical measures have contributed to increased energy efficiency, but it is not likely that the objective can be achieved within the stated time frame.

Energy consumption 2017

Increased production resulted in higher energy consumption. Total energy consumption amounted to 62.9 GWh (57.5). The facilities in Sweden, China and Germany recorded the highest energy consumption. Approximately 75 percent (78) of the energy consumed comprised indirect energy, primarily electricity. Direct energy in the form of fossil fuels (oil, natural gas, propane) is used for heating, furnaces and fork lifts. Biofuel and electricity from renewable sources accounted for 16 percent (10) of energy consumption.

Continuous improvements

The energy-saving measures taken by the Group included energy audits and the installation more energy-efficient production equipment, infrastructure and other technical equipment. Other measures included more energy-efficient lighting (LED bulbs, motion detectors), ventilation and heating.

Focus in 2018

Energy-efficiency enhancements seldom lead to dramatic changes, except when new equipment or new technology is introduced. New buildings, ventilation systems and infrastructure can also help to reduce energy consumption. In 2018, we will continue our efforts to improve our energy efficiency. Addition energy audits in accordance with the EU Energy Efficiency Directive will be carried out. We expect these audits to result in constructive actions.

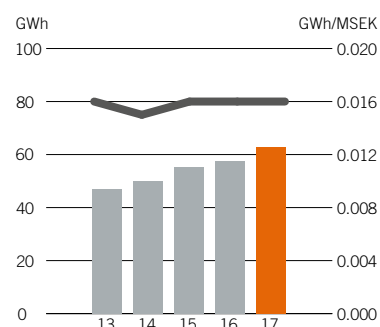


Beijer Alma's objectives are linked to the UN Global Goals.



Unchanged situation.

ENERGY CONSUMPTION



SHARE OF TOTAL ENERGY CONSUMPTION

Lesjöfors 71 %
Habia Cable 23 %
Beijer Tech 6 %





Water

Beijer Alma's water consumption totaled 42,900 m³ (36,700) and primarily comprised municipal water. Water is used for cooling, production processes, cleaning and sanitary purposes. Systems for reusing process water and cooling water are in place at several units. A leaking pipe resulted in a significant increase in water consumption in China. The leak was fixed, after which water consumption returned to normal.

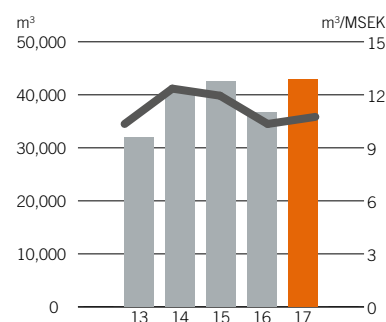
Emissions of pollutants into wastewater were very limited and primarily comprised sanitary wastewater. Essentially all units are connected to municipal wastewater treatment plants. A small number use septic tanks for treating sanitary wastewater.

Raw materials and chemicals

In 2017, approximately 29,200 tons (26,900) of metal, 1,460 tons (1,270) of plastic and 223 tons (175) of chemicals were used, primarily solvents (naphtha) used in Habia Cable's production processes in China and Germany. The Group continued its efforts to replace hazardous chemical substances and five substances were phased out. The Group still uses certain chemicals that it intends to phase out. So far, finding suitable replacement chemicals has proved difficult.

Conflict materials (refer to the glossary) continued to attract considerable attention. Customers want a guarantee that these substances are not used in the Group's products. Seven units within Beijer Alma use metals that are classified as conflict minerals. Procedures are in place to ensure that such metals do not originate from countries with ongoing armed conflicts.

WATER CONSUMPTION



SHARE OF TOTAL WATER CONSUMPTION

Lesjöfors 52%
Habia Cable 43%
Beijer Tech 6%



Waste and systematic environmental work

Waste issues are important, and improved sorting at source, reduced scrapping and increased recycling are on the agenda within most Group companies. Given the Group's extensive use of metals, recycling is an area where the companies in Lesjöfors have made considerable progress. The systematic approach of ISO 14001 permeates the Group's environmental work, not least when it comes to minimizing waste.

Waste

Sustainable development objective

Beijer Alma has established a Group-wide waste objective. The objective is for the amount of waste to be reduced by 10 percent by 2018, compared with the amount of waste in 2012/2013. The performance measure used is tons of waste/MSEK in net revenues. The Group's units are responsible for introducing their own objectives and action plans that contribute to the Group objective.

Outcome and potential to achieve objective

From a five-year perspective, the total amount of waste increased about 30 percent due to increased production volume and additional facilities. Most of this waste comprised metals recovered in optimized systems with relatively low improvement potential. For other types of waste, measures are continuously implemented to reduce scrapping, improve sorting at source and increase recycling. This is reflected in the fact that the performance measure is largely unchanged compared with the base year, despite an increase in the amount of waste. It is not likely that the waste reduction objective can be achieved within the stated time frame.

Waste management 2017

The total amount of waste during the year amounted to 3,470 tons (3,100). Approximately 90 percent (90) of waste was recycled as materials or energy. About 2,160 (1,800) tons of metal were recycled. About 5 percent (5) comprised hazardous waste, which was handled by approved waste management companies.

Continuous improvements

The most important improvement initiatives focused on reducing scrapping, improving sorting at source and increasing the reuse of packaging materials. Initiatives such as Six Sigma, Lean Manufacturing and 5S contributed to better resource use, more efficient production and reduced waste at several facilities. Habia Cable in Söderfors has made considerable progress in recent years. Attaching a value to the waste in relation to production costs creates greater interest in preventive measures. The company's quality engineers also play an important role in preventing scrapping and waste.

Focus in 2018

Our activities to reduce scrapping and waste will continue. Many units have their own objectives and indicators and monitor their waste closely.

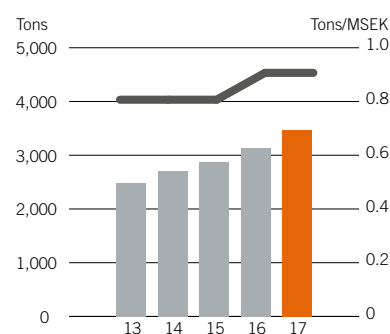


Beijer Alma's objectives are linked to the UN Global Goals.



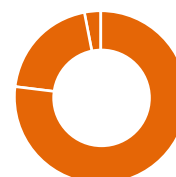
Unchanged situation.

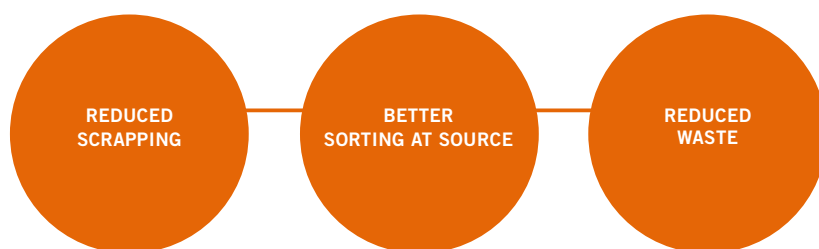
WASTE



SHARE OF TOTAL WASTE

Lesjöfors 77%
Habia Cable 20%
Beijer Tech 3%





Systematic environmental work

The ISO 14001 standard for environmental management systems was introduced in 1996 and the most recent update was published in 2015. The implementation of certified environmental management systems is a component of Beijer Alma's sustainable development strategy. ISO 14001 provides a systematic approach to environmental work and is intended to enable continuous improvements. The goal is for all of the Group's production units to be certified. This also applies for other operations where environmental certification is relevant, such as the large units in Beijer Tech. A total of 22 (23) units are currently certified. Four additional companies are preparing to implement the environmental management system. To meet the new requirements in ISO 14001:2015, we are currently updating our systems. 12 companies have already completed the update and the rest will do so in 2018.

Internal and external environmental audits are part of the Group's continuous efforts to monitor and improve the environmental management system. Beijer Alma employs more than 75 (50) internal environmental auditors, who conducted 37 (31) environmental audits during the year. The Group's facilities were audited by external certification auditors on 20 (22) occasions. One company in China had its certification temporarily suspended, but will apply the procedures stipulated in ISO 14001 moving forward. The suspension was linked to changes in the Chinese environmental legislation.

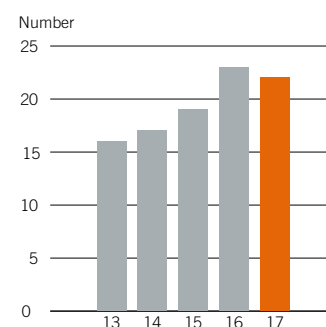


Beijer Alma's objectives are linked to the UN Global Goals.



Positive trend, good potential to achieve objective.

ISO 14001-CERTIFIED UNITS



Reduced environmental impact

Reducing the impact on the climate and the effects of climate change represents a major challenge for society. Beijer Alma's climate gas emissions are primarily caused by the use of fossil fuels for processes and heating. Emissions also arise due to transportation, production of raw materials, use of the Group's products and waste management.

CO₂ emissions

Sustainable development objective

Beijer Alma has established a Group-wide climate impact reduction objective. The objective is for our CO₂ emissions to be reduced by 10 percent by 2018, compared with our emissions from energy consumption in 2012/2013. The performance measure used is tons of CO₂/MSEK in net revenues. The Group's units are responsible for introducing their own objectives and action plans that contribute to the Group objective.

Outcome and potential to achieve objective

From a five-year perspective, total CO₂ emissions have increased 25 percent due to expanded production and a subsequent increase in energy consumption. The purchase of green electricity, use of biofuels and energy-efficiency enhancements limited the growth of our carbon footprint. However, these positive measures were counteracted by increased energy consumption, mainly in countries with coal-based electricity production. The performance measure has remained essentially unchanged and it is not likely that the objective can be achieved within the stated time frame.

Emissions 2017

The Group's CO₂ emissions amounted to 16,100 tons (16,700), of which 77 percent (82) comprised indirect emissions from purchased electricity. Direct emissions were mainly attributable to the use of propane in furnaces for processing metals for springs. About 75 percent (68) of indirect CO₂ emissions were linked to the purchase of electricity in Germany and China.

Continuous improvements

Increased purchases of green electricity and targeted energy-efficiency enhancement measures are helping to reduce the Group's CO₂ emissions from fossil fuels.

Focus in 2018

Energy-efficiency enhancement and a transition to fossil-free energy are important tools for reducing the Group's carbon footprint. There is also significant potential in Europe to purchase more green electricity and we have reason to evaluate our climate impact from a life cycle perspective, including, for example, a review of our transportation emissions.

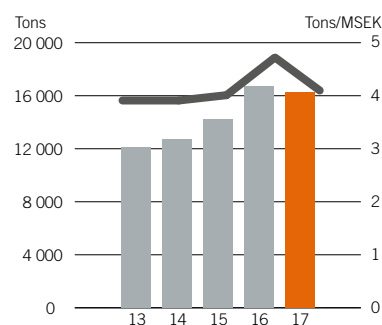


Beijer Alma's objectives are linked to the UN Global Goals.



Unchanged situation.

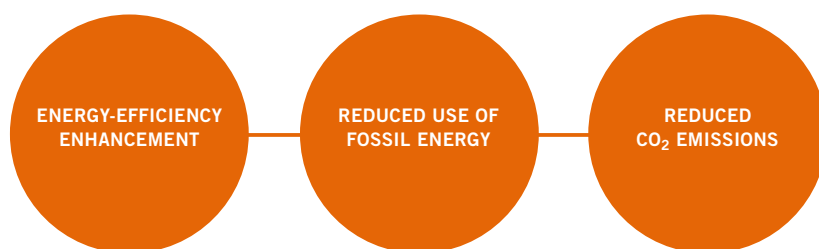
CO₂ EMISSIONS



SHARE OF TOTAL WASTE

Lesjöfors 60%
Habia Cable 39.5%
Beijer Tech 0.5%





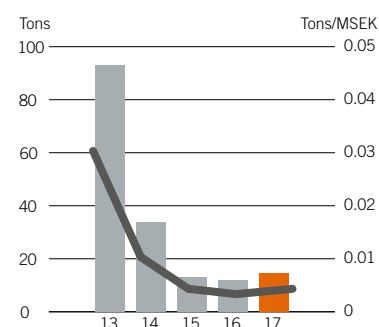
Emissions from transportation

The Group continued its efforts to reduce its environmental impact from the transportation of raw materials, products and people, partly by purchasing vehicles with lower fuel consumption, coordinating transportation, changing routes, using video conferences and using more rail transport. A number of companies in Beijer Tech reported a total reduction in CO₂ emissions of approximately 10 tons.

Other emissions to the atmosphere

Emissions of solvents (VOC) amounted to 14.5 tons (12.0). From a five-year perspective, VOC emissions have decreased significantly. The most important measure was the installation of efficient treatment equipment at Habia Cable's plant in China. Emissions of sulfur dioxide, nitrogen oxide and dust were very low and amounted to less than 1 ton. The installed quantity of coolants (CFC/HCFC) was approximately 0.1 ton. No major emissions of coolants were released to the atmosphere.

VOC EMISSIONS



SHARE OF TOTAL VOC EMISSIONS

Lesjöfors 27%
Habia Cable 73%
Beijer Tech 0%



Safe and stimulating work environment.

To help us attract and retain employees, we aim to show that the environment, work environment, corporate social responsibility (CSR) and sound business ethics are part of Beijer Alma's fundamental values. Simply put, we aim to be a good company to work for and partner with. The same rules and values apply for all of the Group's units across the world. We expect all employees to demonstrate respect for human rights and help to create a safe and stimulating work environment.

Health and safety

Sustainable development objective

Our Group-wide objective was established in 2014 and states that Beijer Alma is to have a vision of zero tolerance when it comes to workplace accidents and that the accident frequency rate is to be reduced. Each unit is to introduce its own health and safety objectives as well as a system for registering incidents (near misses) occurring in the work environment.

Outcome and potential to achieve objective

Despite training initiatives, other preventive measures and systems for registering near misses, we have not seen a decline in the number of workplace accidents. From a five-year perspective, the accident frequency rate has varied between 12 and 19 accidents per million hours worked, which is relatively high from an industrial perspective. Continued systematic work environment measures are required to achieve this goal.

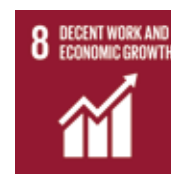
Work environment initiatives 2017

In 2017, the rate of short and long-term sickness absence remained low at 2.2 percent (2.3) and 1.4 percent (2.0), respectively. There were 63 (55) workplace accidents resulting in more than one day of absence (lost work cases, LWC). These injuries were caused by machinery, equipment, ergonomic factors (heavy lifting and repetitive work), falls and other factors. During the year, we saw a sharp increase in accidents related to ergonomic factors. The number of lost work days (LWD) due to accidents amounted to 502 (254). Compared with other subsidiaries, the number of accidents in Lesjöfors was high. While Habia had few accidents, they resulted in a relatively long absence. Beijer Tech reported essentially no work environment accidents.

Approximately 169 (350) near misses were reported during the year. The purpose of registering near misses is to identify risks at an early stage and take preventive action. The most common near misses pertain to the same types of environmental factors arising in the Group's accident statistics.

Continuous improvements

Preventive measures include systematic risk analysis, work environment assessments, training, safety inspections and investments in technical measures. Safety committees have been established at 23 units. At the smallest units, environmental work takes a different form. Workplace health and safety inspections were performed at just over 80 percent of the companies in 2017, including noise and dust measurements, general health checks, risk analyses and reviews of chemical use.

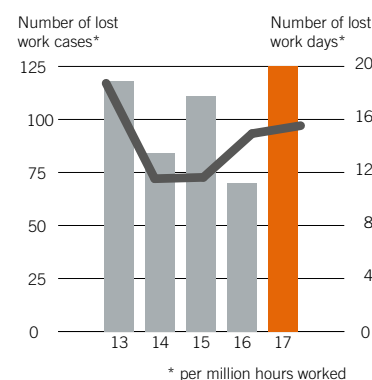


Beijer Alma's objectives are linked to the UN Global Goals.



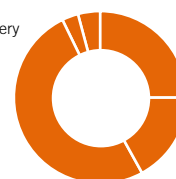
Negative trend.

WORKPLACE ACCIDENTS RESULTING IN ABSENCE



CAUSES OF WORKPLACE ACCIDENTS

Injuries caused by machinery and equipment 25%
Falls 17%
Heavy lifting and repetitive work 51%
Energy 3%
Other, 4%





Focus in 2018

The area of workplace health and safety still requires considerable attention, particularly when it comes to training, cultural issues and technical solutions. Systems for reporting near misses need to be more clearly established in a number of the Group companies.

Employees in 18 countries

Beijer Alma employs 2,544 (2,340) people in 18 (17) countries with varying cultural, geographic and political backgrounds. Approximately 36 percent (36) of these people work in low-cost countries and 19 percent (19) are employed in China, Singapore and Thailand. The majority of employees are located in Sweden, Germany and China. The proportion of female employees in the Group is 31 percent (21). The proportion of women on the Board of Directors is 29 percent (38). While there are no women among the Group's senior executives, the proportion of women among the management groups of the individual units is approximately 27 percent (25). A total of 43 (38) women are members of a management group that reports directly the CEO of the company in question.

In accordance with the Global Compact, we encourage diversity and are opposed to all forms of discrimination. No irregularities, incidents or whistleblower incidents pertaining to human rights were identified in the preparation of this year's report. Responsibility for equality issues is decentralized and lies with the individual units.

Salary rates adhere to legislative requirements, exceed minimum wages and are entirely in line with market rates. As a result of cultural and legislative differences, the degree to which employees are covered by collective agreements varies by country. At half of the Group's units, most employees are covered by collective agreements.

An important tool for achieving this goal is the surveys carried out regularly to assess how the employees perceive their workplace. In 2017, surveys were conducted at 15 (9) units. While the majority of employees were satisfied with their jobs, questions were raised regarding internal communication, project prioritization and work environment. More than 1,100 (900) employees participated in development talks or other performance evaluations. Individual reward systems have been established at a handful of the Group's companies, with environment and work environment considerations being used as key criteria.

Approximately 37,500 (18,400) hours of training were completed in 2017, corresponding to about 15 (8) hours per employee. The number of hours devoted to environmental, health and safety training amounted to 4.4 (2.0) per employee.

GEOGRAPHIC DISTRIBUTION OF EMPLOYEES

Sweden 29%
Denmark 3%
Germany 19%
Poland 3%
Singapore 2%
Slovakia 7%
Latvia 5%
UK 9%
China 16%
Other 7%



Upstanding member of society

The Ten Principles of the UN Global Compact help us to direct focus to areas that are important to us and our stakeholders – reducing our environmental impact, safe workplaces, respect for human rights and sound business principles. We are involved in the communities in which we operate and participate in networks and projects with various stakeholders.

Increased social commitment

Sustainable development objective

From 2015 to 2018, we will increase our social commitment. This may include, for example, additional contacts and partnerships with schools and universities. Increased social commitment can also involve providing financial support and other contributions that support various areas of sustainable development, such as the environment, health, culture, ethics, sports and social activities.

Outcome and potential to achieve objective

From a five-year perspective, Beijer Alma has increased its involvement in non-profit activities, including supporting vulnerable people and training teachers in natural science subjects. At a local level, the companies cooperate with schools and universities, while also contributing to sports clubs, healthcare and culture. The trend is positive and it is possible to achieve the target.

Social commitment 2017

During the year, we partnered with a number of schools, colleges and universities. Hundreds of students visited our operations, an initiative designed to give the students a better understanding of what it is like working in the business world. We partnered with technical colleges in various areas, including environmental technology. A handful of students worked as trainees at the Group's companies. Our involvement in the City Mission, Teach For Sweden and other non-profit organizations was developed further. Read more on pages 38–41.

Continuous improvements

Several of Beijer Alma's units became more active in their contacts with schools and universities during the year. These activities will benefit educational system, students and the Group in both the short and long term.

Focus in 2018

Beijer Alma has a long history of social commitment, which will continue to be developed – both within the Parent Company and at the local level. A key driving force is the need to secure expertise and recruit future employees.



Beijer Alma's objectives are linked to the UN Global Goals.



Positive trend, good potential to achieve objective.



Sound business ethics

Code of Conduct and monitoring

The Group's anti-corruption initiatives are based on ongoing training in the Code of Conduct, a zero-tolerance policy towards bribery, sanction systems for violations, and guidelines on gift amounts and business entertainment. We use management systems, information, discussions and financial monitoring to prevent corruption. Beijer Alma's Code of Conduct is widely used to communicate the Group's values to suppliers and customers.

As part of its sustainability reporting, Beijer Alma conducts an annual review of the Group companies' work to combat corruption and promote good business ethics. This is done through a self-assessment in which the management group of each company describes the activities carried out during the year by replying to approximately 25 questions. The questions are based on guidelines from the Global Compact. This year's review showed a good level of commitment among the companies and revealed no violations of the Code of Conduct. The Group's anti-corruption initiatives are based on ongoing training in the Code of Conduct (with a particular focus on new employees), a zero-tolerance policy towards bribery, sanction systems for violations, and internal guidelines on gift amounts and business entertainment.

Sustainable development and finances

ECONOMIC VALUE CREATION. Sustainability initiatives are part of Beijer Alma's efforts to create value and also contribute to a more sustainable society. The Sustainability Report is an integrated report that provides information about the relationship between financial and non-financial results and shows how the Group's strategy, governance and earnings can create value for stakeholders.

Environment and energy-related costs

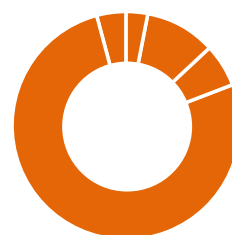
ENVIRONMENT AND ENERGY-RELATED COSTS Environment-related costs totaled MSEK 4.9 (6.0). The cost for energy during the year amounted to MSEK 47.9 (41.6), the cost for water to MSEK 0.9 (0.9) and the cost for waste management to MSEK 1.3 (2.2).

8.0

INVESTMENTS in environmental and work environment measures totaled MSEK 8.0 (9.8) and mainly pertained to measures to improve the work environment.

Investments in the environment and work environment

Energy-efficiency enhancements 3%
Air purification 10%
Wastewater treatment 6%
Improved work environment 75%
Other investments 4%



528

OPERATING PROFIT. Operating profit increased to MSEK 528 (455).

13.3

OPERATING MARGIN. The operating margin was 13.3 percent.

Economic value

ECONOMIC VALUE FOR STAKEHOLDERS. Beijer Alma's operations create economic value that is allocated to its various stakeholders, including the company's suppliers, employees, shareholders, lenders and society. Beijer Alma is a responsible company that pays taxes and fees in accordance with the legislation prevailing the countries where the Group operates.

STAKEHOLDER GROUP	ALLOCATED VALUE (MSEK)			COMMENTS
	2017	2016	2015	
Suppliers	1,702	1,475	1,477	Compensation for materials and services (raw materials and consumables)
Employees	1,071	952	966	Salaries and benefits
Lenders	12	9	11	Interest expenses
Society	129	119	113	Reported effective tax for the Group

Products that contribute to generating environmental benefits

ENVIRONMENTALLY FRIENDLY PRODUCTS. Customer requirements related to sustainable development have increased in recent years, including demands for environmental management systems, codes of conduct, the phase-out of hazardous substances and environmentally friendly products. All of the Group's facilities are impacted by such requirements in one way or another. Beijer Alma's product range includes a number of products that contribute to generating environmental benefits. Among other requirements, customers are demanding low-weight components, which reduces fuel consumption in vehicles. Customer requirements also include products that do not contain hazardous materials and products with a long service life that are able to withstand challenging environmental conditions. We also manufacture components used in environmental technology, such as wind power and solar panels. This Sustainability Report proves a number of examples of products that contribute to a better environment and work environment (refer to pages 38–41).

Costs related to the environment and work environment

Waste management 27%
Administration 37%
Fees to authorities 4%
Operation of purification plants 8%
ISO 14001 21%
External services 3%







Sustainability – part of the Group strategy

For Beijer Alma, it is self-evident that there is connection between healthy business operations and corporate social responsibility. Sustainable development is thus a natural part of our Group strategy. A key component of this strategy is the initiatives carried out to create value for the Group's stakeholders – customers, suppliers, employees and society.

Group Strategy ensures profitable growth

Beijer Alma aims to grow profitably. The strategy pyramid shows how this is to be accomplished in practical terms. The pyramid is based on long-term ownership, responsibility and efficient governance as well as four growth criteria – combined with corporate acquisitions and organic development.

Long-term ownership. We create successful and industrially sound corporate groups that generate high growth and profitability over time.

Corporate social responsibility. We limit our impact on the environment, assume social responsibility, and offer a secure and stimulating work environment.

Operational control. We work closely with the Group companies when it comes to setting goals and exercising control, mainly with respect to strategic development, acquisitions and investments.

High customer value. Products and services are adapted to meet specific needs or are based on unique product concepts. This creates higher value, which customers are prepared to pay for, and thereby contributes to our profitability.

International market coverage. We work with niche products with a limited total market. To create growth, the companies must therefore engage in broad international sales.

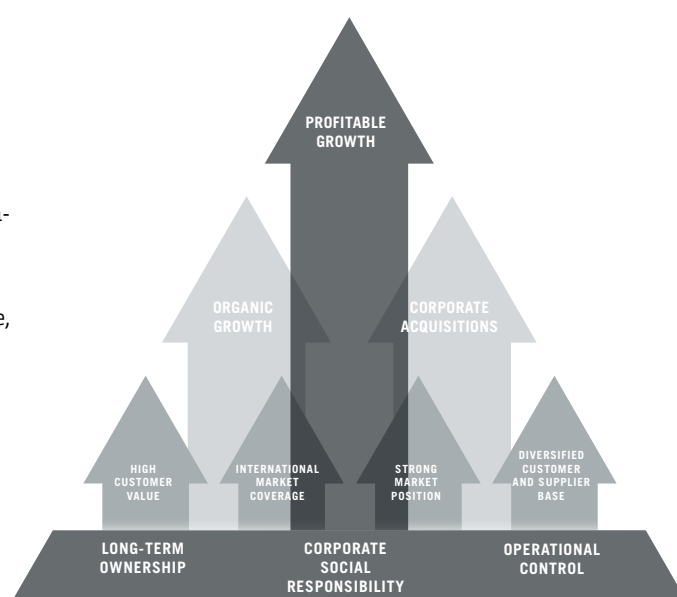
Strong market position. We establish strong market positions by focusing on quality, a broad product range, customization and service.

Diversified customer and supplier base. The Group companies aim to have a broad customer and supplier base. This reduces their risk exposure and dependency on individual markets, industries or companies.

Organic growth. We grow organically through investments in product and market development. This results in higher quality and lower risk.

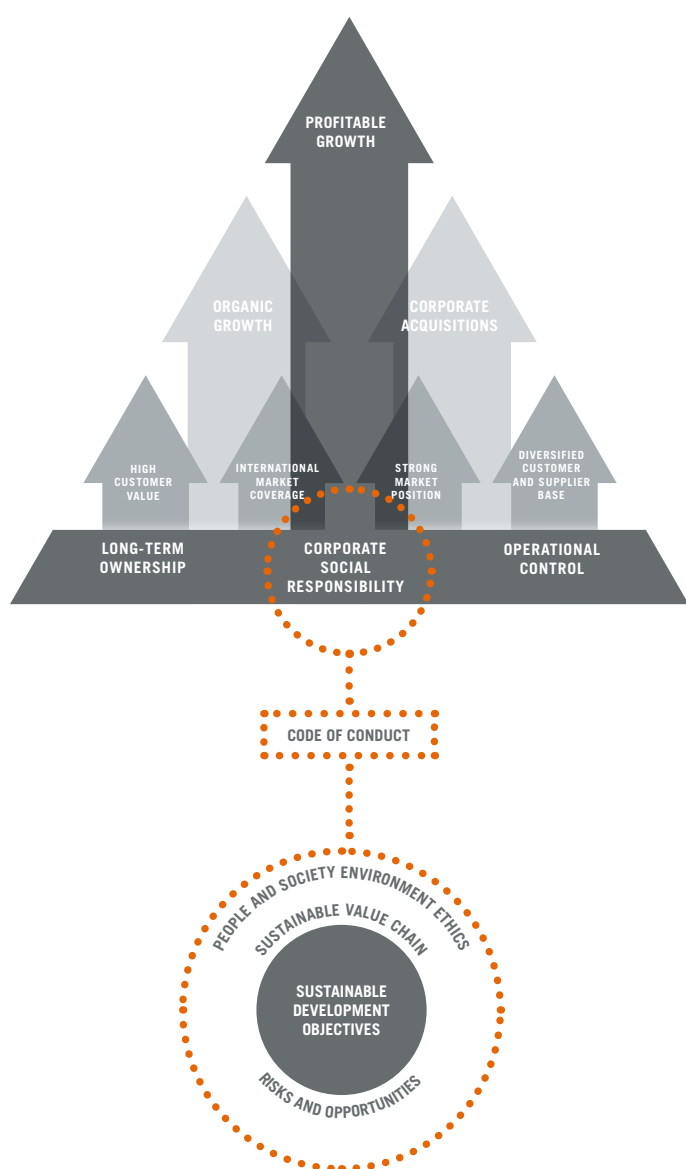
Corporate acquisitions. We conduct supplementary acquisitions and purchase entirely new operations. This strengthens our position in selected markets and specific product areas or provides Beijer Alma with a broader foundation.

Profitable growth. At Beijer Alma, growth must be linked to sustainable profitability. We achieve this by focusing on the growth criteria in the strategy pyramid.



Sustainable development strategy – conditions for profitable growth

Our sustainable development strategy is based on the Code of Conduct, clear objectives and a sustainable value chain. By combining these various aspects, we assume corporate social responsibility, thereby meeting the demands of Beijer Alma's various stakeholders and helping us to achieve long-term, profitable growth.



Sustainability is an integral part of Beijer Alma's business strategy. This is evident in the fact that CSR is part of the foundation of our strategy pyramid. Our sustainability work contributes to a better world, creates new business opportunities, cuts costs, reduces risks and allows us to meet the demands and expectations of various stakeholders. Beijer Alma's sustainable development strategy is based on the following components:

Code of Conduct. The Code provides employees and stakeholders with guidance on how the company manages issues pertaining to people, society, the environment and ethics. It applies to everyone working at Beijer Alma, regardless of where they are in the world. The Code is based on international conventions, the Global Compact and the ISO 26000 standard for social responsibility.

Key issues. Focus on sustainability issues that are important to the Group's business strategy and significant to stakeholders.

Sustainable value chain. A life cycle perspective on Beijer Alma's activities, products and services.

Risks and opportunities. Risks are identified, managed and minimized. Sustainable development opportunities are leveraged and help to create business advantages.

Sustainable development objectives. Long-term Group-wide objectives in key areas. These are supplemented with detailed objectives and action plans in the various Group units.

Responsibility. Delegated responsibility, which entails that operational sustainability work is structured and executed by the subsidiaries' units.

ISO 14001. Systematic approach to making continuous improvements, particularly within the framework of the ISO 14001 environmental management system.

Follow-up and communication. Follow-up and communication. Regular follow-up of sustainability work and transparent communication with the Group's stakeholders.

We assume responsibility

Environmental responsibility, social responsibility and sound business ethics are natural elements of Beijer Alma's long-term strategy and help us to achieve our ultimate objective – to create added value for our customers, shareholders, business partners and employees. Our sustainability work is based in part on the UN Global Compact, an initiative to promote CSR.

Based on the Global Compact

Regardless of where in the world we operate, considerations pertaining to environmental impact, social conditions and business ethics are important. It is vital that we operate in areas where we can contribute to sustainable development and meet the demands and expectations of various stakeholders. Our sustainability work is based on the Ten Principles of the UN Global Compact, an initiative to promote CSR. We devote particular focus to the following areas:

- Applying sound business principles and high ethical standards. Preventing corruption is an important part of this work.
- Creating a safe, positive and stimulating work environment.
- Using natural resources as efficiently as possible and minimizing environmental impact. Energy and climate issues create challenges for Beijer Alma and for society as a whole.
- Approaching our operations from a life cycle perspective – raw materials, suppliers, products, services and customers. Customers and other stakeholders are showing a growing interest in environmental and social responsibility. Linking environmental benefits to business advantages contributes to the development of the Group.
- **Involvement** in the communities in which Beijer Alma operates. We work at both the Group level on large-scale projects and at the local level by supporting schools, associations and healthcare.

Code of Conduct – guiding principles

Beijer Alma's Code of Conduct serves as a guide for the Group's employees and partners. By applying the Code, we ensure that:

- We comply with legislation, the UN Global Compact, the UN Convention on the Rights of the Child and other international agreements and guidelines.
- We take the financial expectations of our stakeholders into consideration, and create customer and shareholder value.
- CSR is integrated into the Group and practiced in relation to employees, customers, suppliers, owners and other stakeholders.
- We contribute to sustainable development, including health and social welfare.

The Code of Conduct states that we expect our employees to behave in an honest and honorable manner. We demand the same from the Group's business partners. Bribes are prohibited. Gifts and other benefits may not exceed the amounts prescribed by local practices or legislation. We comply with competition legislation and apply sound marketing principles.

Whistleblower system

The whistleblower system allows employees to report any suspected improprieties without a risk of harassment or reprisal. All reports are handled by an external recipient,

ACTION PLAN – SUSTAINABILITY WORK

2014

- Detailed Group-wide energy, climate, waste, work environment and social commitment objectives set.
- Expanded sustainability reporting on website. Continued CDP reporting.
- Continued implementation of ISO 14001 at manufacturing facilities.
- Proposal for incorporating sustainability issues into strategic planning.

2015

- Participation in UN Global Compact and report on how the Group applies the Ten Principles. Assessment of how Group sustainability objectives relate to new UN Global Goals.
- Continued work on Group energy, climate, waste, work environment and social commitment objectives.
- Expanded sustainability reporting and continued CDP reporting.

2016

- Sustainability issues incorporated into strategic planning.
- Updated Code of Conduct.
- Continued focus on energy issues and the EU Energy Efficiency Directive.
- Sustainability, CDP and COP reporting expanded. Clearer connection to UN Global Sustainable Development Goals.
- Continued implementation of ISO 14001. Adaptation to ISO 14001:2015 begins.

who ensures that the reports are investigated and that appropriate action is taken.

Integration with Group strategies

The Group has expanded its strategic sustainability work. Lesjöfors, Habia Cable and Beijer Tech have identified a number of areas where the Code of Conduct has a direct impact on their strategic decision-making. This strategic approach facilitates the companies' work on energy and climate issues, creates the conditions to apply sound business ethics and paves the way for investments in environmentally friendly products and technology.

Long-term objectives

Beijer Alma's strategies are made more tangible through long-term objectives established at Group level. At the local level, the companies work toward detailed objectives and action plans, mainly within the framework of ISO 14001. The UN Global Sustainable Development Goals are used as a compass for this work, and clearer connections between the Group's objectives and the Global Goals were established in 2017.

Governance, follow-up and communication

Sustainability issues impact Beijer Alma in many ways – for example, in connection with the introduction of new technology, internal and external communications, corporate acquisitions, crisis and risk management, finan-

cial report and training. The overall focus of the Group's sustainability work is stated in the Code of Conduct. Issues pertaining to the long-term strategy, overall objectives, contacts with the media and investors, and financial reporting are handled at Group level. The Group's Board of Directors receives regular status updates on the sustainability work.

Environmental (ISO 14001) and quality (ISO 9001) management systems are important tools in this work. Other initiatives that support sustainable development include 5S, Six Sigma and Lean Manufacturing (refer to the glossary). Operational responsibility is delegated to the presidents of the individual Group companies. Follow-up of local objectives and plans is part of the managers' responsibilities. This work is followed up through dialogues with management groups of the various companies and through internal and external audits. In conjunction with the preparation of the annual sustainability report, an in-depth analysis is conducted of the companies' compliance with legislation, fulfillment of the Group-wide objectives and development in terms of performance measures.

The results of the Group's work pertaining to sustainable development are presented in the Annual Report and the separate Sustainability Report. The Group's climate performance is presented in a detailed report in accordance with the guidelines of CDP (formerly the Carbon Disclosure Project). An annual report summarizing the Group's work related to the Global Compact is submitted to the UN (refer to page 43).

2017

- Update to ISO 14001:2015 continues.
- Energy audits in accordance with the EU Energy Efficiency Directive. Reporting to the Swedish Energy Agency.
- Numerous activities relating to energy, climate, waste, work environment and social commitment.
- Preparations for new legislation on compulsory sustainability reporting. CDP and COP reporting.

2018

- First report in accordance with the new sustainability legislation. CDP and UN reporting.
- Further environmental certification and completion of the update to ISO 14001:2015.
- Energy audits in accordance with the EU Energy Efficiency Directive.
- Group targets evaluated and updated. Review of Group strategy for sustainable development.

2019

- Focus on energy, climate, waste, work environment, ethics and social commitment.
- Energy audits and energy efficiency enhancements continue.
- Sustainability, CDP and UN reporting.

We create value for stakeholders

The Group's sustainability work is influenced by internal and external stakeholders, who impose demands and have expectations of Beijer Alma. Meeting and exceeding these expectations – and planning for anticipated future demands – is a natural part of our sustainable development strategy. The basic concept is to create value for our stakeholders.

Stakeholder analysis

We have identified customers, employees, suppliers, investors and authorities as key stakeholder groups. Given our social commitment, society is also regarded as an important stakeholder. We engage in various forms of dialogue with these stakeholders, including development talks with employees, regular contact with customers, meetings with investors and collaboration with suppliers.

Environmental aspects

The manufacturing of springs within Lesjöfors and cables within Habia Cable is associated with a number of key environmental aspects. Examples include the use of materials (metals, plastics), chemicals (solvents), energy and water. Other key environmental issues include emissions of climate-impacting gases and solvents (VOC) as well as the creation of waste. Within Beijer Tech,

STAKEHOLDER GROUP	KEY ISSUES, DEMANDS AND EXPECTATIONS	VALUE CREATION
CUSTOMERS	Customer demands pertain to such areas as certified management systems, prohibited chemical substances, environmental product declarations, product labeling, codes of conduct and specific legislation that must be fulfilled.	Customers have become increasingly concerned with sustainable development in recent years and essentially all Group companies are now expected to comply with various requirements in the area. Customer requirements are followed up through questionnaires and audits. During 2017, follow-ups were conducted at 14 (17) of the Group's companies. The results of the follow-ups were mainly positive and the results of the assessments were used to further advance the Group's sustainability work and create customer confidence.
EMPLOYEES	Health, safety, salaries, benefits, social conditions, job satisfaction and development opportunities.	We conduct employee performance reviews and offer training, professional development and preventive care opportunities. Preventive work environment measures are considered a high priority. During 2017, Beijer Alma paid MSEK 1,071 (952) in salary to its employees.
SUPPLIERS	Suppliers expect Beijer Alma to impose clear, consistent demands with respect to sustainable development and to follow up these demands.	The Group companies provide their suppliers with information about Beijer Alma's Code of Conduct and expect their suppliers to share this approach. The Group also assesses the sustainability work of its suppliers. In 2017, 161 (314) surveys and 61 (25) audits were performed. These suppliers all demonstrated an acceptable level of compliance with the Group's requirements. During 2017, Beijer Alma paid MSEK 1,702 (1,475) to its suppliers.
INVESTORS	Minimizing risks, creating business opportunities and engaging in credible, forward-thinking sustainability work.	The integration of sustainable development into strategies and day-to-day operations reduces risks and creates business opportunities. Beijer Alma regularly communicates with its owners and investors through its sustainability reporting, CDP reporting, meetings and evaluations. Beijer Alma's share price rose 12 percent in 2017.
AUTHORITIES	Beijer Alma is subject to extensive environmental and work environment legislation. The introduction of new or amended legislation impacts the Group's operations.	Its compliance with legislation is monitored through reports to various authorities and by way of internal and external inspections and audits. No significant violations of environmental or work environment legislation occurred in 2017.
SOCIETY	Expectations that Beijer Alma should be involved in society at both the local and national level.	Social commitment creates a sense of trust and interest in Beijer Alma. Support for non-profit organizations and contacts with schools and universities help to attract future employees.

significant environmental aspects mainly pertain to products, packaging and transportation. The ISO 14001 environmental management system is a valuable tool used by the Group to systematically reduce its environmental impact.

Environmental legislation

Beijer Alma is subject to extensive environmental and work environment legislation as well as new and amended requirements that impact the Group's operations. Just over 60 percent of the units hold specific environmental permits for their operations. Seven of these units are located in Sweden. Seven units plan to renew their environmental permits in the coming years. Compliance with legislation is monitored through reports to various authorities and by way of inspections and environmental audits. During 2017, ten units were inspected by supervisory authorities. In most cases, these inspections resulted in no negative remarks or only minor corrective measures. No violations of environmental or work environment legislation were reported in 2017.

In addition to environmental permits, many of the Group's companies are subject to other environmental legislation, including legislation pertaining to hazardous substances (REACH, RoHS, safety data sheets, etc.), product liability for packaging and rules for waste management. The EU Energy Efficiency Directive affects

all of Beijer Alma's units within the EU, requiring them to carry out energy audits and submit reports to authorities. This work is performed within the framework of specific rules in effect in each country. In Sweden, the company's status in relation to the directive was reported to the Swedish Energy Agency during the year.

Key issues

An important part of the sustainable development strategy involves focusing on issues that are important to the Group's business strategy and to its stakeholders. Analyzing and reporting on issues deemed to be of key significance is part of the Group's strategic work. This is done both at the Group level and within Lesjöfors, Habia Cable and Beijer Tech. These materiality analyses are based on the guidelines of the Global Reporting Initiative (GRI) and cover a number of sustainability issues that are relevant to the Group's products and services.

The analysis for 2017 showed that Beijer Alma should primarily focus on energy efficiency, reduction of climate impact, increased resource efficiency (waste), creating a safe and stimulating workplace, social commitment and sound business ethics. Other key areas include environmentally adapted product development and risk management. The same applies to the potential impact on Beijer Alma of future environmental legislation.

Management of risks and opportunities

Through active and well-planned management, Beijer Alma continuously minimizes its operational risks. At the same time, we also aim to leverage the business opportunities associated with controlled risk assumption. The primary components of the Group's risk management are identification, assessment, management, reporting, monitoring and control.

Material risks

Procedures have been established for accepting, reducing or eliminating various types of material risks. The Annual Report presents information on operational and financial risks. When it comes to sustainability, we have identified a number of risks that may be of significance for the Group's financial position. Stricter environmental legislation, taxes, charges and other environmental requirements could give rise to substantial costs for the Group's industrial operations. Certain risks involving environmental and social responsibility from a business perspective have been identified in recent years, particularly related to manufacturing in developing countries. Beijer Alma regularly performs risk assessments in the countries where it operates. The objective is to identify new risks and/or costs associated with environmental, ethical and social responsibility as early as possible.

Attitudes toward sustainable development have changed in recent years. Expectations that business and industry should contribute in a positive manner have increased, creating opportunities for Beijer Alma in several areas. More efficient utilization of resources, reduced environmental impact, development of environmentally friendly products and a distinct social responsibility are examples of areas in which the Group can create competitive advantages and contribute to sustainable development.

Environmental legislation.

Beijer Alma's production units hold the necessary permits for their operations. No major applications for permit renewals are planned for 2018. Wherever applicable, the Group's units meet the requirements of the REACH chemical legislation, the RoHS product legislation, product liability for packaging waste and other relevant environmental and work environment legislation. We do not anticipate any increased risks due to new or amended legislation in the near future.

In accordance with the EU Energy Efficiency Directive, energy audits must be carried out at a number of production facilities. This work has commenced and will initially

result in expenses. In many cases, the results of these audits create opportunities for more efficient energy use and reduced costs.

Contaminated land and hazardous substances in buildings

The land at one facility in Sweden is contaminated by metals and oil. Beijer Alma is not financially responsible for any investigations or environmental remediation performed at this facility. The matter is being administered and financed by the County Administrative Board. Another Swedish unit is included in the official government register of contaminated land, known as the MIFO Register, in the lowest risk category. There were no known instances of materials containing asbestos used in buildings. PCB inventories were taken in Sweden and small amounts of PCB were decontaminated at a facility. There are no other known instances of PCB.

Energy costs

There is a risk that energy costs will rise and have a significantly negative impact on earnings. At Beijer Alma, this applies in particular to purchases of electricity. Prices will most likely rise in the long term. Higher taxes and charges for fossil-based fuel can also be expected. As part of its risk management, Beijer Alma has established a Group-wide energy efficiency objective and tangible measures are being carried out at its plants.

Climate-related risks

Climate issues are important. Page 12 presents an overview of the Group's efforts to reduce its carbon footprint. It is also important that we are adequately prepared for the potential financial impact that climate change could have on our operations. This may involve damage to plants and infrastructure as well as access to raw materials, conditions among suppliers and changes in customer behavior. Taxes, charges and mandatory emission limitations could also affect Beijer Alma. Two of the Group's plants are located in areas where extreme weather conditions may occur (China, Thailand). It is not known whether climate change will affect the situation.

We are monitoring the risk and vulnerability analyses conducted by the authorities.

Environmentally friendly products

Interest in environmentally friendly products is growing. One business risk may be that the company's product range contains products that – for health or environmental reasons – are not accepted by customers. As a supplier, Beijer Alma has various opportunities to address this risk. Since most of the Group's products are manufactured at the request of customers, development work must be carried out in cooperation. We continuously monitor the development process in order to initiate the replacement of hazardous substances, introduce more environmentally friendly components and develop new products. The Sustainability Report provides several examples of products

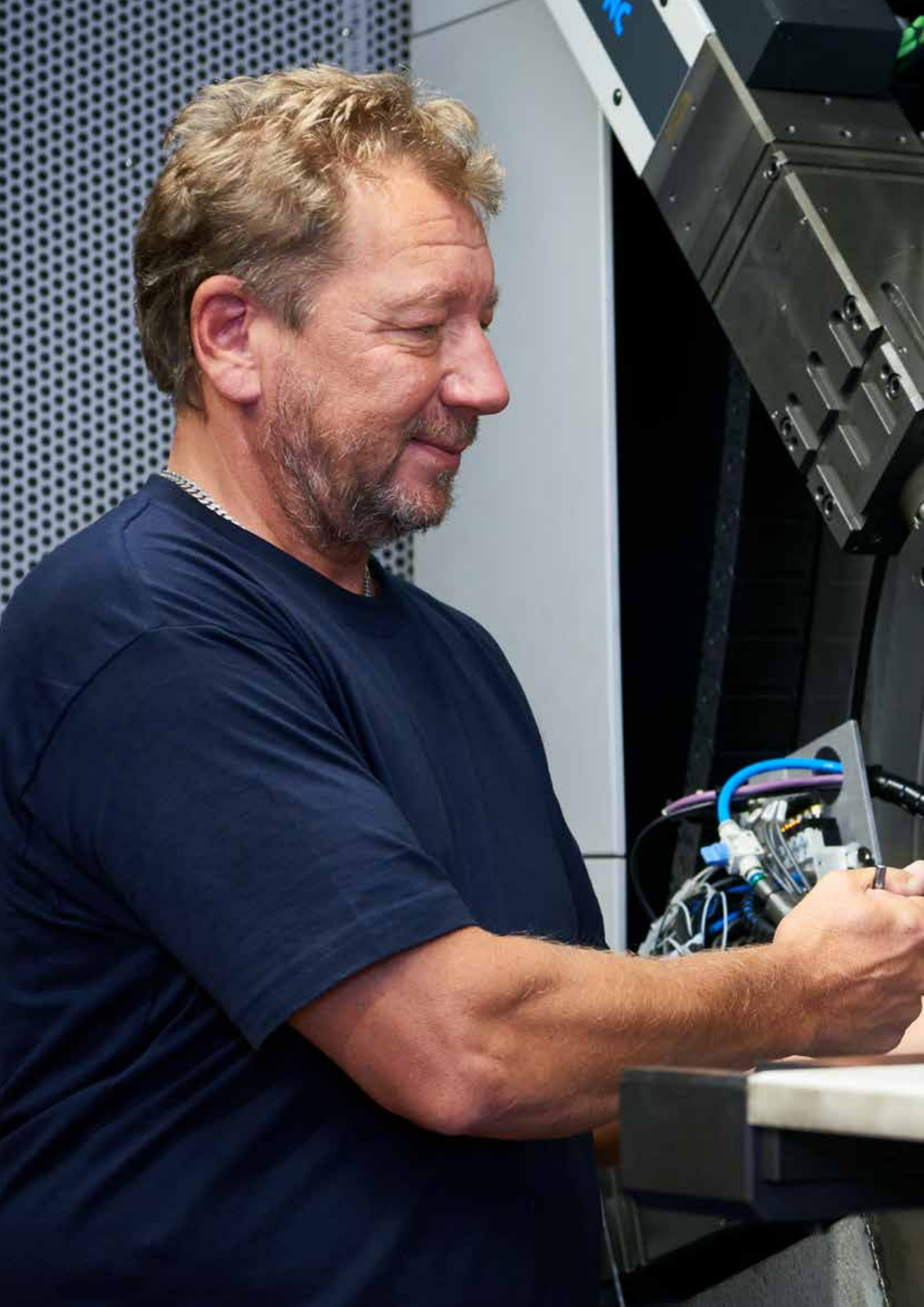
that contribute to a lower environmental impact.

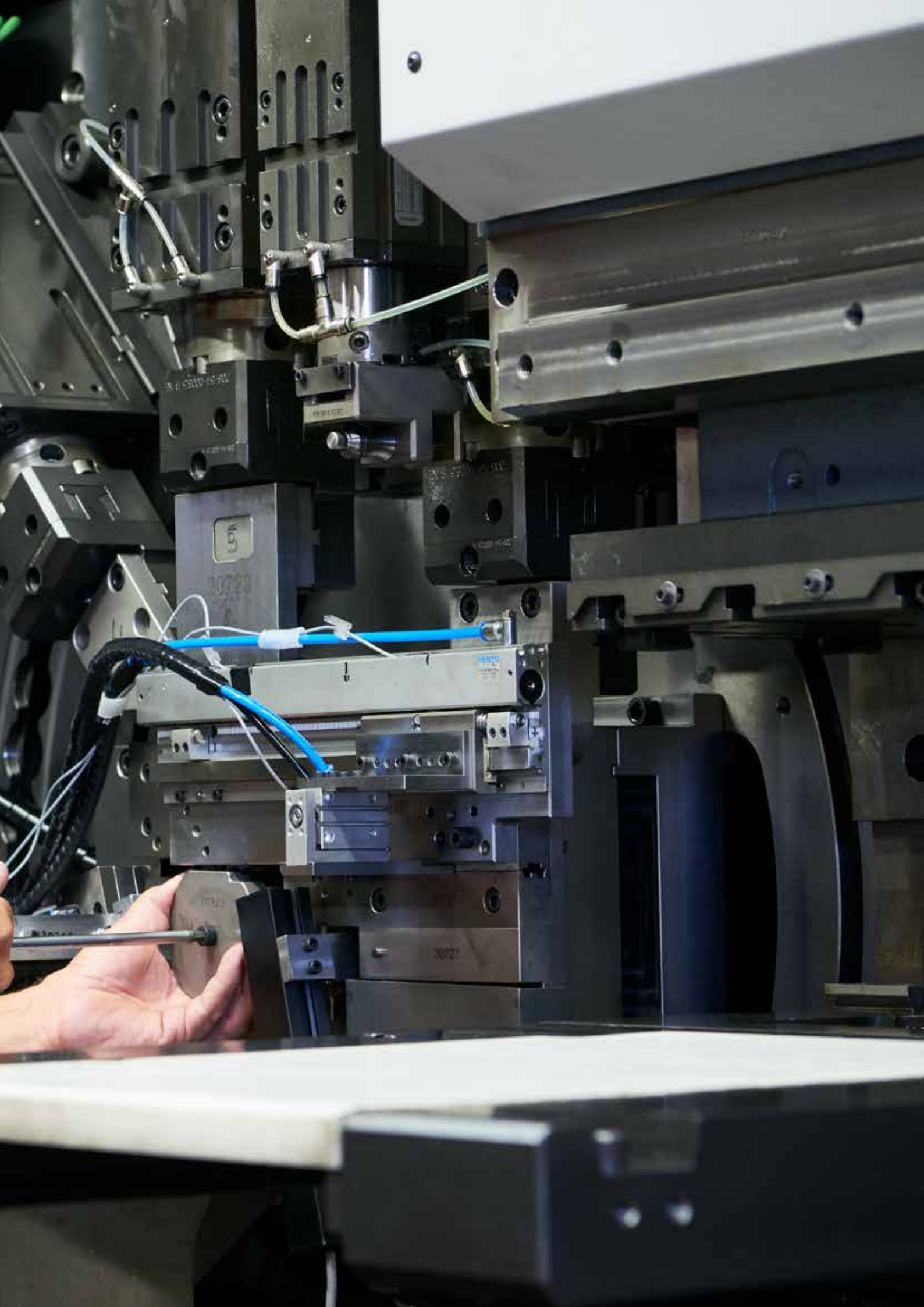
Business ethics

A lack of business ethics could harm Beijer Alma's reputation and business operations. As shown in the information on pages 24–25, we are working systematically to prevent corruption and other improprieties.

Human rights

Human rights violations in our companies or among our suppliers could harm the Group's reputation and business operations. Beijer Alma's Code of Conduct is applied in the same manner worldwide. We promote the protection of human rights through information, training programs, internal regulations and monitoring.





Lesjöfors

Energy consumption, emissions, waste and a safe work environment are key sustainability issues for Lesjöfors. The company is a global supplier of springs, wire and flat strip components. Lesjöfors holds a leading position in the Nordic region and is one of the largest spring companies in Europe.

Basis for sustainability work

- Ensure that environmental issues are integrated into everyday operations and contribute to energy-efficiency enhancements.
- Increase energy efficiency and conduct energy audits.
- Minimize VOC emissions.
- Reduce the amount of waste disposed of in landfills.
- Ongoing adaptation to new version of ISO 14001.
- Meet customer requirements concerning sustainable development.
- Safe and stimulating work environment.

Lesjöfors has a comprehensive offering of springs, wire and flat strip components. Its products are used in most industrial sectors in everything from household products to high-tech applications. The company's extensive spring expertise includes design, structure, material selection and manufacturing.

Lesjöfors's operations are organized in two business areas: Industry and Chassis Springs. Within Industry, specially adapted components are developed to meet various customer requirements. Chassis Springs specializes in vehicle springs for the spare parts market. The range is standardized and is based on proprietary, in-stock products. Lesjöfors is the market leader in Europe in this area.

Spring expertise and a high service level

Lesjöfors's main competitive advantages within Industry are its spring expertise and problem-solving ability. Within the Chassis Springs business area, Lesjöfors competes on the strength of its broad product range, high service level and efficient logistics. Other competitive advantages include:

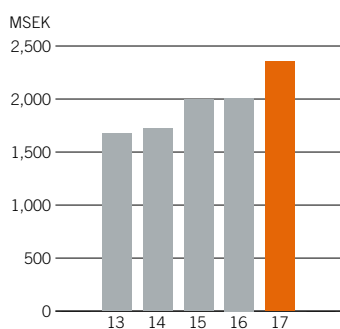
- High level of expertise in technology/materials.
- Cost-effective manufacturing.
- Efficient customer service.
- High product quality.

Lesjöfors has 26 plants in 12 countries. Two of these plants specialize in chassis spring manufacturing. Lesjöfors also conducts low-cost manufacturing in Latvia, Slovakia, Mexico and several countries in Asia.

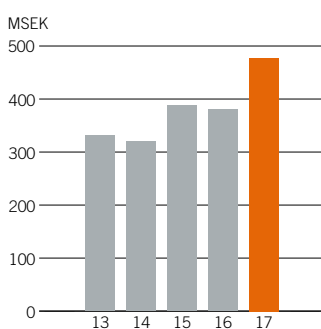
Lesjöfors worldwide

- Sales in about 60 markets.
- More than 80 percent of sales are conducted outside Sweden.
- The largest markets are Germany, Sweden, the UK and China.
- Delivery precision rate of approximately 99 percent within Chassis Springs for many years.
- Some 2,000 new items are developed within Industrial Springs each year.

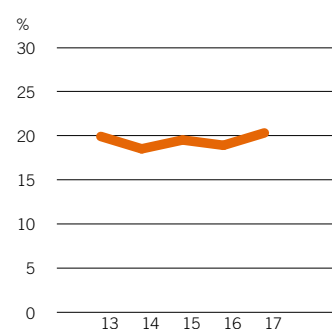
INVOICING



OPERATING PROFIT



OPERATING MARGIN





Habia Cable

Habia Cable's work concerning sustainable development focuses on lower electricity consumption, treatment of solvents, efficient waste management and engaging employees in work environment issues. The company is one of Europe's largest manufacturers of customized cables and cable harnesses. Many of its products are used in high-tech applications in harsh environments.

Basis for sustainability work

- More efficient energy consumption.
- Reduced VOC emissions.
- Reduced waste – increased recycling of plastics and metals.
- Further development of systems for registering near misses in the work environment.
- Social commitment and partnerships with schools.

Habia Cable develops, manufactures and sells custom-designed cables and cable harnesses. The company is a leader in Europe. Its products are used in demanding, high-tech applications in harsh environments. Most of its cables are customer-specific, feature unique properties and must be able to withstand, for example, extremely high or low temperatures, radioactivity, pressure, fire, bending or vibrations.

Habia has two business areas: Telecom and Other Industry. Within Telecom, the company's cables are mainly used in base-station antennas for mobile telecom, an area where Habia is the global leader. Within Other Industry, cables are delivered to various industries, including the nuclear power, defense, transport and offshore industries.

Comprehensive cable expertise

Habia offers comprehensive cable expertise, covering everything from design, product development and manufacturing to sales, distribution and customer support. Other competitive advantages include:

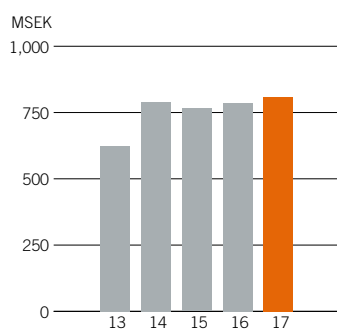
- Global production and delivery capacity.
- High product quality.
- Cutting-edge expertise in high-performance materials.
- Flexible production and logistics.
- Ability to deliver complete cable harnesses.
- A high degree of customization.

Habia Cable's products are manufactured in China, Sweden, Germany and Poland. The facility in China specializes in telecom cables. In Sweden, the company manufactures customized industrial cables. The German plant produces equipment wire and cables, while the facility in Poland focuses on cable harnesses.

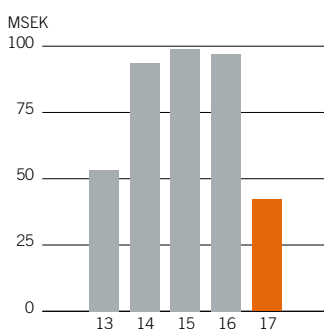
Habia worldwide

- Sales in approximately 50 countries. More than 90 percent of sales are conducted outside Sweden.
- Key markets include Scandinavia, Germany, the UK, France, China, India and South Korea.
- The single largest market is Germany.
- Specially adapted cables account for about 80 percent of the manufacturing volume.

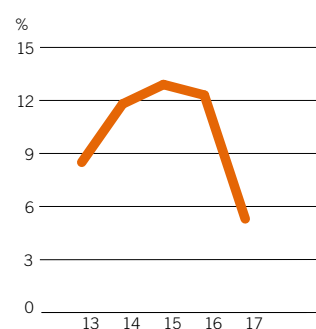
INVOICING



OPERATING PROFIT



OPERATING MARGIN





Beijer Tech

Reduced energy consumption, more efficient transportation and investments in products that reduce the customer's environmental impact are major sustainability issues for Beijer Tech. The company specializes in industrial trading and helps Nordic companies boost their productivity and competitiveness.

Basis for sustainability work

- Increased energy efficiency, for example, through energy audits.
- Optimize the transportation of goods and business travel to reduce the climate impact.
- Work environment improvements – reduce noise, improve lighting and ergonomics.
- Offer products that reduce the customer's environmental impact.

Beijer Tech's quality products and expertise create unique solutions that reduce the customer's total cost – for example, by improving the outcome of production processes, increasing product quality or improving the work environment.

Its operations are organized in two business areas: Fluid Technology and Industrial Products. Customers include companies in the engineering industry, foundries, steelworks, maintenance companies in the offshore sector and retailers. Fluid Technology is operated under the Lundgrens concept, with its main market in Sweden. Other concepts include Beijers, Karlebo, Tebeco, PMU, Norspray and Preben Z, which conduct operations in Sweden, Norway, Finland and Denmark.

The range includes fluid technology (hoses, couplings), industrial rubber (gaskets, rubber products) and surface treatment (blasting, grinding). Beijer Tech also offers industry-specific solutions for foundries, steelworks and the offshore sector.

Product expertise that makes a difference

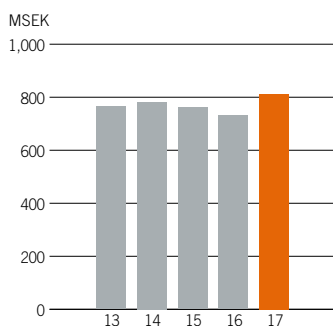
The company's knowledge about how products are used in customer production and maintenance processes represents a strong competitive advantage. Other competitive advantages include:

- Wide product range.
- High delivery precision.
- Broad supplier base.
- Purchasing partnerships with world-leading manufacturers.
- Customization and refinement of products and services.

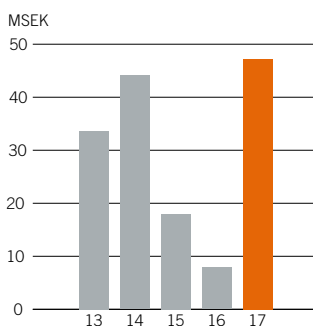
Beijer Tech in the Nordic region

- The main market is the Nordic region, where Beijer Tech operates in 15 locations.
- Sweden is the largest market and accounts for approximately two-thirds of sales.
- Sales are made directly to the end customer or through retailers.
- Leading market positions in industrial hoses in Sweden and surface treatment in the Nordic region.

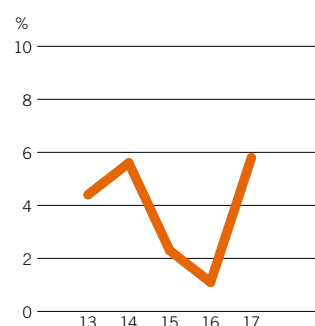
INVOICING



OPERATING PROFIT



OPERATING MARGIN







HABIA CABLE IN SWEDEN

At Söderfors, Habia has trained several employees at the Green Belt level in Six Sigma, a program for quality development. Employees have been given the chance to gain new skills by periodically working in other departments. This has made Habia more flexible and means that more knowledge can be leveraged, for example, in the event of absences or capacity peaks.

LESIÖFORS IN SWEDEN

Lesjöförs Stockholms Fjäder supports such organizations as the Swedish Sports Organization for the Disabled, the Swedish Police Sports Association, Save the Children and Night Walk Teams as well as local ventures such as Unga i Västerort (Youth in West Stockholm). Among other initiatives, Unga i Västerort offers homework assistance, soccer and dancing in socially challenged areas.

HABIA CABLE IN SWEDEN

The Tata Steel company uses carts to transport small amounts of iron at its foundries. In this demanding environment, the cables that drive the carts are exposed to extreme pressure and, as a result, frequently need to be replaced. Habia has helped to design a cable that is better able to handle these extreme conditions. As a result, production disruptions and cable replacements have declined at Tata Steel.

LESIÖFORS IN THE US

Lesjöfors America cooperates with schools and universities, including offering internships to students from technical education programs.

LESJÖFORS IN SWEDEN

Lesjöfors in Herrljunga has placed greater focus on health issues. In 2016/2017, all employees underwent a health examination that included psychosocial health. The wellness contribution was raised by 50 percent to encourage more employees to engage in physical activity in their free time. In conjunction with a joint exercise activity during the year, a collection was also taken for the Swedish Cancer Fund.



LESJÖFORS IN THE UK

The UK company European Springs is investing in health and safety. By installing new, modern fan systems, air quality has been improved in several of the plant's departments. Lifting devices were installed to reduce the need for heavy, manual lifting. A defibrillator was also installed in the premises and could save a life if an employee or visitor were to suddenly go into cardiac arrest. Several employees have been specially trained in how to use the defibrillator.

LESIÖFORS IN THE UK

As part of the “We Educate” project, Lesjöfors Springs LV is cooperating with local compulsory schools. The aim is for theoretical study to be supplemented by practical skills from working life. Lesjöfors offers study visits, for example, that enhance students’ understanding of the business world and working life.

LESIÖFORS IN SWEDEN

Four employees at Stece Fjädrar had the opportunity to combine work with studies during the year. They participated in the "More Efficient Production" training course organized by the University of Borås. Stece was also involved in an educational project in cooperation with an upper-secondary school. In Herrljunga, Lesjöfors extended its cooperation with an upper-secondary school by offering internships for adult students. Lesjöfors Stockholm Fjäder sponsored the Royal Institute of Technology in Stockholm and the University of Halmstad by supplying springs for various school projects.





LESJÖFORS IN LATVIA

Lesjöfors Gas Springs has become more energy-efficient. The plant building has been given extra insulation and automatic control has been introduced for the gas used to heat the premises. This saves energy and reduces emissions. At the same time, LED lighting has been installed in parts of the premises, thereby reducing energy consumption. The company has also enhanced the efficiency of its transports and thus further cut its emissions.

HABIA CABLE IN POLAND

Habia's Polish plant has reduced its energy consumption by about 30 MWh per year. This corresponds to 13 percent of the total energy consumption at the facility. The reduction was achieved by transitioning to LED lighting. Sorting at source has also been extended and now comprises four types of waste: paper, glass, plastic and organic waste. The plant in Poland also won first prize in the regional "Employer – organizer of safe work 2017" contest.



HABIA CABLE IN GERMANY

The plant in Norderstedt reduced its energy consumption by changing to LED lighting and through improved production planning for the salt bath process used in cable manufacturing. The time that the salt bath is heated was reduced by 48 hours per week, thus saving a large amount of energy.

HABIA CABLE IN SWEDEN

Habia is continuing to invest in LED lighting at the plant in Söderfors. All of the fittings at the plant will be replaced by early 2018. In addition to being more energy-efficient, LED bulbs have a longer lifetime. As a result, Habia is reducing its maintenance costs.

BEIJER TECH IN SWEDEN

The fire hose is a firefighter's life-line and can play a crucial role in dangerous situations. Svebab has developed a fire hose that can help customers achieve work environment improvements. It is called Formtex and is a woven hose that weighs only a third of a traditional plastic or rubber hose. Svebab's hoses generate ergonomic benefits since they are pliable and extremely flexible, have a low level of friction against surfaces and are generally easier to manage.

LESJÖFORS IN THE UK

Lesjöfors Springs LV and Lesjöfors Gas Springs have jointly invested EUR 700,000 in a new surface treatment facility. The facility has increased the efficiency of the operations, while also improving the work environment thanks to the decrease in emissions. Both companies have also expanded their recycling, and waste volumes have declined as a result.

HABIA CABLE IN GERMANY

Several health and safety measures have been undertaken at Habia's German plant in Norderstedt. Ergonomics were improved through the installation of adjustable desks and the use of new lifting and transportation aids. Material flows and storage spaces were remodeled in a manner that saves time, resulting in more efficient product management. The noise level was also reduced through the installation of noise insulation around compressors and other equipment.

LESJÖFORS IN SLOVAKIA

The Lesjöfors company Centrum B reduced its environmental impact by investing in new, more efficient equipment. Improved filter technology helped to cut emissions in parts of the manufacturing process. By installing a heat pump for cooling and heating, these processes have become more energy-efficient at the same time as emissions have declined. Office spaces have been fitted with LED lighting, making the operation more energy-efficient



LESJÖFORS IN SLOVAKIA

Slovakian Centrum B collaborates with local upper-secondary technical schools and offers students internships. The company also cooperates with the technical university in Bratislava. The Latvian company Lesjöfors Gas Springs also receives study visits from schools every year and offers internships to young people.

HABIA CABLE IN CHINA

At its cable manufacturing plant in Changzhou, China, Habia cut its energy consumption per manufactured unit by nearly 25 percent. This was achieved through the optimization of technical equipment, including the treatment equipment for solvents and the heating facility at the plant.

BEIJER TECH IN NORWAY

Norspray offers customers in Norway containers of consumables located at the customer site. This solution also generates environmental gains since the number of transports is reduced. Norspray fills the customer's containers as required instead of making small deliveries after each use.

**LESJÖFORS IN SWEDEN**

Customers also receive help to reduce their environmental impact. Lesjöfors Stockholms Fjäder advised SAAB to eliminate a type of surface treatment that did not improve the properties of its product. The company ABAT was recommended to change to a food grade oil in its gas springs. These springs are installed in waterworks from which many people receive their drinking water.

**HABIA CABLE IN THE NETHERLANDS**

Habia's Hi-Flex cable was used in an international electric motorbike project. A group of students from the Netherlands designed and built an electric motorbike, on which they have since traveled around the world. The aim was to show that the future of transportation lies in electricity. The students drove 23,000 kilometers without generating any local emissions.

HABIA CABLE IN SWEDEN

Habia sponsors various local sports clubs, the local branch of the PRO Swedish pensioners' association and the Local History Society. The company also supports other local events, such as the Allsång music event in Tierp, which attracted 4,000 people in 2017.

**LESJÖFORS IN GERMANY**

The German Lesjöfors company Velleuer is installing LED lighting in its premises. This provides energy savings and reduces the company's environmental impact, since LED bulbs contain no mercury or other heavy metals. To improve the work environment, the company has invested in noise damping for the premises, adjustable desks, new ventilation that improves the indoor climate and new lifting devices to reduce the amount of manual lifting.

LESJÖFORS IN SWEDEN

Through cooperation with the municipality, Lesjöfors AS Brändby is offering work training for the long-term unemployed. This period of internship makes it easier for participants to return to the ordinary labor market.

LESJÖFORS IN THE US

Increasing amounts of waste at Lesjöfors America are being sorted and recycled, including cardboard, plastic and paper as well as scrap metal, stainless steel and wood.





BEIJER TECH IN SWEDEN

Beijer Tech's subsidiary Svebab specializes in firefighting equipment. The company sells, for example, indoor fire hydrants that allow water to be used for effective and environmentally friendly extinguishing. The alternative is handheld extinguishers. These use chemicals as extinguishing agents and thus have a greater environmental impact. Maintaining and installing new hydrants that use a natural extinguishing agent, water, is thus an environmentally compatible measure.



LESJÖFORS IN SINGAPORE

John While Springs Singapore has a recycling program for wooden pallets and corrugated board material. The company has also started transitioning to LED lighting to reduce its energy use.

LESJÖFORS IN SWEDEN

Lesjöfors's operations in Värnamo, Lesjöfors, Nordmarkshyttan and Herrljunga were adapted to meet the new ISO 14001:2015 environmental standard and the new ISO 9001:2015 quality standard. During 2017, several companies were also adapted to IATF 16949:2016, the new quality standard for the automotive industry.

BEIJER TECH IN SWEDEN

Tebeco has a new range of grinding and deburring machines that expands the machinery program and contributes to health and safety improvements. The new machines give customers the opportunity to enhance their production efficiency.

Compared with manual grinding, the components can also be handled more ergonomically. This counteracts wear and tear and other work-related injury. The first facility was delivered in autumn 2017.

LESJÖFORS IN SWEDEN

Investments in new tools resulted in environmental improvements at Lesjöfors Stockholms Fjäder. The new shears not only provide energy savings, but also reduce the number of errors, resulting in less spillage and waste.

BEIJER TECH IN SWEDEN

Karlebo has invested in Sweden's largest 3D printer for sand molds. Using this technology, prototypes and castings in short series can be developed more rapidly. Another advantage is customization. Using the 3D printer, Karlebo supplies more complex components that can enhance performance and improve the precision of the customers' products, for example, by contributing to energy savings in engines and pumps.

LESJÖFORS IN SWEDEN

A review of workplace ergonomics resulted in a list of 15 improvements at Lesjöfors Stockholms Fjäder. Several of the workplaces have since been adjusted with the aim of achieving better and more comfortable work positions. Energy savings were also achieved by fitting the office windows with a solar film. As part of its wellness program, the company expanded its exercise groups so that all employees can find an activity that suits them.

LESJÖFORS IN MEXICO

At Lesjöfors America's plant in Mexico, employees have the opportunity once a week to meet a physician to renew prescriptions or undergo simple medical procedures.

LESJÖFORS IN CHINA

At Lesjöfors China LTD, work is under way to adapt to the automotive industry's TS16949 quality standard and will be completed in 2018. The company has installed LED lighting in all of its premises. This reduces energy consumption by about 80 percent compared with traditional lighting. Automatic fire alarms have been installed in the premises, which has enhanced safety.



LESJÖFORS IN THE US AND MEXICO

Lesjöfors America has taken control of transports between the US and Mexico. Through measures including the optimization of production planning transports have become more efficient, thus reducing freight costs and emissions. New fan systems have been installed in the US and Mexican plants. This has provided a more optimal indoor climate.

LESJÖFORS IN SINGAPORE

To ensure a safe work environment, the staff at John While Springs Singapore undergo health and safety training with a focus on risks in the everyday environment. All employees also undergo regular health checks.



Transparent presentation of sustainability work

Sustainability issues connected to business activities

Beijer Alma's Sustainability Report addresses aspects pertaining to the environment, work environment, social issues and business ethics. The aim of the report is to provide Beijer Alma's employees and external stakeholders with clear information on the company's CSR activities and how they are connected to the company's business operations.

Sustainability Report

Beijer Alma has chosen to report on the requirements of Chapter 6, Section 1 of the Swedish Annual Accounts Act in the Administration Report contained in the Annual Report in accordance with recommendation BFN U 98:2 Environmental Information. In accordance with Chapter 6, Section 11 of the Swedish Annual Accounts Act, the company has chosen to prepare its statutory Sustainability Report separately from the Annual Report. The Sustainability Report was submitted to the auditor at the same time as the Annual Report.

Reporting principles

One of the intentions of this report is to meet the legal requirement stipulating that large companies in the EU are to present a sustainability report. The report is also intended to explain the Group's work related to the Ten Principles of the UN Global Compact in accordance with the requirements of the Communication on Progress (COP). This information is also used to report the Group's climate impact in accordance with CDP. The guidelines of the Global Reporting Initiative (GRI) provide a basis for the Group's reporting and choice of indicators.

Most units that were part of Beijer Alma in 2017 are included in the report. Data was provided by a total of 29 units in Sweden, Denmark, Finland, Latvia, Poland, Slo-

vakia, Germany, the UK, the US, Thailand, Singapore and China. A small number of Beijer Tech's sales offices are not included in the report. These offices employ a total of approximately 25 employees. One operation in Mexico belonging to Lesjöfors Springs America is not included in the report. The premises for the operation are rented and most of the employees belong to another company.

Data quality assurance

Each unit has contributed quantitative and qualitative information in accordance with Beijer Alma's sustainability reporting form. The head of each company/unit is responsible for assuring the quality of the information submitted. The Group's performance during the year has been compared and verified against the information from the preceding year. Additional quality control is carried out through interviews and on-site visits.

Emissions of carbon dioxide, sulfur dioxide and nitrogen oxide from direct energy consumption have been measured using conversion factors based on the energy content and quality of the fuel used. CO₂ emissions from indirect energy consumption – mainly electricity – are measured based on emission factors from the UK Department for Environment, Food and Rural Affairs (DEFRA) (Conversion Factors for Company Reporting 2015) for the countries in which Beijer Alma conducts operations. Updated conversion factors were applied during the year, with the previous factors from 2010 replaced with new factors from 2015. In most cases, this resulted in a reduction in the size of the emissions. In cases where energy suppliers present specific information regarding the energy mix, the supplier's measurement models are used. Information about VOC emissions is primarily based on mass balance calculations.

Global Compact

In 2015, Beijer Alma joined the UN Global Compact, an initiative to promote and implement corporate social responsibility. As a participant in the initiative, we agree to adhere to Ten Principles in the areas of human rights, labor conditions, the environment and anti-corruption. Over the course of the financial year, we established a clearer connection between the UN Global Sustainable Development Goals and the Group-wide objectives.

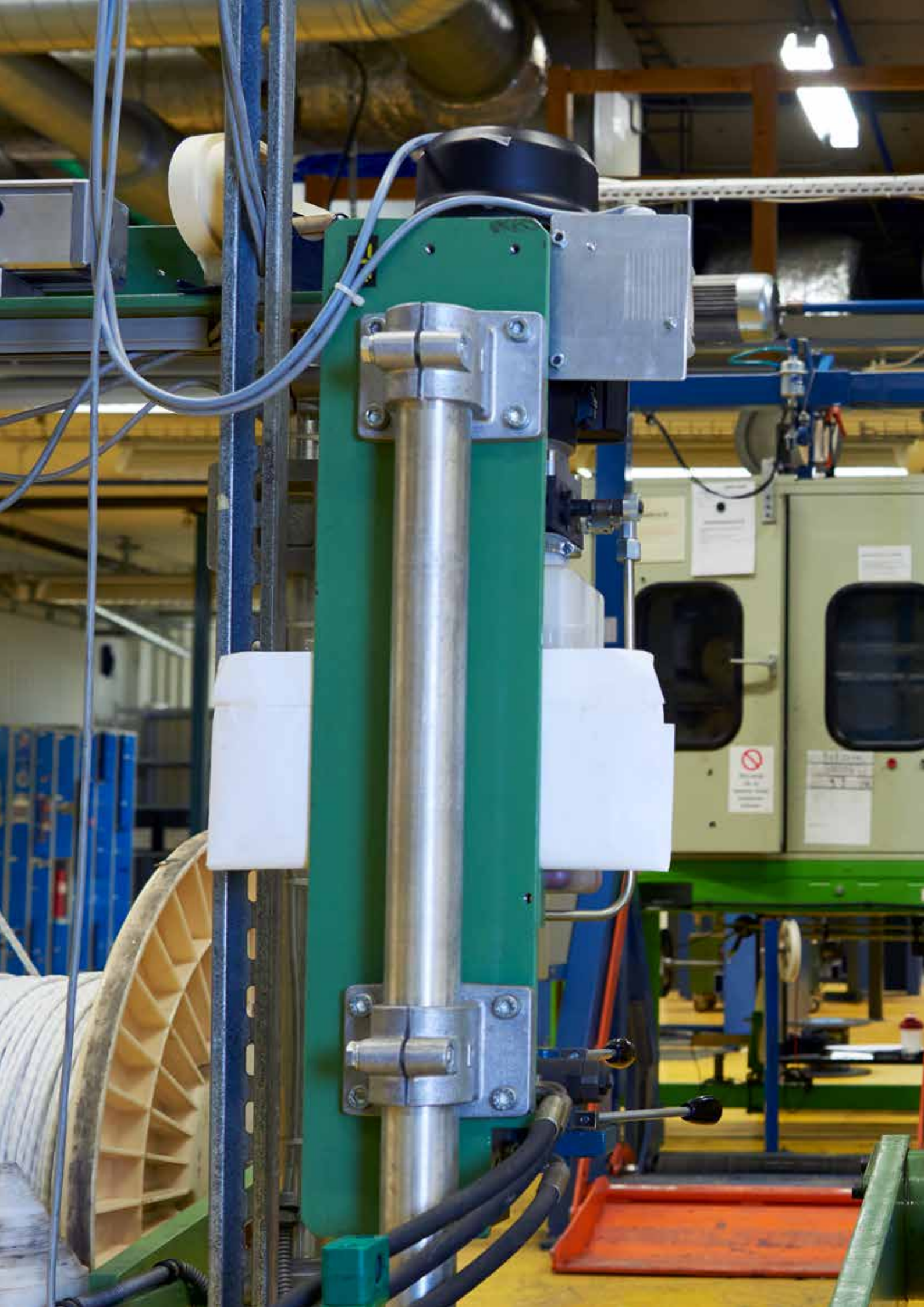
Communication on Progress

Organizations that are affiliated with the Global Compact are required to submit an annual report known as a Communication on Progress (COP), which outlines their work in relation to the Ten Principles. Beijer Alma uses this information as a basis for its Annual Report and Sustainability Report in order to give an accurate picture of how we comply with the Global Compact.

WE SUPPORT



GLOBAL COMPACT		STATUS 2017	PAGE
HUMAN RIGHTS	1. Businesses should support and respect the protection of internationally proclaimed human rights.	Information and training regarding Beijer Alma's Code of Conduct were provided at several units. No human rights violations were reported.	15, 24–25
	2. Businesses should make sure that they are not complicit in human rights abuses.	Continuous work to assess suppliers' sustainability work is ongoing. The number of on-site audits increased compared with earlier years. No human rights violations were reported.	24, 26
LABOR CONDITIONS	3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	The Code of Conduct lists freedom of association and the right to collective bargaining as a fundamental principle. Trade unions have been established in all relevant countries and countries where this is customary. In countries without trade unions, the company and its employees engage in other types of negotiations.	15, 24
	4. Businesses should uphold the elimination of all forms of forced and compulsory labor.	All forms of forced and compulsory labor are forbidden at Beijer Alma and among the Group's suppliers. There are no signs that any violations occurred during the year.	24
	5. Businesses should uphold the effective abolition of child labor.	Child labor is forbidden at Beijer Alma and among the Group's suppliers. There are no signs that any violations occurred during the year.	24
	6. Businesses should uphold the elimination of discrimination in respect of employment and occupation.	The Code of Conduct clearly states the Group's stance on discrimination and equality. No instances of discrimination were reported. Formal equality plans have been established at 11 of the Group's units.	15
ENVIRONMENT	7. Businesses should support a precautionary approach to environmental challenges.	The ISO 14001 environmental management system is a systematic tool in the Group's efforts to identify and prevent risks. 76 percent of the Group's are currently certified and additional certifications are planned. We are also taking a preventive approach, for example, by installing treatment equipment, phasing out hazardous chemicals and conducting risk analyses.	8–13
	8. Businesses should undertake initiatives to promote greater environmental responsibility.	Overall environmental responsibility rests with Group management and responsibility for the daily operations is delegated to the management teams of the Group companies. Performance is reported to Beijer Alma's Board of Directors on a regular bases and communicated externally through the Sustainability Report and CDP reporting.	25
	9. Businesses should encourage the development and diffusion of environmentally friendly technologies.	The Group offers several good examples of component/product development that helps to reduce environmental impact.	38–41
ANTI-CORRUPTION	10. Businesses should work against corruption in all its forms, including extortion and bribery.	Beijer Alma's Code of Conduct provides clear guidance regarding the prevention of corruption. All Group companies perform an annual self-assessment about their work to combat corruption. The assessment is based on guiding documents from the Global Compact. No violations were reported or detected during the year.	17





Glossary

Carbon dioxide. Carbon dioxide (CO₂) is produced during all processes involving the combustion of carbon materials – for example, during fossil fuel combustion. It is widely believed that carbon dioxide is a contributing factor to global warming (greenhouse effect). Beijer Alma reports its CO₂ emissions from direct and indirect energy consumption.

CDP. CDP (formerly the Carbon Disclosure Project) is a voluntary system for reporting the climate impact of companies. The initiative is primarily targeted at international investors, who can use the information provided about climate risks when investing in various companies. Beijer Alma has performed CDP reporting since 2013.

CFC/HCFC. Coolants such as chlorofluorocarbons (CFC) and hydrochlorofluorocarbons (HCFC) have a negative effect on the environment as a result of their ozone-depleting properties and climate impact.

Code of Conduct. Guidelines for employees in the areas of business ethics, the environment, working conditions and social responsibility. The most recent update to Beijer Alma's Code of Conduct took place in 2015–2016.

Conflict minerals. Tungsten, tantalum, tin, and gold originating from the Democratic Republic of Congo or nearby countries are referred to as conflict minerals. The term refers to the ongoing armed conflicts in the region, in which mining operations are often involved and which have resulted in human rights violations.

COP. A Communication on Progress is an annual report submitted to the UN that outlines Beijer Alma's work related to the Ten Principles of the UN Global Compact.

CSR/CR. Corporate social responsibility and corporate responsibility are terms used to describe a company's approach to issues concerning the environment, social responsibility, financial responsibility and business ethics. These terms are often used interchangeably with the term "sustainable development," which is applied in this report.

Energy consumption. Beijer Alma reports both its direct energy use (use of fuel in its own energy facilities) and its indirect use (purchased electricity and district heating).

Environmental aspects. The areas of an organization's activities, products or services that impact the environment (ISO 14001).

Environment-related costs. Costs attributable to measures implemented in order to prevent, reduce or restore the environmental impact caused by an organization's operations. A corresponding term is used for costs related to work environment issues. Environment-related costs may include administrative costs, in-sourcing of external services, government fees, maintenance of environmental management systems, waste-related costs and costs for external inspections and audits.

Environment-related investments. Investments aimed at preventing and reducing the environmental impact of the Group's operations. A corresponding term is used for investments in work environment improvements.

5S. A Japanese method for creating order in the workplace. The 5S phases can be translated from Japanese as: sort, straighten, shine, standardize and sustain. 5S is a key component of lean manufacturing.

Global Compact. A UN initiative in the area of CSR. Participating organizations agree to adhere to Ten Principles in the areas of human rights, labor conditions, the environment and anti-corruption.

Global Goals. At the UN Summit on September 25, 2015, heads of state and governments from around the world adopted 17 Global Goals and the 2030 Agenda for Sustainable Development. The Global Goals and the 2030 Agenda aim to end poverty and hunger, realize the human rights of all, achieve gender equality and the empowerment of all women and girls, and ensure the lasting protection of the planet and its natural resources. The Global Goals are integrated and indivisible, and balance the three dimensions of sustainable development: economic, social and environmental sustainability.

ISO 14001. International standard for environmental management systems introduced in 1996. Some 345,000 organizations worldwide currently hold ISO 14001 certification. An updated version of the standard was published in 2015 (ISO 14001:2015). Certification in accordance with ISO 14001 is a requirement for all Beijer Alma production units.

ISO 26000. International standard providing guidance on how organizations can manage issues pertaining to social responsibility. The standard was introduced in 2010 and has provided guidance in the formulation of Beijer Alma's Code of Conduct.

Lean manufacturing. Systematic method for managing resources in an efficient manner. The purpose of lean manufacturing is to identify all factors in a production process that do not create customer value.

Naphtha. Naphthalene is an aromatic hydrocarbon compound used as a solvent in Habia Cable.

Nitrogen oxides. Gaseous oxides (NO_x) produced from the reaction of nitrogen and oxygen gases in the air during combustion. These substances are hazardous to the environment and people's health and are known to cause acidification and eutrophication.

PCB. Polychlorinated biphenyls are a group of industrial chemicals that are hazardous to the environment and health. Although the use of PCB was banned in Sweden in 1972, the substances are still present in the environment due to their long decomposition time.

REACH. The European Regulation on Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) is an EU regulation adopted to promote safer handling of chemical substances. Chemical substances are to be registered for a particular use. Substances of very high concern may be subject to restrictions.

ROHS. The Restriction of Hazardous Substances Directive (RoHS) is an EU regulation that limits the use of certain substances that have negative impact on health and the environment.

Six Sigma. A program and philosophy for making quality improvements in companies and organizations, first introduced at Motorola in 1987. Six Sigma is largely inspired by the holistic approach to quality issues commonly adopted in Japanese industrial companies since World War II.

Sulfur dioxide. Sulfur dioxide (SO₂) is produced during the combustion of petroleum products and contributes to the acidification of water and land. In high concentrations, sulfur dioxide can be harmful to people's health.

Sustainable development. This term refers to "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Sustainable development encompasses ecological, social and economic sustainability.

Sustainability report. In accordance with an EU directive, the Swedish government has decided that as of 2017, it will be mandatory for large companies to present sustainability reports. Sustainability reports are to contain the **non-financial** disclosures required to understand the company's performance, position and earnings as well as the consequences of its operations, including disclosures concerning the environment, employees and social conditions, respect for human rights and anti-corruption measures.

VOC. Volatile organic compounds, which have a high vapor pressure at ordinary room temperature. The presence of volatile hydrocarbons in the air has a negative impact on health and the environment and contributes, for example, to the production of ground-level ozone (smog).

Work-related illness. Work-related illnesses may be caused by prolonged exposure to a particular work environment factor, such as noise, dust or solvents.

Work-related injury. The term work-related injury refers to a sudden incident (accident) occurring at the workplace that causes a wound or injury. Typical workplace injuries at Beijer Alma include injuries caused by machinery and equipment, falls and injuries caused by heavy lifting or repetitive work. Beijer Alma defines the term work-related injury as an accident causing more than one day of absence (lost work case, LWC) per million hours worked.

Auditor's report on the statutory sustainability report

To the general meeting of shareholders in Beijer Alma AB, corporate registration number 556229-7480

Engagement and responsibility

The Board of Directors is responsible for the sustainability report for 2017 and for ensuring that it has been prepared in accordance with the Annual Accounts Act.

Audit scope

Our examination has been conducted in accordance with FAR's auditing standard RevU 12 The auditor's opinion regarding the statutory sustainability report. This means that our examination of the statutory sustainability report is substantially different and less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinion.

Opinion

A statutory sustainability report has been prepared.

Uppsala, Sweden February 26, 2018

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