

Sustainability Report 2025



Activities in 2026

Impact on the climate and the environment

- Calculate greenhouse gas emissions for Scope 1 and 2
- Develop manufacturing
- Map out consumption of resources

Reliable supplier

- Begin work on EPDs (Environmental Product Declarations)
- Undergo an EcoVadis assessment
- 100% of our suppliers have signed our code of conduct

Sustainable working conditions

- ISO 45001 certification for systematic improvement of the work environment
- Prioritised initiatives to promote good health
- Training for equality and inclusion



The sustainability report refers to:

AB Hammarprodukter, Sverige and its subsidiary Hammarprodukter OÜ, Estonia for 2025

Number of employees: 34. This report presents the sustainability work being carried out at the parent company AB Hammarprodukter i Sverige. For administrative reasons, the ISO certifications only apply to the parent company.

60 years of responsible entrepreneurship



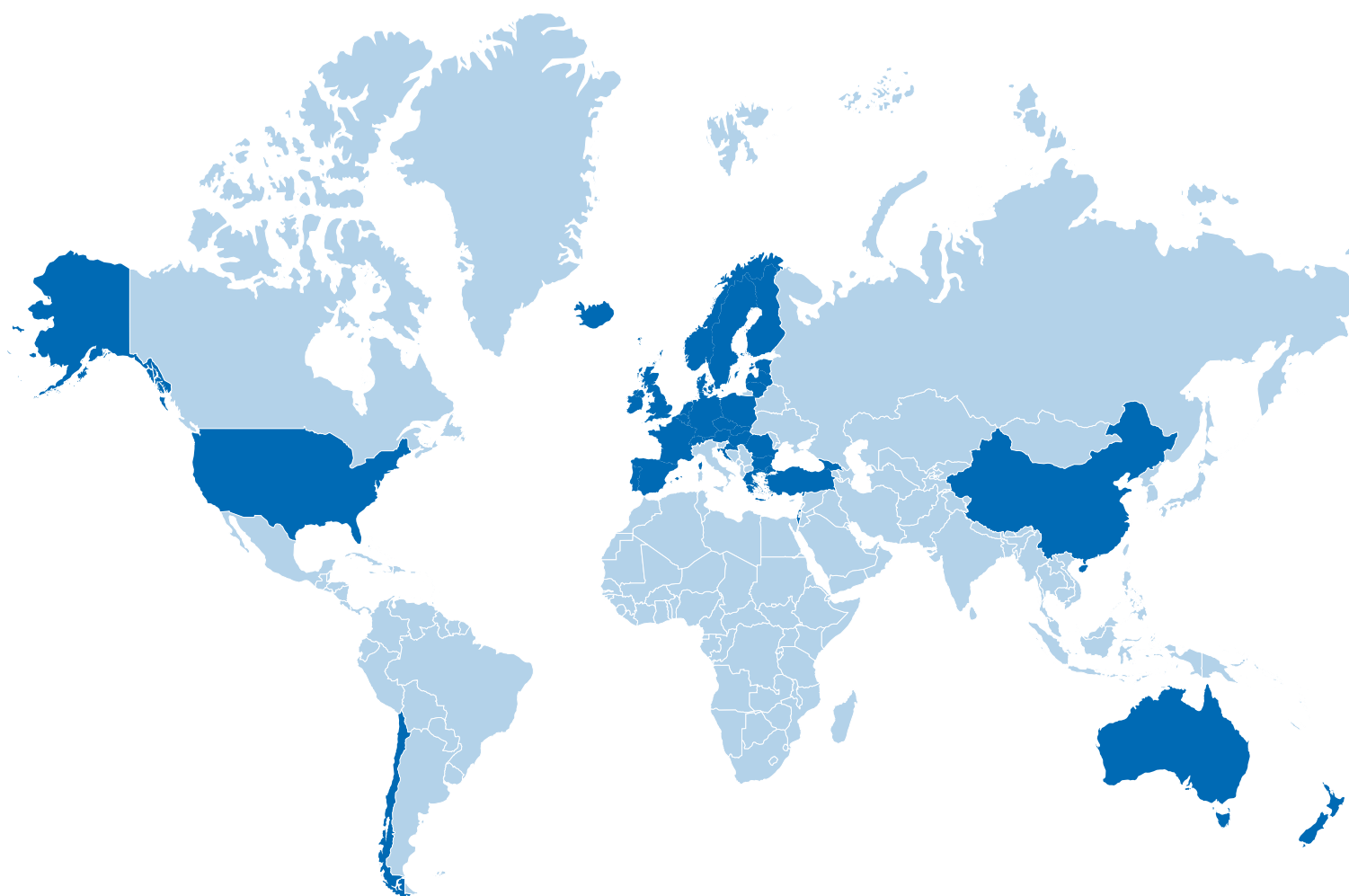
Hammarprodukter is celebrating its 60th anniversary this year. We have aimed to develop products in a sustainable, user-friendly way since the company began in 1965. Another common thread is our good relationships – our “Hammar Spirit” – based on cooperation and consideration for one another. That is also why this year’s sustainability work has been so successful: the whole company has contributed.

As a safety solutions company, we develop signs, marking systems and bird protection that help both people and animals to avoid danger. That means that our mission is both important and a huge responsibility. We want to develop at a pace that is consistent with a long-term approach and that is well thought-out, while at the same time continuing to reduce our impact on the climate and the environment. We also want to continue being a reliable supplier and to establish working conditions in which people feel comfortable and healthy.

These are the three areas we have been working on together in 2025 on the basis of our first sustainability strategy. The results are clear: we have achieved our goals, improved our production and generated greater consensus and cohesion within the organisation. This shows that it is possible to make a big difference to the environment, even in a small company – which is appreciated by our customers and partners around the world.

We have also welcomed new employees during the year. We are proud of all the expertise we now possess at our company and we are grateful to all the former colleagues who laid the foundations for our development. We are now continuing to strengthen Hammarprodukter as an exemplary supplier and an attractive employer, with a work environment that is characterised by our positive spirit.

Lars Hammar, CEO of Hammarprodukter



A global company in Dalarna

Hammarprodukter is a niche manufacturer of signs, marking systems and bird diverters. We are located in Bjursås – just north of Falun in Dalarna – and we supply our products to around thirty countries throughout the world. Our signs are made to be noticed, for your safety and the safety of others.

Our success stems from strong values and the efforts of all our 34 employees in Sweden and Estonia, as well as from close collaboration with loyal customers and suppliers. As Hammar employees, we are proud of our products, the “Hammar spirit”, which characterises the company in both its production and its work environment, and our partnerships.

Hammarprodukter is formed as a limited liability company.

1965



1972



A new factory building is built.

Lars Hammar takes over the company. New warehouse and office spaces are added.

1987



1996



New production facilities are built.

Lars Hammar wins the Municipality of Falu Entrepreneur of the Year award.

2003



2005



Hammarprodukter now has a subsidiary in Estonia (Hammarprodukter OÜ). Its main production consists of assembly of bird diverters.

Lars Hammar wins the Dalarna Business Leader of the Year award at the Dalarna Business Gala.

2008



2011



Hammarprodukter is awarded a Triple A diamond (the highest credit rating for a Limited Liability Company). We have had the same credit rating since 1991.

Hammarprodukter wins the EY (Ernst & Young) award for the Year's Best International Growth for Region Svealand. For the following reasons: "His visionary long-term perspective has enabled him to create a company with the whole world as its market, with over 60% of the company's products being sold to foreign customers.

2014



2018



Lars Hammar receives the Dalarna Company of the Year award at the Dalarna Business Gala.

More new warehouse and production facilities are inaugurated.

2019



2020



Hammarprodukter OÜ moves to new, larger facilities.

A new office is inaugurated.

2021



2022



The old office becomes a workshop and more machinery is installed.

The company currently has 34 employees, with 28 working in Bjursås and 6 working in Kuressaare.

2025



2025 – an investment in sustainability

We have expanded our sustainability work in 2025. When we evaluate this year's goals and activities in the strategy, we see that progress is clearly being made. A lot is already in place and we are now carrying on with the work to reduce our environmental and climate footprint, improve our position as a responsible supplier and establish good working conditions.

Despite the fact that Hammarprodukter is a small company, we have chosen to invest heavily in sustainability, in terms of both human resources and time. We used a sustainability strategy as a basis for the first time in 2025, with three focus areas, set goals and planned activities.

"A lot of the work done in 2025 was about putting things in place, such as ISO certifications, procedures, policies, check lists and data collection. However, that administrative work has also served as a solid foundation to enable us to improve and now we know what we need to do in future," says Linnéa Henriks, Sustainability Manager at Hammarprodukter.

Being one step ahead

During the year, information on the requirements for EU sustainability reports has gone back and forth. Even though

Hammarprodukter is not directly affected by EU requirements, we are still affected as a supplier to larger companies.

"We want to be one step ahead and have everything in place because our customers will demand data, information and traceability from us later on. It is an acknowledgement that our work has progressed, that we've done our homework, obtained the information and can now respond more quickly to any questions we get," says Linnéa Henriks.

A clear model

The model involving our three focus areas: environmental and climate footprint, reliable supplier and sustainable working conditions, has worked well during the year. Within these areas we have set strategic goals and carried out planned activities with everyone in the company taking part.

"The fact that all employees have actively participated in the sustainability work from the start has been crucial. We have really prioritised this and it just feels right! Everyone can see the changes we've made and the good results they've given rise to," says Katarina Saxvall, HR Manager and Deputy CEO of Hammarprodukter.

New goals for 2026

We're now drawing up new goals and activities for 2026 and we'll continue to develop them in the same way as before. One important aspect of this is also the fact that the sustainability strategy and marketing plan go hand in hand and help each other to progress.

"We're pleased to have ticked off a lot of things on the list and I think that a lot of people feel proud of the fact that we're already seeing results from the efforts we're making. The important thing now is to keep up the momentum, because sustainability work takes time and also because we need to adapt quickly," says Linnéa Henriks.



Linnéa Henriks,
Sustainability Manager

Our three focus areas

Our sustainability work is founded on the materiality analysis carried out in 2024 on the basis of Agenda 2030 and the global goals. We have continued to work on our three focus areas as well as on the set goals, activities and metrics in each area. That work is showing clear results.

Agenda 2030 is an international standard for sustainability work. In our materiality analysis, we chose which of the 17 global goals are relevant to us at Hammarprodukter based on the company's priorities and the areas where we can make the biggest difference. This was filtered down into our three focus areas.

**IMPACT ON THE
CLIMATE AND
THE ENVIRONMENT**

**RELIABLE
SUPPLIER**

**SUSTAINABLE
WORKING
CONDITIONS**

Clear themes make the work specific

These three areas, with their associated goals and activities, have now been implemented during the year. They have formed the basis for our work in the management system, where measurable milestones and timed activities have been distributed among various persons in the organisation. One important aspect of the work is the fact that everyone at the company has been involved and has provided input on what needs to be done.

"Our three themes have served as a very good basis for our work. When we focus on our themes instead of on the wide-reaching global goals, it simplifies matters and makes it easy for everyone to understand what we're doing and why. We talk about these things repeatedly and it's become a common language for us all," says Linnéa Henriks, Sustainability Manager at Hammarprodukter.

"The fact that we have translated our themes to specific activities makes it easier to understand what we must do and helps us stay on course throughout the year.



THE GLOBAL GOALS

**3 GOOD HEALTH
AND WELL-BEING**



**4 QUALITY
EDUCATION**



**8 DECENT WORK AND
ECONOMIC GROWTH**



**12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION**



**15 LIFE
ON LAND**



New role streamlines work

In the spring, Roel Slenders was hired for a completely new role at Hammarprodukter – Product Systems Manager. His work includes streamlining processes and improving flows in both production and warehousing, which has resulted in proposals for waste reduction and a better working environment.

The first step in developing product systems was to map out the manufacturing process and the tasks of everyone at the company in detail. Roel then created a case management system in which everyone is able to report deviations in production and processes to enable the fault to be avoided next time.

"It works really well! We've been alerted to a large number of deviations, which is needed since we started from scratch. People must dare to report anything that's not working as well as it could be, whether it's major or minor. That's the only way we can become more efficient, by basing decisions on facts instead of intuition. I think this work is great fun because I enjoy analysing what works and what doesn't," says Roel Slenders.

At present, he is looking at how the print shop can be made more efficient. Changing the plate size has made it possible to reduce waste when cutting out the plate. He is also looking at how to speed up stages of processing with chemicals in order to reduce exposure.

"I'm delighted with the positive response from all my colleagues. It's fun to get everyone on board and see changes and improvements actually taking place within a short time. We have productive discussions in which we highlight things from different angles. I can see great benefits deriving from this, both for more efficient production and a better working environment," says Roel Slenders.



Roel Slenders, Product Systems Manager

What we will do

Strategic goals

Reduce our greenhouse gas emissions

Develop production

Reduce our consumption of resources and use of chemicals



How we will achieve our strategic goals

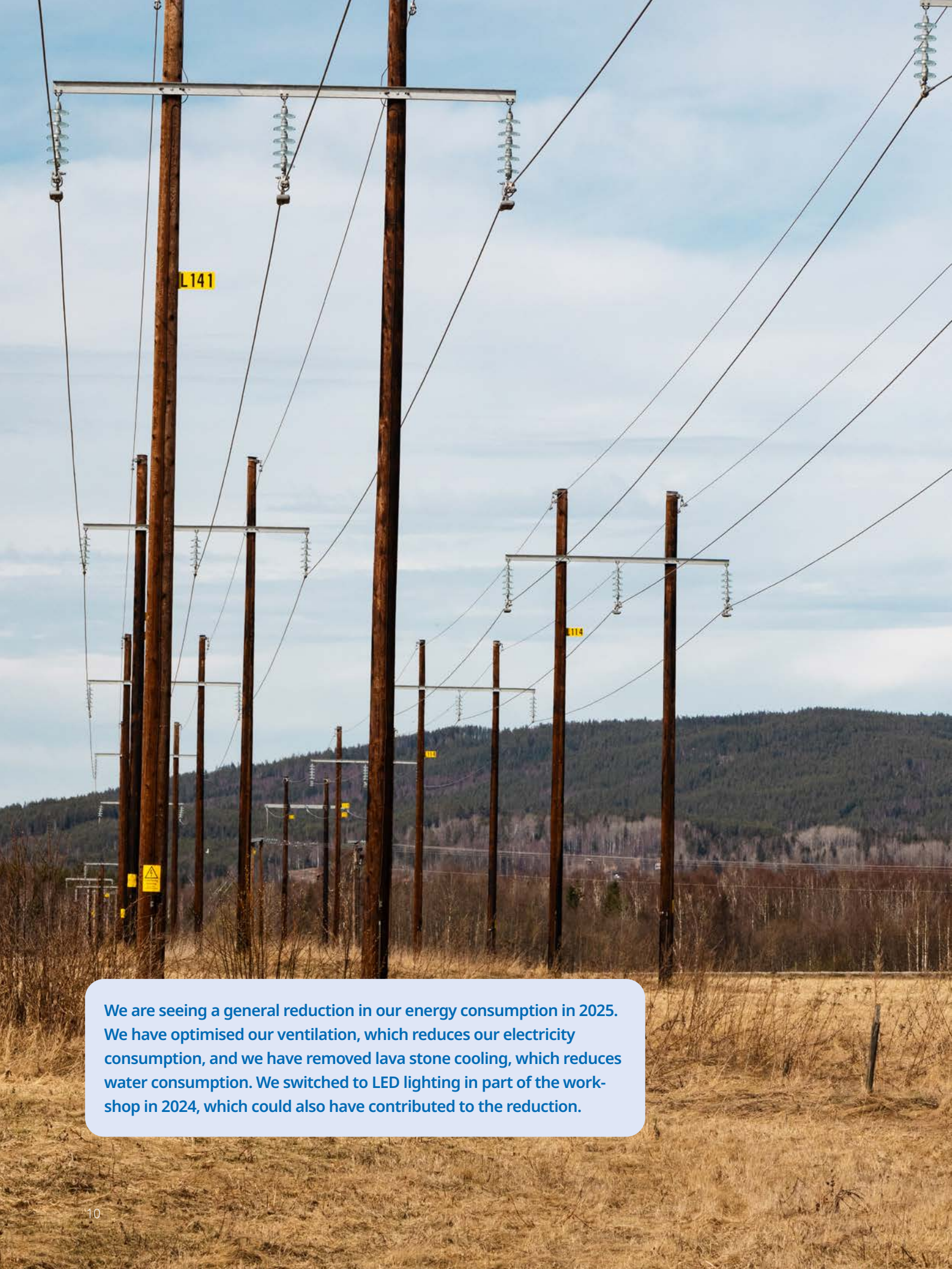
Activities 2026

Continue to calculate Scope 1 & 2*

In the case of new processes, investments and policies,
include reduced CO₂e in decisions.

Investigate alternative production methods and materials.

** In 2025, we started work on calculating emissions according to the GHG Protocol. That means that we keep to the standard used for accounting of greenhouse gas emissions. We have started with scope 1 and 2 and hope to be able to include these in next year's report. We are also continuing to work on collecting data for scope 3, which contains the largest emissions for our operations.*



We are seeing a general reduction in our energy consumption in 2025. We have optimised our ventilation, which reduces our electricity consumption, and we have removed lava stone cooling, which reduces water consumption. We switched to LED lighting in part of the workshop in 2024, which could also have contributed to the reduction.

Energy consumption (MWh)

Electricity consumption	2023	2024	2025
Sweden	221	196	178
Estonia	20	16	17

Heating	2023	2024	2025
Sweden	317	269	255
Estonia	31	29	23
Total heating	348	298	278
Total energy consumption	589	510	473

Change Energy consumption	2023	2024	2025
Sweden	-	-13.6%	-6.9%
Estonia	-	-11.8%	-11.1%
Total change	-	-13.4%	-7.3%

Water (m3)	2023	2024	2025
Sweden	333	311	192
Estonia	48	37	42
Total water consumption	381	348	234

Change Water consumption	2023	2024	2025
Sweden	-	-9%	-33%
Estonia	-	-23%	14%
Total change	-	-9%	-33%

We purchase 100% renewable electricity for our production in Sweden. We have improved our calculations for 2025 and therefore, to enable us to compare correct figures, we have adjusted previous years' figures so they correspond to actual consumption. For example, electricity consumption was previously calculated for more properties than were included in our operations, which would therefore have resulted in a misleadingly large reduction compared to 2025.

Greater transparency and credibility

During the year, we strengthened our ability as a reliable supplier through greater transparency, independent verification, clear ethical frameworks and a strengthened sales team.

We have worked on the Environmental Product Declaration (EPD) and the EcoVadis sustainability assessment in 2025. That makes it easier for our customers to make informed decisions based on transparent and comparable sustainability data. The certifications serve as an important support in sales work and strengthen our role as a credible long-term partner.

“The EPD has been in existence for a long time, but not everyone has adopted it. I would say that we are quite an early adopter and that it strengthens our role as a reliable, transparent supplier. Introducing it involves a lot of work, but it'll get easier over time,” says Börje Lundkvist at the Sweden sales and marketing department.

A new code of conduct was also completed at the end of the year. It provides clear guidelines for how we work, build relationships and carry on business. The code creates a common foundation for professional, fair and responsible action and is an important tool that enables us to carry on being a reliable supplier throughout the world.

Stronger sales department and new markets

During the autumn, we strengthened the sales department, adding Henrik Petterson as a business developer. We have also entered new markets in Sweden during the year, including a large order from Karlskrona Municipality. 16,000 signs from Hammarprodukter will be put up on the municipality's street lighting posts.

Several major fairs have been booked for 2026, including the Onninenmässan trade fair in six different locations at the beginning of the year, a bird conference in Slovakia and EBR Method and Machine Days for electricity network companies.

“These are important opportunities to make contacts in the industry. The fairs are good meeting places for discussing



Börje Lundkvist, Sales and Marketing Sweden/Technical Support



Henrik Petterson, Business Development

solutions that can generate new products for the entire industry. They also give you a chance to talk to existing customers about customer satisfaction,” says Börje Lundkvist.

“Overall, in 2025 we laid the foundations for an even stronger sales department that is now able to take our solutions to new markets and help us achieve a more positive impact in the industry,” says Börje Lundkvist.

What we will do

Strategic goals

Improve access to sustainability information

Extend our certifications

Control of our own suppliers



How we will achieve our strategic goals

Activities in 2026

Continue to work on EPDs
(Environmental Product Declarations)*

Improve the Ecovadis assessment
Increase the number of suppliers who have signed our
Code of Conduct.**

**In 2026, we will carry on the work of producing Environmental Product Declarations (EPDs). Data has been collected and we are preparing to produce a first EPD during the year. We will continue to improve our EcoVadis score by developing our work on the environment, ethics, work environment and human rights, as well as sustainable purchasing. Our suppliers are extremely important to us and we will continue the dialogue with them to secure deliveries and meet the challenges they face. We also want to increase the proportion of suppliers who have signed our code of conduct, the long-term goal being 100%.*

*** The new code of conduct was completed at the end of 2025. The first survey included 20 of our most important suppliers in strategic terms.*

Initiatives to promote health and safety at work

In 2025, we focused on the ISO work environment certification, new safety representatives and protective equipment as well as training in psychological safety for the entire workforce. "It's proof that we're working along the right lines when it comes to the work environment," says Katarina Saxvall, Deputy CEO and Head of HR at Hammarprodukter.



place, including a work environment policy, a safety committee and the set goals we must achieve," says Katarina Saxvall.

This includes the introduction of two new safety representatives on the workshop side, where the biggest work environment risks are. New protective equipment has also been purchased and personnel have tried out fresh air masks and received a briefing on how to look after their equipment properly.

Initiatives to make the "Hammar Spirit" even stronger

During the autumn, the entire workforce were also given a short training course in psychological safety. It is mainly about how we treat one another and group discussions were held on different situations in which misunderstandings can arise.

"We take care to monitor how everyone is getting on at work and we want to maintain our "Hammar Spirit" of help and respect for one another. This includes giving one another the benefit of the doubt, learning from our mistakes and moving on, without dwelling on things that have happened. It is important to have these opportunities to discuss roles, who does what and to be able to say what you think, because we sometimes see things differently," says Katarina Saxvall.

Four new employees were taken on at Hammarprodukter during the year, contributing new skills and experience to strengthen the team.

"It really is fun! We have a fantastic gang now, with a good combination of people who've been here a long time and people who've just joined, who can provide new perspectives. One challenge we have when it comes to developing a good sense of community is the fact that we are located in four different buildings and we will carry on working to overcome that," says Katarina Saxvall.

The goal of certifying the company according to ISO 45001, an international standard for work environment management systems, was established in autumn 2024. This was completed and approved without any deviations in summer 2025.

"It's about establishing the same solid structure for our work environmental management that we have for our environmental and quality work. The fact that we were given a deadline for the work will also push us into getting everything in

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 2026

Systematically improve the work environment focusing on noise levels and ergonomics.

Prioritised initiatives to promote good health

Training for equality and inclusion

**Statement of strategic goals: Our future environment management work 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.*

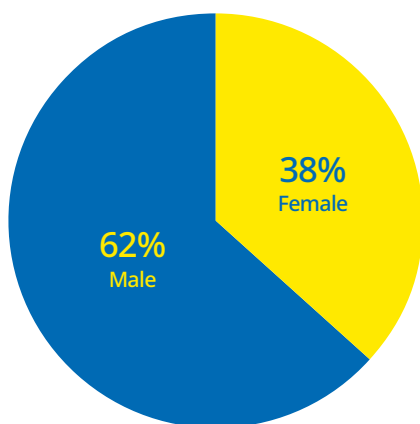


Lisa Holmgren, Head of Marketing/Sales and Marketing Export

Employees in Sweden	2023	2024	2025
Number	27	26	28
Staff turnover	3.9	0	3.64
Average age	48.15	49.56	49.28
Accidents	2	1	3
Incidents	0	0	0
Attendance	96%	94%	96%
Overtime	529 hours	590 hours	773 hours
Utilisation level of wellness allowance	40%	42%	42%

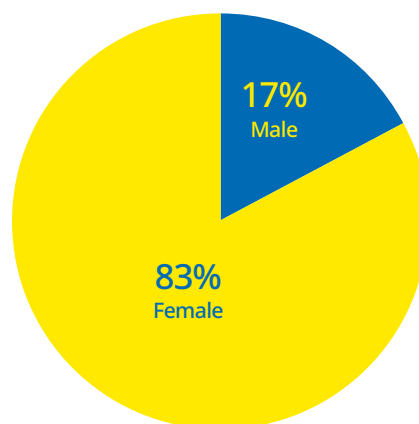
Employees in Estonia	2023	2024	2025
Number	8	8	6
Staff turnover	0	0	28.6
Average age	43.25	44.25	47.33
Accidents	0	0	1
Incidents	0	0	0

Employees in Sweden in 2025



2024 39% Female, 61% Male
2023 33% Female, 67% Male

Employees in Estonia in 2025



2024 88% Female, 12% Male
2023 88% Female, 12% Male

We are growing

We have engaged more office staff and are focusing on business development and developing our product and business system. The staff turnover is still low. Overtime among office staff has decreased, though it has increased in the workshop. The reasons for this increase include large orders with short delivery times, combined with delays in deliveries of raw materials to us.

As a result of the three accidents occurring in 2025, we have reviewed and introduced better procedures where needed. We continue to be meticulous when it comes to safety and inform one another about risks and when procedures are improved in order to minimise all types of accidents. At the end of 2025, we increased the number of safety representatives to two. They are involved in conducting risk assessments, updating procedures and carrying out our safety rounds.

Health and safety

We are seeing a slight increase in attendance, which is positive. We continue to invest in annual health checks for our employees and have extended the health checks to 2026 to allow everyone to receive additional information, support and monitoring of their own health. With our investment in health, we also hope that more people will take advantage of the wellness allowance and above all that everyone will be healthy and feel good.

Feeling good and feeling healthy also go hand in hand with taking care of one another, working together and being able to cooperate – we are each other's work environment. Our gender and age distribution results in a mixed group of employees who are able to learn from one another.

New safety representatives

Two new safety representatives were appointed in 2025 as part of the new ISO certification. Erik Bark works in the print shop and Johanna Lindh works on assembly in the workshop. Their main task is to represent colleagues in work environment issues and ensure that the workplace is safe and healthy.

Both Erik and Johanna have worked for Hammarprodukter for a long time – 32 and 21 years respectively. That means that they have a good overview of the workplace, production and the possible risks that exist in the work environment. As safety representatives, they are key persons when it comes to creating an even safer workplace in which everyone feels comfortable.

"I enjoy being a safety representative. In terms of the work environment, we are doing well, but there's always room for improvement. Basically, it's a question of thinking about safety and taking care of both ourselves and one another and situations in which we all need help," says Erik Bark.

They have only been safety representatives since the beginning of the autumn, so at first it is mostly about getting to know the work. However, they have already had time to start up safety rounds, replace all dressings, install a defibrillator and review fire protection. CPR training for the personnel is planned for next year.

They think it's good to have two safety representatives, because four eyes see more.

"It also means that there are more people available to talk to and colleagues can choose who they want to go to," says Johanna Lindh.



Erik Bark.



Johanna Lindh.





The leisure committee “Dangerously nice” generates happiness at work

Enjoying one another's company and also doing things together outside work has always been important to Hammarprodukter. For that reason, in 2025 we adopted an initiative to set up a leisure committee consisting of Roel Slenders, Head of Product Systems, and Martina Sundqvist, who works in logistics and delivery, among others.

“The purpose of the committee is to enable us to do more fun things both at work and outside work to bring us together even more. The fact that we work in four different buildings means that there is sometimes a slight division between office staff and production staff and this is one way for us to mix a bit more,” says Martina Sundqvist.

A Midsummer lunch is usually organised every year on the Thursday before Midsummer. This year, we expanded it with a quiz walk involving tastings of cheese, beer and fizz and fun questions on the way up to Dössberget, as well as games during lunch in which the answers were revealed.

Hammarloppet was organised in the autumn with a closing dinner and a 60th anniversary celebration in which the entire personnel travelled to Järvsö for activities, good food and a spa.

The committee has invited requests from colleagues, so they now have a list of different activities to work through for 2026. The suggestions include fishing, hiking and barbecues, which have given the committee some new ideas.

“We want to come up with a range of different activities so a lot of people will want to join in. So far, more people have been involved in what we've arranged and it seems to be helping to bring people together more. Having fun together and feeling happy in the job is important, so I think this will do lot for us,” says Martina Sundqvist.



Martina Sundqvist, logistics and delivery.



Festkommittén
Livsfarligt
Trevligt



Focus on Bjursås

The Hammar family has been active in the village of Bjursås for 60 years. We share our history with the place we operate in and it is therefore important to us to support the local community in different ways.

Supporting the local community

Hammarprodukter supports both associations and individuals who mean a lot to the community. We have been sponsoring Bjursås IK Fotboll, a section of an association with over 600 members, and Bjursås Riding Club for a long time. The same goes for mountain biker Elina Davidsson from Bjursås, who has the opportunity, through us, to compete in Enduro all over the world.

“Our local sponsorship is intended to help fulfil interests, dreams and goals that can't be achieved without financial support. Supporting local sports makes Bjursås stronger and

a more attractive place to live”, says Lars Hammar.

We also choose local suppliers as much as possible in order to support the local business community here in Bjursås, around Falun and Dalarna.

Hammarprodukter will join with Bjursås Sparbank to sponsor a large-screen TV at Dössberget during the 2026 Olympics. It is an opportunity for us to get together in the village to cheer on our Swedish Olympic stars and maybe our hearts will beat a little faster for some Olympic stars.



More initiatives in 2025

- Sponsorship of a year 9 graduation ball at Bjursås school
- Family day at Dössberget with the Bjursås Local History Society
- A challenge with the Extra mile Challenge organisation to benefit Alzheimer's organisations
- Sponsorship of FIRST LEGO League - Team Citrin, which won the Champion award at the FLL in Dalarna in 2025 and progressed to the Scandinavian final in Stavanger/Norway.





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.



hammarprodukter.se