

Sustainable enterprise

A few words from our CEO

"Business principles" and "entrepreneurship" have been key terms for Hammarprodukter throughout the history of the company. By "sustainable enterprise", we mean responsible action based on a long-term time horizon. It forms a starting point for all our decisions and it has got Hammarprodukter where we are today: at the leading edge in signs, marking systems and bird diverters – for your safety and the safety of others.

Our goal is to maintain our position in the market by continuing to build strong relationships, maintaining strict controls and being at the forefront of new knowledge. Effective prioritisation enables us to continue to deliver high-quality products that meet our customers' needs. In order to succeed, we need to be a close-knit team that is prepared for change, innovation and new ways of working.

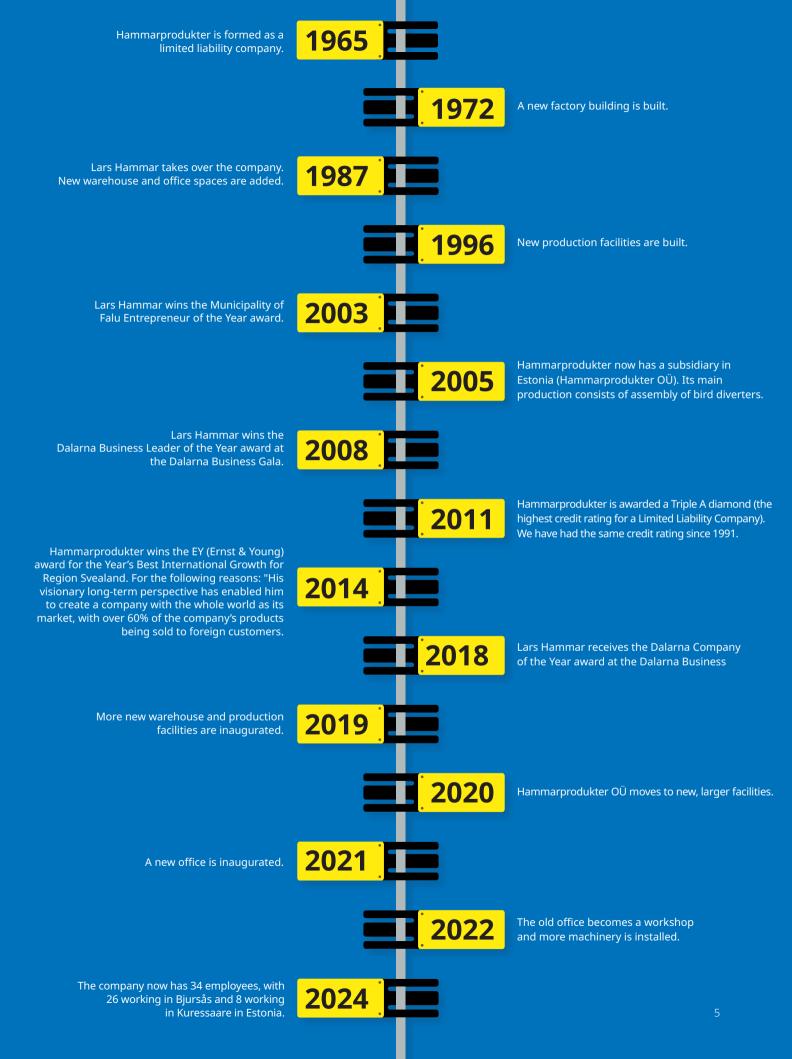
Our production in Bjursås is firmly rooted in the local community – because local relationships are important to us. We care about community, health and well-being in the workplace, which results in a good working environment, sustainable working life and a company that functions effectively. We want to leave behind a company we can be proud of, a company that does good for people, for our business dealings and for our planet.

Our future strategic goals consist of continuing to reduce our negative impact on the climate and the environment, being a reliable supplier and systematically improving our work environment. In this way, we are building a strong company which is, at the same time, a good partner and a good employer for the future. That is what we mean by sustainable enterprise.

Lars Hammar, CEO of Hammarprodukter







BUSINESS CONCEPT

Our signs are made to be noticed. Working closely together with the industry, we develop, manufacture and sell user-friendly, high-quality products for the electrical power Industry, rail transport and their contractors.

VISION

Hammarprodukter meets the full need for safety identification for the electrical power industry and rail transport.

MISSION

Products with the right lifespan.
Manufacturing takes place according
to controlled forms.
High quality at every stage of the production
and business processes.

Values and guiding principles

Customer focus – Focusing on satisfied customers at all times. We want customers to think of Hammarprodukter whenever they need a sign, bird diverters or other safety identification. We are happy to work with customers to develop new products.

Health – Safe, healthy working conditions and the equal value of every person go without saying. We strive for a sound work climate where everyone can feel safe in a secure and healthy work environment. Hammarprodukter places its employees' health, safety and job satisfaction at the centre of everything. Our employees are our strength and, along with our customers, suppliers and partners, they are the reason for Hammarprodukter's success.

Credibility - We are honest in our dealings, both internally and externally. Personal contact and honesty are important elements in the way we act, our personal commitment and how we treat others. We admit to our mistakes, apologise – and carry on working to do the best we can/learn from our mistakes, both internally and externally. (The Hammar Spirit)

Innovation - We will adopt new approaches and new ideas in order to develop towards our Vision – to meet the full need for safety identification for the electrical power industry and rail transport. We monitor the rules and recommendations affecting our business.

An innovative corporate culture

How are we building a corporate culture for the future? We have always been careful to focus on the customer and we place a high value on trust. It is important to have confidence in our partners and in one another and also to be reliable ourselves.

We adopt these values as we carry on working to achieve a sustainable workplace with a good sense of community and a high level of expertise. We are building a corporate culture for the future through commitment and honest communication.

One important success factor is to continually raise our level of expertise when it comes to sustainability. Learning more enables us to make better decisions and, at the same time, helps us feel more secure in our role and in our responsibilities. In this regard, we believe in taking on board perspectives from external experts to enable us to develop further. We therefore arrange regular study visits to companies in other industries, often in manufacturing, to obtain inspiration and new ideas on how we can develop Hammarprodukter.





The project that increased the pace of our sustainability work

As a company, Hammarprodukter has always cared about the environment, enterprise and social issues. However, when we noticed an increasing focus on sustainability and customers' greater need for information, we decided to take our sustainability work to the next level. And thanks to a KTP project, the company has now employed its first sustainability manager, Linnéa Henriks.

In April 2024, Hammarprodukter initiated a KTP project along with with Dalarna University. KTP stands for Knowledge, Transfer and Partnerships and is a collaboration model involving both business and academia. The goal of the nine-month project was to raise the level of all employees'

sustainability skills and increase the pace of our sustainability work and thus to become a reliable partner in this field – for both customers and suppliers.

"Most companies have imposed stricter requirements on themselves when it comes to delivering on sustainability. The surrounding environment and the market are changing at an increasingly rapid rate and it is important for us, as a company, to adapt in order to keep up. In the project, Hammarprodukter was able to bring in the right skills, up-to-date knowledge and the support needed in order to go up a gear with the work", says Linnéa Henriks, a recently-graduated sustainability strategist who has been working as an on-site project manager in Bjursås.

A communal strategy has resulted in greater participation

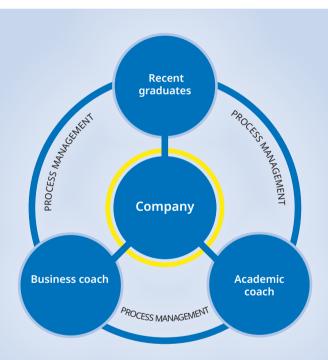
One important, fundamental starting point is for sustainability work to have a scientific basis. The work has taken place in workshops and discussions involving all employees in which everyone has been able to contribute their point of view and cutting-edge skills. Linnéa has also had two coaches, from both the business community and academia, as well as a process manager to help her.

"This is important work and we wanted to do it the right way from the start so as to suit a manufacturing company like ours. It has proved to be an extremely successful investment and the fact that we have done it together from scratch through analyses and focus areas has been extremely valuable for us. It has brought the company together in a positive way and we now have both a concrete strategy and a communal approach – which we did not have before," says Lars Hammar, CEO of Hammarprodukter.

The next step will consist of concrete measures

The work has resulted in the completion of a sustainability strategy and sustainability report, which you are currently reading. After the end of the project, Linnéa Henriks will carry on her work at Hammarprodukter in the role of Head of Sustainability. The next step is to put the initiatives into practice and work to achieve the long-term goals that have been developed in the strategy.

"It's been very exciting to work with colleagues on something completely new, where we've been able to round up a great deal of their knowledge and adapt the strategy to the business. It's exciting to be able to carry on with the work at a company that is so well established in the community and that has such a long history. My vision is to continue to integrate sustainability work throughout the company to ensure that we work from the inside out. That way, we'll be building a solid foundation in order to achieve our goals," says Linnéa Henriks.



Development projects that spread knowledge

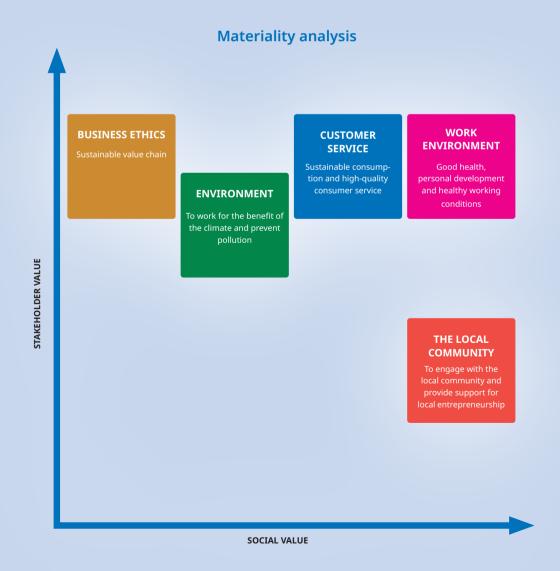
KTP (Knowledge Transfer Partnership) is a model for collaboration between academia and the business community whereby a recent graduate leads a development project at a company. The project is implemented for 9 months and involves coaches from both the business community and academia. The company gets the time, expertise and resources to focus on an issue of strategic importance, while the collaboration provides the educational institution with insights that allow it to develop its research and education. In this way, the KTP model has proved to be extremely successful for exchange of knowledge in strategically selected areas.

Our sustainability journey

In 2024, we have undergone a highly rewarding process in which we have asked ourselves new questions, analysed our current situation and have, at the same time, looked ahead. We have reviewed our role as an employer in our local area and have considered how we can help increase work for sustainable development such as the UN's global goals in Agenda 2030. After detailed work involving employees throughout the company, we now have a strategy that brings all parts of the business together in pursuit of a common goal, which is also supported by global frameworks for sustainable development.

Mapping & analysis Materiality analysis Stakeholder analysis Values

Our sustainability strategy is based on an analysis of the company's current situation, a completed materiality analysis, a stakeholder analysis and work on our values to ensure that the strategy is fully consolidated in our business. We thus have a clear direction for our future work to improve our company.





Stakeholder analysis



Our stakeholders are central to our business and also to our success. They include customers, employees, suppliers, the local community, government agencies and future generations.

Our customers must feel confident that our products are of the right quality and are responsibly manufactured.

Our employees are part of our family and we endeavour to provide them with a safe, equal work environment in which they are able to develop.

We want to grow along with our suppliers through ethical, sustainable business practices.

We want to strengthen the local community by contributing to the local economy and supporting local community initiatives. We want to be a positive force in our local environment.

We regard government agencies' laws and regulations as minimum requirements for our work environment. We comply with applicable regulations at all times when manufacturing our products.

As a privately-owned company, we adopt a long-term perspective for future generations. We are working to create a sustainable business that can be carried on with pride.

In our stakeholder analysis, we have reviewed the expectations and requirements arising from our surrounding environment and how we can best meet them. We have thus been able to develop a sustainability strategy that matches the desires and needs of our surrounding environment.





How we work on sustainable development











In our materiality analysis, we have analysed which sustainability areas are relevant to us and have a positive impact on society. They all contribute to Agenda 2030 and five of the 17 global goals for sustainable development set by the UN. In this way, we make sure to focus on the issues that are most vital for our business and where we are able to have a major impact.





Save resources – for your safety and the safety of others

With the right materials and processes, we make sure to optimise the lifespan of the products for their area of use. We have effective control over our handling of chemicals and we endeavour to reduce consumption of resources in our production.



A sustainable value chain with long-term relationships

Long-term relationships form the basis for sustainable enterprise. We are engaged in continuous dialogue with our customers, suppliers and partners. Our code of conduct is based on international guidelines and applies to all our relationships.





Promote good health and personal development for a good working life

Good health, safety and job satisfaction in our workplace are important to us. We are continually improving the work environment and regularly carry out various types of activities to promote health for the whole company. We train together to improve our business and our team and to build a sustainable working life.



Encourage local entrepreneurship for a stronger local community

We are convinced that effective collaboration with and between local operators helps form a strong community. We value a vibrant community and are keen to give back to the local community through involvement in associations and local activities and collaborations with local companies.





Sustainable consumption, production and high-quality consumer service

We manufacture our products according to current regulations and industry recommendations and we also work with our customers to develop new products in order to meet their needs. As far as we are concerned, the focus is always on safety. Our products make different types of environments more secure, warn the public, make work on the electricity grid safer and protect birds from colliding with power lines.

Focus areas



After completing a materiality analysis, we categorised the results into three focus areas that we will continue to work on. Each focus area has associated strategic and long-term goals, planned activities on an annual basis and a metric against which we can evaluate our progress.

From Bjursås to the world

How we develop our production



Hammarprodukter's success is about combining the local with the global. From our production in Bjursås, we supply to distributors in around 30 countries, where close collaboration and long-term relationships are crucial – both internationally and at home. By developing products and machines in collaboration with our partners, many of them in our local area, we create innovative solutions that are specifically designed to meet our customers' needs.

As a manufacturer, we have a big responsibility for guaranteeing safe, resource-efficient production, taking both the local environment and global challenges into consideration. The fact that we have control over our own production allows us to actively contribute to the UN global goals on responsible consumption and production. We are thus able to help solve wider communal challenges.

In production, we are constantly working to optimise our use of resources, guarantee high quality and improve our methods and choice of materials. But we want to do more. To meet the challenges of the future, we need to make our production more resilient, adapt to a changing world and reduce our impact on the climate and the environment, while continuing to deliver products of the highest quality.

What we will do

Strategic goals

Reduce our greenhouse gas emissions

Develop our manufacturing processes

Reduce our consumption of resources and use of chemicals

How we will achieve our strategic goals

Activities in 2025

Calculate greenhouse gas emissions for Scope 1 and 2*

Development projects for manufacturing

Map out consumption of resources

^{*} We will begin the work of calculating our greenhouse gas emissions in 2025. This will provide us with valuable supporting data for future improvements as well as relevant information for our partners. We start by mapping Scope 1 and 2 and we will also include Scope 3 in the longer term. By including Scope 3, we obtain a more comprehensive view of our impact on the climate, particularly since it is estimated that much of Hammarprodukter's environmental impact derives from purchase of materials such as aluminium, paint, varnish and other chemicals.

The footprint of aluminium

We manufacture many of our products from aluminium. It is a metal that has many advantages, but whose production also poses major challenges. For a long time now, we have been making a great effort to economise on materials and reduce waste from our own production in order to save resources.

"Efficient use of materials has always been important to us. Since aluminium is an expensive material, we have always tried to reduce waste and use as much of the sheet metal as we can. In the end, it has had a positive effect, both on finances and on the environment," says Peter Tysk, Head of Production at Hammarprodukter.

Aluminium is a resource-intensive metal to produce, though it is also 100 per cent recyclable. Recycling aluminium requires less electricity and water than new production and also emits less carbon dioxide than primary aluminium. Our impact on the climate is therefore largely affected by the type of aluminium we purchase, in terms of how much electricity has been used in producing it.



Peter Tysk, Head of Production at Hammarprodukter.

Today, we mainly purchase from Finland and the Netherlands, where we are engaged in continuous dialogue with our suppliers to find materials that give rise to fewer emissions. We take a positive view of the continuous development of more alternatives with a smaller impact.

Efforts to reduce our impact on the climate and the environment

In 2023, we reduced the dimensions of the posts by 5 mm (around 16 per cent) in order to save materials and reduce the weight. This has made the posts easier to handle and has also reduced emissions when they are being transported.

The decals were redesigned in 2024 in order to reduce the number of steps in their manufacture. This has resulted in a significantly shorter manufacturing time and has also reduced our use of materials.

We have developed a number of initiatives to save energy, heating and ventilation. These include initiatives to reuse heat and install energy-saving windows. We have been reusing the protective plastic from our sheet aluminium for packaging in our deliveries for a long time now and we combine shipments of goods as often as possible.

We take the local environment into consideration to a great extent by running as clean a business as possible – from strict controls on handling of chemicals to keeping everything clean and quiet around our properties in Bjursås.

We currently use 100% renewable electricity in our production in Sweden.

The challenge of chemicals - Vision Zero by 2030

We have effective controls in our handling of chemicals to ensure that our employees and surroundings are safe. In production, we are also trying to phase out paints and varnishes containing substances that are hazardous to health. We take this challenge very seriously and we will have completely eliminated them from our production by 2030.

By reviewing our processes, we have now reduced the proportion of thinner by 33% and are continuing work to produce a range of alternatives, while at the same time focusing on training, health checks, air checks and other work environment measures to deal with these substances until we can phase them out completely.

We have set up measurement points to continually check breathing air and we are actively working to achieve good ventilation. We are also continuing to work on reducing the use of paints and varnishes per product. For example, we have invested in a paint gun that gives more paint on the signs and less in the filter.

Electricity consumption	2022 (kWh)	2023 (kWh)	2024 (kWh)
Sweden	228,875	239,567	205,669
Estonia	15,258.8	20,242	16,422
TOTAL	244,133.8	259,809	222,091

Water	2022 (m3)	2023 (m3)	2024 (m3)
Sweden	337	408	357
Estonia	42	48	37
TOTAL	379	457	394

Heating	2022 (kWh)	2023 (kWh)	2024 (kWh)
Sweden	304,115	316,916	268,501
Estonia	31,300	30,639	28,829
TOTAL	335,415	347,555	297,330

We only use secondary materials for our aluminium posts.

Long-term relationships are the foundation for success

Long-term relationships have always been a cornerstone of Hammarprodukter's business. We know our customers and partners well and many of them have been with us for decades. As far as we are concerned, every customer, supplier and employee forms part of a larger network in which we regard every relationship as a partnership to be nurtured and developed over time.

It is the personal aspect that makes the difference. We build trust and loyalty by being open and honest. We endeavour to do the right thing at all times, towards our customers, our suppliers and one another. Treating everyone with respect and delivering what we promised has resulted in repeat customers. Fundamentally, it is about building for the future rather than taking the quickest path to success.

Liselott "Lisa" Holmgren, Head of Marketing at Hammarprodukter.

"We don't do business with companies, but with people. The whole company is permeated by the idea of taking care of the people, I think that's fantastic. It's also reflected in the fact that once we've gained a customer, we have that collaboration from then on. Every few years, we meet up with our 30 or so foreign distributors and it feels like a small Hammar family," says Lisa Holmgren, Head of Marketing.

"We don't do business with companies, but with people"

"There are a lot of different elements that, together, generate confidence in us as a supplier. Honesty and trust are important, and it must be clear what Hammarprodukter can help with and what it can't – what falls within our specialist area. Comprehensive solutions have also become increasingly important and the fact that, as a one-stop supplier, we are able to take care of the entire process gives our customers confidence," says Börje Lundkvist, Head of Sales and Marketing, Sweden.

Transparency in our work

To go up a gear in our sustainability work, we must improve access to information about our products and our business. Our activities in 2025 will include beginning work on Environmental Product Declarations (EPDs), evaluating our business according to EcoVadis and increasing the number of suppliers signing our code of conduct. This will allow us to showcase our business in a clear, simple way.

All of this will provide us with insights that can form the basis for better decisions. It will also provide our stakeholders with the sustainability information they require. We will thus be able to communicate reliable information on the sustainability and benefits of our business, while making the business even better. We hope to be able to share many things we have learned on the way to our goal.

What we will do

Strategic goals

Improve access to sustainability information
Increase our certifications
Control of our suppliers

How we will achieve our strategic goals

Activities in 2025

Begin work on EPDs (Environmental Product Declarations)

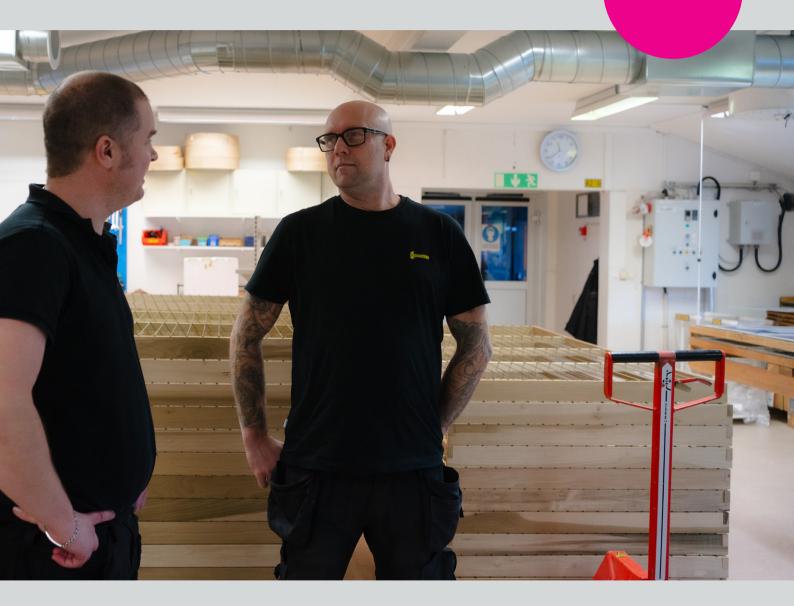
Undergo an EcoVadis assessment

100% of our suppliers have signed our code of conduct

A sustainable working life

At Hammarprodukter, we work actively to create a safe, healthy workplace. As far as we are concerned, a sustainable working life means that we prioritise health, that we trust one another and that we work together we build a solid community. It is also important for us to establish conditions for a satisfactory work/life balance. That will allow us to achieve job satisfaction and be healthy over time.

SUSTAINABLE WORKING LIFE



The following areas are particularly important in our work environment management:

Health Safety Participation Equality Innovation

What we will do

Strategic goals*

Systematically improve the work environment

Promote good health in the workplace

Actively work on equality and inclusion

How we will achieve our strategic goals

Activities in 2025

ISO 45001 certification for systematic improvement of the work environment

Prioritised initiatives to promote good health

Training for equality and inclusion

^{*}Statement of strategic goals: Our future work environment management is guided by our strategic goals, which will further improve our everyday work. We will continue to prioritise good health in the workplace by maintaining and developing the initiatives that are already in place. A sustainable company is based on equality and includes all employees in what is going on and any decisions made. That means that we can also continue to be a workplace for a sustainable working life in the future.



"Health is incredibly important to us and is taken into consideration in every aspect of our everyday work. It is about pure physical health and also about feeling good together and taking care of one another," says Katarina Saxvall, Deputy CEO and Head of HR at Hammarprodukter. She goes on:

"Health is incredibly important to us"

"We normally talk about the "Hammar Spirit", by which we mean the family feeling we have at the company. We have a sense of togetherness whereby we help one another and respect and take care of one another. Because we need one another and we want to enjoy the time we spend together. We are one another's work environment. It's as simple as that, and, as the management, it is our responsibility to create the best possible environment to enable our employees to do their jobs."

Community is important

She gives the example of the communal breakfasts one day a week, which are followed by a staff meeting in which everyone takes part. All employees are also allowed health checks every year, physical fitness tests every two years, a massage every other week as well as a wellness allowance and health insurance.



Katarina Saxvall, Deputy CEO and Head of HR at Hammarprodukter

"It's important to have something fun to look forward to such as a Christmas dinner, a kick-off or a study visit. It results in happy staff who enjoy working together and who have the resilience to fight when work sometimes becomes an uphill struggle. The goal is for us to feel good, have a good time together and be healthy both at work and outside of work," says Katarina Saxvall.

A safe workplace

When it comes to safety, at Hammarprodukter we regard rules and regulations as minimum requirements. Our aim is to endeavour at all times to achieve an even safer and better-quality work environment, including through regular safety rounds 1–2 times a year and training, such as CPR and fire drills, for all employees. We encourage open dialogue and would rather point out risks once too often than not often enough.

Our systematic work environment management continues, with the focus on certification for ISO 45001. The GAP analysis for ISO45001 was carried out in November 2024 and work has now begun for certification by autumn 2025. From now on, we will integrate work environment management into our management system to get better at capturing and following up on measures that we want to implement. We will ensure that our premises are adapted to the stages carried out and we will lay the foundations to allow everyone to work together to improve the work environment.

How we work for equality, gender equality and inclusion

In order for us to feel comfortable and work as an effective team at our company, we prioritise cooperation, community and a thorough understanding of one another's tasks, responsibilities and roles. Equality and gender equality are of fundamental importance in this work. With a low staff turnover and a culture based on the "Hammar spirit" – whereby we help one another and keep our word – we create a strong, sustainable organisation which is characterised by job satisfaction, well-being and motivation.

We have been actively working on gender equality for a long time and we endeavour to have as even a gender balance

Employees in Sweden	2022	2023	2024
Number	24	27	26
Staff turnover	8.2	3.9	0.0
Average age	47.13	48.15	49.56
Accidents	0	2	1
Incidents	0	0	0
Attendance	95%	96%	94%
Overtime	714	529	590

as possible for various types of jobs. We are proud to have equal pay and good conditions for achieving a positive balance between work, private life and parenthood.

We want to carry out even more active work on participation from now on. As far as we are concerned, this means being a workplace where everyone feels welcome to be themselves, where we are inclusive, have a positive view of people and respect one another. We must also be able to discuss matters openly and give each individual the opportunity to develop and be part of decisions relating to the business.

Employees in Estonia	2022	2023	2024
Number	8	8	8
Staff turnover	0.0	0.0	0.0
Average age	42.25	43.25	44.25
Accidents	0	0	0
Incidents	0	0	0

Employees in Sweden in 2024

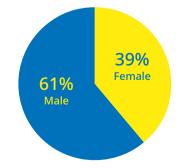
37%

40%

42%

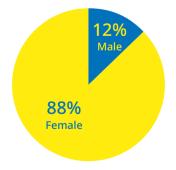
Utilisation level

of wellness allowance



2023 33% Female, 67% Male **2022** 38% Female, 62% Male

Employees in Estonia in 2024



2023 88% Female, 12% Male **2022** 88% Female, 12% Male



Focus on Bjursås

Supporting the local community

The Hammar family's business has been located in the village of Bjursås since the early 1900s. We share our history with the place we work in and we shape each other. We are therefore carrying out a number of initiatives to support the local community in different ways.

Consideration of the local environment

We support associations and individuals who mean a lot to the community. We have been sponsoring groups such as Bjursås IK Fotboll, a section of an association with over 600 members, and Bjursås Riding Club for a long time. The same goes for the siblings Isak and Elina Davidsson from Bjursås, who are now touring the world due to their talents at skiing and cycling.

"Our local sponsorship is intended to help turn interests, dreams and goals, which can't be achieved without financial support, into reality. This applies to associations as well as individuals."

Bjursås IK, Football

"New match kits for every team is a massive investment for us. In general, playing sports costs money and we'd like to keep the fees down so as many people as possible can take part. Nor do we want our members to have to work to bring in money – and the sponsorship is therefore important to make that desire a possibility. At some point in the future, we'll need to renovate our arena and then the external support will be crucial," says Terese Svanberg, Chair of Bjursås IK Fotboll.

Elina, Mountain Biking

"It means an tremendous amount. It means the difference between doing this sport, which is fairly expensive, and not doing it. The bikes are expensive and things break. I also get the opportunity to travel to all the competitions, which is absolutely fantastic."

"I'm keen to go cycling in Canada next summer to see how that could help my cycling to develop. Otherwise, I want to carry on competing abroad. It's so much fun to be able to experience different countries and awesome natural surroundings through cycling," says Elina Davidsson

Isak, Freestyle Skiing

"The contributions for travel over the past seven years have allowed me to fulfil the dream I've had for a long time – to ski as much as possible throughout the world. I wouldn't have been able to do it without Hammarprodukter's support."

"My goal is to make it to the Olympic Games in Italy in 2026 – that would be a lot of fun! As well as that, I want to carry on skiing and have as much fun as I can and keep my body fit," says Isak Davidsson.





We are involved in marking out the electricity grid of the future. You can read more in our very first sustainability report about how we apply sustainable enterprise in practice. In the report, you will find out about our current situation, our initiatives and our goals to continue to improve our business – for your safety and for the safety of others.

Join us on the journey – together for the future.

