

#### ANNUAL GENERAL MEETING

#### TIME AND LOCATION

The regularly schedule Annual General Meeting will be held on Wednesday, March 20, 2002 at 6:00 p.m., in MIC-aulan, Polacksbacken, Hus 6 Rullan, Lägerhyddsvägen 2, Uppsala, Sweden.

#### **PARTICIPATION**

Shareholders who wish to participate in the proceedings of the Annual General Meeting must:

- be entered in their own name in the share register maintained by the Securities Register Centre (VPC AB) no later than by Friday, March 8, 2002; and
- notify the Company of their intent to attend in writing, preferably on the application form enclosed with the Annual Report, under address Beijer Alma AB, P.O. Box 1747, SE-751 47 Uppsala, Sweden, or by telephone +46-18-15 71 60, telefax +46-18-15 89 87, e-mail info@beijer-alma.se or via the Company's Website www.beijer-alma.se, no later than by March 15, 2002 at 4:00 p.m. Such application must include the name, personal or corporate identity number, the number of shares represented and the applicant's telephone number.

Shareholders whose holdings are registered in the name of a nominee must have their shares registered in their own name with VPC in order to be entitled to participate in the proceedings of the Annual General Meeting. Such registration must be completed no later than by Friday March 8 2002

Shareholders who wish one or two assistants to participate in the proceedings of the Annual General Meeting must provide notice of their intention to do so in the manner and within the time applicable to shareholders.

#### DIVIDEND

The Board of Directors has proposed a dividend of SEK 2.00 per share. The proposed record day for dividends is Monday, March 25, 2002. Provided that Annual General Meeting resolves to approve the proposal, dividends are expected to be distributed by VPC beginning March 28, 2002

#### **AGENDA**

A complete agenda and proposals may be obtained from Beijer Alma by telephone +46-18-15 71 60, telefax +46-18-15 89 87, e-mail info@beijer-alma.se. This information is also available at www.beijer-alma.se.

#### **MISCELLANEOUS**

The accounts and audit report will be available from Wednesday, March 6, 2002 at the Company's offices, Dragarbrunnsgatan 45, SE-753 20 Uppsala, Sweden. These documents will be mailed to shareholders who so request and give their address.

#### INFORMATION SCHEDULE

Beijer Alma will publish financial information for 2002 as follows:

March 20 Annual General Meeting

April 29 Quarterly Report
August 9 Semi-annual Report
October 30 Ouarterly Report

February 2003 Financial Report for 2002

March 2003 Annual Report

- Revenues were MSEK 1 320 (1 133).
- Profit after net financial items was MSEK 2.0 (110.1).
- Earnings per share after standard taxes were SEK 0.28 (19.06).
- Capital expenditures, not including corporate acquisitions, amounted to MSEK 116 (114).
- A reduced dividend of SEK 2.00 is proposed (4.00).
- The largest single business segment was telecom, which accounted for 19 percent (27) of revenues.
- The sharp downturn in telecom had a negative impact on sales and earnings.
- Action programs and restructuring have been implemented to adjust costs to a lower level of demand.
- The acquisition of Elimag AB was completed during the year.

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# OPERATIONS AND STRATEGY 2001

#### THIS IS BEIJER ALMA

Beijer Alma AB (publ) is an internationally active industrial group focused on production of components for customers in high-technology sectors. The business concept is to acquire, own and develop small and medium-sized companies with good growth potential. The aim is to create competitive company groupings in selected market segments through active, long-term strategic and development work, as well as through investments and complementary corporate acquisitions. In each segment the Group's companies focus on developing strong relationships with customers that can offer growth and profitability.



The Group is primarily comprised of industry-leading technology companies with good growth potential. In 2001 Beijer Alma consisted of the following wholly owned subsidiaries:

*Habia Cable AB*, one of Europe's largest manufacturers of specialty cable for applications in telecommunications, transportation, nuclear power and defense. Research and development is conducted in Sweden, while production facilities are located in Sweden, Germany and China. Sales in 2001 reached MSEK 454.8. The number of employees was 407.

*Lesjöfors AB*, a full-range supplier of standard and specially produced industrial springs, wire and flat strip components. The company is a dominating player in the Nordic Region and one of the larger companies in its sector in Europe. Lesjöfors has manufacturing operations in Sweden, Denmark and Finland. Sales in 2001 reached MSEK 566.1. The number of employees was 483.

*Elimag AB* conducts high-speed machining of aluminum and assembly work for customers in telecom, defense, medical equipment and other high-tech sectors. Sales in 2001 reached MSEK 205.8. The number of employees was 121.

*AB Stafsjö Bruk* develops, manufactures and markets knife gate valves for the process industry. The company is internationally active and sells its products globally. Sales in 2001 reached MSEK 91.4. The number of employees was 62.

Beijer Alma is listed on the O-list of the Stockholm Stock Exchange (ticker BEIAb).

#### KEY FINANCIAL INDICATORS

	2001	2000	1999	1998	1997
Net revenues, MSEK	1 320	1 133	1 031	1 072	940
Profit after net financial items, MSEK 1)	2.0	110.1	75.7	92.9	87.5
Shareholders' equity per share, SEK	64	60	53	49	43
Dividend per share, SEK	2,00 2)	4,00	3,50	3,25	3,00

<sup>1)</sup> Not including items affecting comparability.

# Subsidiaries' portion of total invoicing



#### Articles about Beijer Alma

January 22, 2001 Ekonomi24 "More acquisitions ahead for sprawling Beijer"

February 14, 2001 Ekonomi 24 "Record profit for Beijer Alma"

February 28, 2001 Affärsvärlden "Anders Wall is catching up"

March 22, 2001 Dagens Industri "Beijer expecting better earnings"

March 30, 2001 Upsala Nya Tidning "Beijer Alma raises profit"

May 14, 2001 Börsveckan "Beijer Alma share undeservedly boring"

June 25, 2001 Veckans Affärer "Several legs to stand on when telecom slides"

August 9, 2001 Ekonomi 24 "The telecom crisis hurts Beijer Alma"

August 10, 2001 Dagens Industri "Telecom crisis hurts Beijer Alma"

#### Research report during 2001

February 15, 2001 Beijer Alma Company Update, Alfred Berg Fondkommission AB

June 20, 2001 Telecom equipment suppliers, Alfred Berg Fondkommission AB

June 2001 Telecom Small Cap, Nordiska Fondkommission AB

August 1, 2001 Beijer Alma Forecast, Alfred Berg Fondkommission AB

August 22, 2001 Telecom sub-suppliers, Alfred Berg Fondkommission AB

September 18, 2001 Small Cap Guide, Alfred Berg Fondkommission AB

October 23, 2001 Beijer Alma Forecast, Alfred Berg Fondkommission AB

October 25, 2001 Beijer Alma News Flash, Alfred Berg Fondkommission AB

 $<sup>^{\</sup>scriptscriptstyle{2)}}$  As proposed by the Board of Directors.

#### TAKING A LONG-RANGE VIEW - A CRUCIAL CAPACITY

Having a long-range approach is crucial when working in business and industrial development. In view of the sharp economic downturn during 2001, the urge to emphasize the importance of taking a long-range view is particularly pressing.

For more than forty years I have worked in leading positions in different sectors and in different companies. Understanding the fluctuations of economic development has thus become a part of every-day life. The drastic downturn during 2001, particularly in telecom, has had a decidedly negative affect on Beijer Alma. That makes the ability to take a long-range view especially important. In more concrete terms, I am thinking of the ability to keep one's calm, to do the right analysis, to make the right decisions and – not least – to capitalize on the opportunities that actually emerge.

In a declining market it becomes extremely important not only to take a careful look at costs, but also to take advantage of the opportunity to consolidate in production, in the market and in sales. Recessions typically create a form of breathing-space that companies should use to increase their market presence or their marketing activities, in other words to do the useful and far-seeing things that may be difficult to find time for in times of prosperity. It is important, however, that things are done in harmony with the focus on costs and financial strength that must also mark every successful enterprise.

#### COMPETE WITH KNOWLEDGE

In Beijer Alma, active product and production development are also important elements of the long-range view. During the past year we have not only developed a number of new products, but we have also increased the technology content of our existing product line. Case in point is Habia Cable's new Research and Development Center in Uppsala. This unit also interacts with a number of different specialists at the University of Uppsala, which further enhances its innovative capabilities. When it comes to production development, Beijer Alma orients itself in the direction of increasingly capital-intensive production with increased technology content. This occurs at a time when it is becoming increasingly apparent that Sweden is unable to compete in the area of personnel-intensive shop production. There is unity today among companies, politicians and union representatives that high competence, knowledge-intensive and technology-oriented products are key to our future competitiveness.



A long-range view also requires an element of balance. This becomes increasingly apparent in Beijer Alma's cooperation with the major systems suppliers in the telecom sector – cooperation that otherwise becomes totally controlled by the needs of one party alone. A more collected and structured approach vis á vis the systems suppliers will become increasingly important in the future. Knowledge of the real needs and requirements of the customers must be improved, for example by a more efficient exchange and verification of business information. Nor am I ruling out the prospect of new industrial structures among the component suppliers to allow them to handle the needs of their telecom customers in a more equitable manner.

In closing, allow me to extend my heart-felt gratitude to Beijer Alma's management, employees and shareholders. The year of 2001 was one of adversity, filled with difficult decisions and hard work. But given the action taken, I feel confident that Beijer Alma stands well prepared to meet the growth ahead.

wentracy

Anders Wall Chairman

#### INCREASED COMPETITIVENESS IN A WEAKER MARKET

The year of 2001 was one marked by major scenario changes, both for Beijer Alma and for the component manufacturers at large. We had high expectations for growth at the beginning of the year. The first quarter was also one of strength, both in terms of volume and earnings performance. Aside from a strong general trend, our high expectations were fueled by positive forecasts from our customers, and by the fact that several major frame agreements had been concluded at the end of year 2000. This led to major investments in plant, equipment and personnel on our part, which not only raised our production capacity, but also the level of our overhead.

#### SLUMPING DEMAND

A major change occurred during the second quarter of the year. Weak demand for telecom equipment made for a drastic downturn throughout the value chain. For the component suppliers there was a near total collapse in demand. One fundamental reason for this was that the high level of component shipments during the latter part of year 2000 in all probability was not based on actual underlying customer needs. Instead, this led to a build-up of inventory among systems suppliers and contract manufacturers, but to some degree also among the component suppliers themselves. The high levels of inventory in stock have meant that the need for new production was low during the year. This rapid and unexpected sea change is also reflected in Beijer Alma's result for 2001. Invoicing reached msek 1 320 (1 133). Profit after net financial items was msek 2.0 (110.1).

The weak market development has also meant a shift of focus in our internal work – from a concentration on expansion and growth, to a focus on cost and structural action. We saw at an early stage what was coming and were therefore able to counter the downturn quickly in the form of personnel cutbacks and restructuring of operations.

Even though the past year may have been distinguished by cost-cutting and structural action, Beijer Alma's long-term strategy remains firmly in place. Our goal is to be a strong supplier group consisting of highly competitive component manufacturers. Our focus is on customers in segments with good growth potential. Telecom is an example of such a segment. Many of the measures taken during the year contribute to strengthening our competitiveness. We are today well invested. We have also implemented major cost savings, which make Beijer Alma well positioned when the economy once again starts gaining upwards momentum.

#### CONTINUED STRUCTURAL TRANSFORMATION

Via its acquisition of Elimag AB, Beijer Alma has participated in the structural transformation of the component supplier segment. During 2001 we spent a lot of time, effort and resources on further development of this acquisition. We have restructured Elimag Stockholm in a forceful way and we have expanded the capacity of and participated in the re-organization of Elimag Göteborg.

Aside from completing the previously decided capital expenditure program, work during 2001 was concentrated on adapting costs to the new level of market demand. The largest personnel reductions were made in Lesjöfors. As many as 150 persons have left the company. Habia has reduced its personnel and introduced shorter hours equivalent to 40 jobs. At Elimag personnel has been reduced, primarily in the Stockholm operations, where the number of employees has gone from 60 to 19 persons. In all, this means that the number of employees in the Group has been reduced by about 20 percent, to 1 006 employees at the end of the year.

#### BROAD EXPOSURE

At the same time, the effects of a weakening telecom industry clearly demonstrate how vulnerable the sub-supplier industry is in Sweden. Many companies are small and also dependent on a single customer, or on one or a small number of products. If demand drops off sharply, these suppliers quickly lose a large part of their sales. During 2001, it also occurred that customers closed down entire product lines, which had dramatic effects on suppliers so affected.

It is important to emphasize that Beijer Alma is not unilaterally exposed to any single industry or customer. This is a strength that gives the Company the stamina to endure changes in different markets. And yet, we went into 2001 with a proportion of sales to mobile telecom equivalent to about 30 percent of total invoicing. In the collapse we have seen in this sector it has been difficult to compensate for such a large proportion of sales in other customer segments. The job of increasing sales in other areas was intensified, and given that such a large portion of our sales is in segments other than telecom, the opportunities are good. I am then thinking primarily of further development in areas such as the medical technology, defense, transportation and nuclear industries, where our companies are already established.

Another circumstance that has a positive long-term effect on Beijer Alma is the trend towards production with higher capital content. Our forceful expansion of capaci-



ty in recent years has taken place with our sights trained on high-tech customers. These investments have led to higher costs for depreciation charges and interest. Another consequence is that a traditionally personnelintensive production is gradually replaced by a more capital-intensive production apparatus. It is certainly true that with higher overhead it will take larger production volumes to achieve profitability. Flexibility also suffers on a short-term basis compared to more personnel-intensive production, but in a longer perspective it is not likely that production with a high wage content can be profitable in Sweden, or in countries with a similar cost structure. Capital costs, on the other hand, are relatively similar in all parts of the world. This means that Beijer Alma's emphasis on production with a high capital content creates the necessary prerequisites for increased competitiveness in the future.

#### STRATEGY FIRMLY IN PLACE

In closing, I wish to emphasize that our strategy rests firmly in place. Beijer Alma is to be a corporate group that consists of competitive component manufacturers. We strive to develop strong relationships with customers that can offer growth and profitability. Despite the current

weak market situation, we are of the opinion that the segments in which we work have great growth potential. We also strive to maintain the breadth and diversification in our operations. This will prevent us from becoming overly dependent on a small number of products, customers or markets.

When we call ourselves a component manufacturer, we also define Beijer Alma's position in the value chain. This makes it possible for us to avoid conflicts of interest with our customers. All in all, our companies therefore constitute a strong and credible alternative, as professional suppliers to customers with a high demand for quality and precision.

Stockholm, February 2002

Bertil Persson

President and CEO

#### BUSINESS CONCEPT AND VALUE CREATION

# "TO ACQUIRE, OWN AND DEVELOP SMALL AND MEDIUM-SIZED COMPANIES WITH HIGH GROWTH POTENTIAL."

So reads Beijer Alma's business concept. The Group strives to create strong and competitive corporate groupings in selected market segments through active strategy and development efforts in its existing companies, for instance in issues concerning markets, production, competence and leadership. The business concept may also include complementary acquisitions, most recently manifested during 2001 when Elimag AB was acquired. The overriding goal is for the subsidiaries to evolve into internationally successful companies. This development will be distinguished by a high level of technical knowhow and a commitment to competitive products that generate critical volume and benefits of scale in production and sales.

Beijer Alma's shareholders should be offered attractive value creation. The long-term approach and the focus on growth and profitability are crucial elements to this end. Shareholder value is created when Beijer Alma's strengths are combined with the various assets of the Group's companies. This means that Beijer Alma's business competence and financial resources – coupled with the marketing and industrial skills of the Group's companies – create a powerful driving force in its operations.

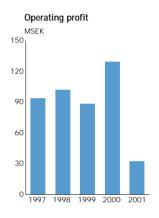
#### FOCUS ON COMPONENT PRODUCTION

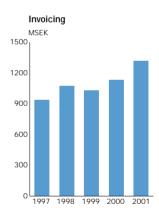
Beijer Alma has via capital expenditure and acquisitions evolved into a group focused on component production. Beijer Alma is today active in several different sectors, such as mobile telecom, defense industry, medical technology, aftermarket for vehicles and the process industry. The largest single industry is mobile telecom, which in 2001 accounted for approximately 19 percent of Beijer Alma's revenues. The business volume in telecom has declined of late. This sector is still deemed to offer excellent opportunities for development and growth in the future.

Suppliers to the telecom industry especially are often small and medium-sized companies delivering to a small number of very large systems suppliers. Structural transformation is expected to occur among these suppliers in the years to come. One of the driving forces behind this transformation will be customer requirements for internationalization, forcing suppliers to offer production resources in an increasing number of local markets around the world. Aside from flexible production solutions, customers also require competence, innovation skills and financial strength. Beijer Alma follows the development of industry closely in order to live up to these requirements. Beijer Alma will also capitalize on opportunities that emerge, for example in terms of acquisitions or other action on the offensive that may drive its growth and earning power. As a component manufacturer, Beijer Alma's group companies delivers components to so-called systems suppliers higher up in the value chain towards the end users. The level of the Group companies is chosen with careful consideration. This means that the offer from the Group companies is founded on a core of key competence and experience developed over the years, and also that Beijer Alma has defined its activities clearly so as not to compete with the business of its customers.

#### **ACTIVE CONTROL**

Beijer Alma is an industrial group clearly focused on growth and a consistent business aim and direction. This allows the Group to develop experience and competencies utili-

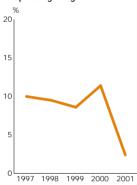




#### BUSINESS CONCEPT AND VALUE CREATION

zed throughout the business. Each Group company operates based on its own business model. In case of a need for resources or competence, Beijer Alma is in a position to provide support to develop the content in the business models of the Group companies. Such active control is aimed at strengthening the ability to compete. This also enhances the ability of the Group's subsidiaries to achieve and maintain their positions as international successful companies. Control and cooperation also makes the companies in Beijer Alma into attractive places to work, which improves the possibility of attracting and keeping cutting-edge talent in the business.

#### Operating margin



#### **DIVISION OF RESPONSIBILITY**

The individual subsidiaries function as independent companies. There are clear lines of responsibility between Group management in Beijer Alma and subsidiary management. However, strategic issues in the areas of overriding business and organizational development are the joint responsibility of subsidiary management and Group management.

#### LONG-TERM HOLDING

A long-term approach is a key element of Beijer Alma's strategy. Companies are not acquired with the intention of selling them. Instead, the goal is to create successful company groupings, distinguished by rapid growth and high profitability. The sub-groups that make up Beijer Alma are run as if they were listed companies, however. This means, among other things, that each of them have their own complete management functions. This principle makes it easier to seek separate listing of individual companies should that become an option for the future. Such separate listing could be considered if at some future point in time it would be beneficial to the company in question as well to Beijer Alma.

#### ACCESS TO THE CAPITAL MARKET

Beijer Alma gives investors access to a unique constellation of established, privately held subsidiaries with operations in interesting growth areas. For Beijer Alma access to the capital market provides financial resources for growth. One example hereof is that the acquisition of Elimag in 2001 was financed by newly issued stock. The Beijer Alma Group companies are also given indirect access to the capital markets. This makes it possible for development and growth to be financed in ways otherwise not possible. Ever growing customer demands for flexible production solutions, innovative skills and financial strength can thus be met in an efficient manner. Our Group's companies' exposure to the capital market also clarifies the demands and expectations of investors, analysts and the media. With explicit demands from owners and the surrounding world, a business climate is created around the companies that is marked by development and growth.

#### CLEAR ECONOMIC INFORMATION

Communication with the capital market is based on clear and open information about Beijer Alma and its subsidiaries. The goal is a liquid market in the listed stock which opens the way for regular analysis and a correct valuation of the Group.

Current economic information about Beijer Alma is always available at the Group's Website, www.beijer-alma.se.

#### BEIJER ALMA'S MARKETS

#### BEIJER ALMA IN THE WORLD

The companies in the Beijer Alma Group operate mainly in the industrial market. The largest single sector today is mobile telecom, which accounts for about 19 percent of sales, followed by aftermarket vehicles (9 percent), medical technology (7 percent), defense (6 percent) and process industry (5 percent). The remainder (54 percent) is attributable to a variety of industrial companies all over the world, in areas such as transportation and the auto industry, power generation and consumer electronics.

With this kind of diversification the Group avoids dependence on a single industry, customer or product that is so common among suppliers to the Swedish engineering industry. This holds true for suppliers in the vehicle market as well as in the telecom sector.

Year 2001 was marked by a general weakening economic trend. For Beijer Alma, this weakening trend started in the telecom sector during the first quarter and then spread to other sectors during the third and fourth quarters. Some subsidiaries and operating areas have a less pronounced reliance on the overall economic trend. This is true for companies such as Stafsjö in the paper and pulp industry and Lesjöfors Automotive in the vehicle aftermarket.

# DEVELOPMENT TRENDS BY MARKET SEGMENT Telecom

Demand remained strong during the first quarter for Habia and Elimag, while Lesjöfors clearly felt a weakening trend. In April, however, the downturn became more pronounced and it continued for the rest of the year. Lower demand led to over-capacity and pricing pressures. The focus in customer relations has shifted from capacity to supply to cost and capital efficient production and logistics. In order to satisfy the new requirements, many customers have increased their cooperation with their most important suppliers. In several instances this has benefited Beijer Alma's subsidiaries, partially offsetting the impact of overall weaker demand. At the same time capital rationalization has led to short order cycles and demands for a high degree of flexibility in production.

In order to stay competitive, production must take place at the right place with the right technology. In some cases this may mean moving production to other countries with lower costs. Many of Beijer Alma's businesses are capital intensive, however. This limits the direct cost advantage of producing in countries with lower wages. Relocation may still be justified, for example for logistic or trade policy reasons.

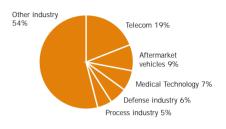
#### Medical technology

Beijer Alma is active in the area of medical technology in the Swedish market primarily through the subsidiary Elimag, which among other things assembles X-ray equipment and operating tables. The business requires quality and safety certification and competence in complex assembly. This is also a labor-intensive activity, under increasing pressure from producers in countries with lower wages.

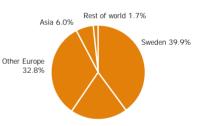
#### **Process industry**

Beijer Alma is exposed to the process industry via Stafsjö, particularly to the increasingly global pulp and paper industry. As this industry has consolidated in recent years, the pronounced capital spending cycles have diminished. This has made Stafsjö's market more stable, which has also had the effect that its business enjoyed a positive develop-

#### Distribution of customers by segment



# Geographic distribution of sales



Other Nordic Region 19.6%

ment during the second half of 2001. New paper mills are being planned, particularly in China and South America, while activity in the European market is mostly in maintenance investments. Stafsjö's foremost competitive tool is the strong brand name, the high quality and the well developed distribution system. Continuing efforts to reduce costs are necessary, however, to meet the competition from low-price competitors.

#### Defense industry

Both Habia and Elimag are suppliers to the international defense industry, which allows for relatively extended planning in advance. Many deliveries are of a project character, however. This makes for significant volume variations over time. Sub-suppliers must therefor strive to reduce the dependency on individual projects by having a diversified project portfolio. The defense industry is also a market with high demands for advanced technology and quality. These demands also play an important part in the performance of both companies in other demanding sectors. The successes for Swedish defense industry – for example with JAS 39 Gripen – means that market demand for Elimag's and Habia's products increases. Habia is also well established in the European market.

#### Aftermarket vehicles

Lesjöfors Automotive produces and distributes replacement springs and lowering kits for passenger cars, vans and SUVs. The market is relatively stable and correlated to the age of the vehicle fleet, which typically makes it counter-cyclical. Lesjöfors is one of the leading European companies in its niche. The most important competitive tool is the broad product range, the efficient logistics and the benefits of scale in production.

#### **CURRENCY EXPOSURE**

The Group's companies have a large portion of its invoicing outside Sweden and a significant portion of its production in Europe and Asia. The table below shows the net exposure in 2001, in other words the net of revenue and costs in the most important currencies for the Group's companies. The amounts are translated to Swedish kronor (sek).

#### Net exposure in currencies translated to MSEK

	USD	EUR	DKK	NOK	GBP	CNY	AUD	JPY	HKD
Habia Cable	9.6	31.5	_	-	43.9	16.9	4.2	6.0	-12.1
Lesjöfors	3.7	32.7	-12.4	22.0	33.6	-	-	-	-
Elimag	-1.8	-2.3	-0.2	-	-1.6	-	-	-	-
Stafsjö Bruk	3.5	15.5	-2.0	-1.0	-0.5	-	-	-	_
Total	15.0	77.4	-14.6	21.0	75.4	16.9	4.2	6.0	-12.1

Each of the subsidiaries handle their own currency exposure in consultation with the Parent Company. About 80–85 percent of prognosticated currency flows are typically hedged by forward contracts. The goal is to balance assets and liabilities in foreign currency.

#### THE BEIJER ALMA SHARE

LARGEST SHAREHOLDERS	Number of shares outstanding	of which, class A	of which, class B	Number of votes	Share capital, %	Votes, %
Anders Wall with family and companies						
including Beijerinvest AB	1 245 040	733 000	512 040	7 842 040	13.8	41.3
SEB Fonder	913 300		913 300	913 300	10.1	4.8
Svolder	756 000		756 000	756 000	8.4	4.0
Kjell & Märta Beijers' Foundation	566 050		566 050	566 050	6.3	3.0
Livförsäkrings AB Skandia	525 040		525 040	525 040	5.8	2.8
Anders Walls' foundations	438 220	140 400	297 820	1 701 820	4.9	9.0
Lannebo Fonder	442 100		442 100	442 100	4.9	2.3
Sjätte AP-fonden	329 000		329 000	329 000	3.6	1.7
Kjell Beijers' 80-years Foundation	275 400		275 400	275 400	3.1	1.4
Andra AP-fonden	206 700		206 700	206 700	2.3	1.1
Göran W Huldtgren with family and companies	s 199 470	101 400	98 070	1 112 070	2.2	5.9
Per Olsson	200 000		200 000	200 000	2.2	1.1
Fjärde AP-fonden	118 000		118 000	118 000	1.3	0.6
Sven Boode with family	65 610	62 340	3 270	626 670	0.7	3.3
Other	2 738 370	72 860	2 665 510	3 394 110	30.4	17.7
Total	9 018 300	1 110 000	7 908 300	19 008 300	100	100

The number of shareholders is 2 221. Institutional owners hold 54.0 percent of the capital and 32.5 percent of the votes.

Foreign investors hold 1.0 percent of the capital and 0.9 percent of the votes.

Source: Share register as per December 28, 2001

#### OWNERSHIP STRUCTURE

OWNERSHIP STRUCT	UKL				
Size class	Number of shares	Proportion of shares, %	Number of owners	Proportion of shareholders,	
1 - 500	254 063	2.8	1 284	57.7	
501 - 1 000	376 465	4.2	483	21.8	
1001- 2 000	353 870	3.9	210	9.5	
2 001-5 000	429 643	4.8	127	5.7	
5 001- 10 000	312 352	3.5	45	2.0	
10 001- 20 000	479 347	5.3	31	1.4	
20 001- 50 000	612 600	6.8	21	1.0	
50 001-100 000	304 040	3.4	4	0.2	
100 001 -	5 895 920	65.3	16	0.7	
Total	9 018 300	100	2 221	100	

Source: Share register as per December 28, 2001

#### SHARE CAPITAL HISTORY

Year	Increase	in share capit	al, SEK 000	Total share c	apital, SEK 00	00 Increase	in number of :	shares outstan	ding Total nu	mber of shares	outstanding	
1993	Opening balance		0		53 66	0			0		2 146 400	
1993	Non-cash issue in connection	with acquisit	on of									
	G & L Beijer Import & Export	AB i Stockhol	m 6 923		60 58	3		276	900		2 423 300	
1993	New issue		30 291		90 87	4		1 211	650		3 634 950	
1994	Non-cash issue in connection	1										
	with acquisition of AB Stafsjo	ö Bruk	5 000		95 87	4		200	000		3 834 950	
1996	Conversion of subordinated d	ebenture	47		95 92	:1		1	875		3 836 825	
1997	Conversion of subordinated d	ebenture	2 815		98 73	6		112	625		3 949 450	
1998	Conversion of subordinated d	ebenture	1 825		100 56	1		73	000		4 022 450	
2000	Conversion of subordinated d	ebenture	30		100 59	1		1.	200		4 023 650	
2001	Non-cash issue in connection	with acquisit	on of									
	Elimag Industri AB		11 750		112 34	1		470	000		4 493 650	
2001	Split 2:1				112 34	341 4 493 650				8 987 30		
2001	O1 Conversion of subordinated debenture 388			112 729			31 000			9 018 300		
SHAI	REDATA	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992	
Earning	s per share calculated on the											
average	number of shares outstanding	1										
after :	28 % standard taxes, SEK	0.28	9.53	6.65	8.31	7.84	6.94	5.82	3.94	1.83	-2.34	
after a	actual taxes, SEK	1.46	9.01	5.59	7.65	5.43	7.52	6.72	4.66	2.00	-3.16	
Shareh	olders' equity per share, SEK	64	60	53	49	44	40	33	27	23	19	
Divider	id per share, SEK	2.00	4.00	3.50	3.25	3.00	2.50	2.00	1.50	1.00	0	
Dividen	d pay-out ratio, %	714	42	44	37	36	27	33	39	84	0	
Dividen	d yield, %	2.9	3.6	4.1	3.6	2.6	3.8	5.8	4.8	3.1	0	
Share p	orice at the end of the period,	SEK 69.00	110.50	84.50	91.00	113.50	65.00	34.50	31.50	32.50	17.00	
High fo	r the year, SEK	134.50	115.00	91.00	112.50	120.00	66.00	37.75	41.50	37.50	38.00	
Low for	the year, SEK	45.00	72.00	70.00	67.50	57.50	32.00	26.50	27.50	12.19	10.50	
P/E rati	io at year-end	246	11.6	10.9	9.6	13.7	9.4	5.9	8.0	17.8	neg	
Operati	ng cash flow per share, SEK	-5.60	-3.76	7.24	4.71	5.94	3.55	0	0	0	0	
Numbe	r of shares outstanding											
at year-	end <sup>2)</sup>	9 610 180	8 470 180	8 470 180	8 044 900	8 044 900	8 044 900	8 044 900	8 044 900	7 269 900	4 292 800	
Average	e number of shares 2)	9 610 180	8 470 180	8 328 420	8 044 900	8 044 900	8 044 900	8 044 900	7 653 234	4 734 162	4 292 800	

<sup>1)</sup> Proposed dividend.

<sup>&</sup>lt;sup>2)</sup> Including outstanding convertibles and personnel options.

Beijer Alma's shares were introduced in 1987 on what was then the Stockholm Stock Exchange's OTC-list. In July 2000 the shares were transferred to the O-list when the two lists were merged.

During 2001 Beijer Alma's share price fell by 37.9 percent. The Stockholm All-Share index fell by 16.9 percent. The high for the year, sek 134.50, was registered February 20 and the low, sek 45, September 11, 2001. The closing price for the year was sek 69 (111), equivalent to a market capitalization of msek 622.

The number of shareholders at year-end was 2 221. Institutional owners accounted for 54 percent of the capital and 32.5 percent of the votes. Foreign owners held 1 percent of the capital and 0.9 percent of the votes.

A total of 2 715 519 shares changed hands during the year, equivalent to 30 percent of the shares outstanding.

#### **EQUITY ISSUES**

At the beginning of the year 4 023 650 shares in Beijer Alma were outstanding. A private placement of 470 000 shares was made in connection with the acquisition of Elimag. Convertible debentures at a nominal value of sek 2 697 000 were converted during the year into 15 500 shares. All told, this means that the number of shares outstanding increased by 485 000 to 4 509 150. A 2:1 split during the year doubled the number of shares outstanding to 9 018 300.

#### SHARE CAPITAL

Beijer Alma's share capital amounted to msek 112.7 as of December 31, 2001 (100.6). The number of shares outstanding was 9 018 300 divided into 1 110 000 Class A shares and 7 908 300 Class B shares. All shares have a nominal value of sek 12.50 and entitle their holders to equal rights to the company's assets and profit. Each Class A share entitles its holder to ten votes and each Class B share entitles its holder to one vote.

#### CONVERTIBLE DEBENTURES

A five-year convertible debenture loan with a nominal value of msek 37.0 was issued to Group employees May 6, 1999. The conversion price is sek 87. The loan matures for payment May 6, 2004 with conversion permitted from May 6, 1999 to April 22, 2004. The loan carries interest at a rate of Stibor 360 less 1 percent. As of the balance sheet date, a wholly owned subsidiary held convertible debentures with a nominal value of sek 9 142 000, equivalent to 105 080 shares. During 2001, conversion was effected into 31 000 Class B shares. Upon full conversion, the outstanding convertible debentures would increase the number of Class B shares by 391 880. This is equivalent to a 4.3 percent increase in the share capital and a 2.3 percent increase in the number of votes.

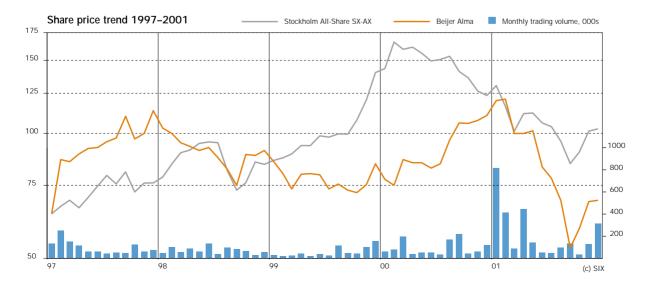
#### PERSONNEL OPTIONS

During 2001 an option program for members of senior management in the Group was resolved. The options entitle their holders the right to subscribe for new Class B shares during the period May 1, 2001 – November 30, 2005. The strike price of the option is sek 105.

Upon full conversion, this means an increase in the number of shares outstanding by 200 000 Class B shares.

#### DIVIDEND AND DIVIDEND POLICY

The Board of Directors and the President propose a dividend of sek 2.00 per share to the shareholders for the 2001 financial year, equivalent to a dividend yield of 2.9 percent on the Class B share's closing price of sek 69 December 28, 2001. The objective is that the dividend, over the long term, shall amount to about one third of Beijer Alma's average profit after standard taxes, while always taking into account the Group's long-term financing needs.



#### 10-YEAR SUMMARY

SEK
SEK

IVIJEK										
	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992
Invoiced sales	1 320.2	1 132.5	1 031.0	1 072.2	939.9	834.7	1 008.5	801.3	545.6	504.3
Operating profit	32.3	129.1	88.3	102.2	93.6	81.9	71.2	49.0	27.7	3.8
Net financial items	-30.3	-19.0	-12.6	-9.3	-6.1	-5.4	-7.4	-7.8	-15.7	-20.4
Profit after financial items	2.0	110.1	75.7	92.9	87.5	76.5	63.8	41.2	12.0	-16.6
Items affecting comparability	<i>y</i> –	9.6	13.0	5.1	4.7	20.5	_	_	_	-2.5
Profit before taxes	2.0	119.7	88.7	98.0	92.2	97.0	63.8	41.2	12.0	-19.1
Year-end appropriations	-	_	_	_	_	-	_	_	_	-1.6
Taxes	10.3	-38.3	-33.5	-32.8	-45.2	-21.8	-11.0	-6.0	-2.6	0.6
Net profit	12.3	81.4	55.2	65.2	47.0	75.2	52.8	35.2	9.4	-20.1
Fixed assets	829.9	603.8	444.6	440.8	290.0	258.5	177.2	167.3	137.4	147.6
Current assets	590.0	541.1	424.1	425.0	360.8	310.8	311.8	298.5	233.8	213.5
Shareholders' equity	577.4	482.3	424.7	397.8	350.3	307.9	247.8	207.9	167.5	97.0
Long-term liabilities and										
and provisions	620.3	421.0	246.7	257.1	123.0	125.2	102.2	118.3	99.8	172.8
Current liabilities	222.2	241.6	197.3	210.9	177.5	136.2	139.0	139.6	103.9	91.3
Balance sheet total	1 419.9	1 144.9	868.7	865.8	650.8	569.3	489.0	465.8	371.2	361.1
Operating cash flow	-53.4	-31.8	60.3	37.9	47.8	28.5	-	_	_	-
Cash flow after capital										
expenditures	-267.3	-172.7	50.7	-122.9	2.6	-3.3	-	_	_	_
Depreciation and amortization	n 86.8	64.3	54.7	42.0	31.1	25.4	26.9	21.6	18.3	16.6
Net capital expenditures										
not including corporate										
acquisitions	116.0	114.0	69.6	66.1	49.0	31.0	46.0	27.0	11.8	10.0
Capital employed	1 189.3	875.5	645.4	627.8	451.6	407.8	335.8	313.8	265.9	260.0
Net debt	579.5	375.4	180.7	195.9	65.1	61.2	53.2	70.1	59.5	136.6
Voy financial indicators 0/										
Key financial indicators, %	29.0	35.3	32.4	21.0	34.6	31.7	33.0	34.8	39.1	39.6
Gross margin Operating margin	29.0	11.4	8.6	31.9 9.5	10.0	9.8	7.1	6.1	5.1	0.3
Profit margin	0.1	9.7	7.3	9.5 8.7	9.3	9.0	6.3	5.1	2.2	neg
Equity ratio	41	42	7.3 49	46	9.3 54	54	51	45	45	27
Proportion of risk-bearing ca		46	53	50	58	59	54	48	48	30
Debt equity ratio	94.5	74	52	58	29	34	37	52	57	175
Return on equity	0.3	17	13	18	19	20	20	16	8	neg
Return on capital employed	3.3	17	14	20	23	23	24	18	14	5
Interest coverage ratio	1.1	6.1	6.9	8.9	11.4	8.2	5.4	4.3	1.5	neg
Average number of employee		943	851	728	609	537	587	567	516	547
	2	, 10	551	. 20	227	557	007	557	0.0	5.7

# SUBSIDIARIES

HABIA CABLE AB

LESJÖFORS AB

ELIMAG AB

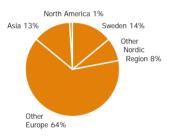
AB STAFSJÖ BRUK



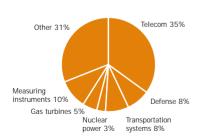


Kaj Samlin President, Habia Cable AB

# Geographic distribution of total invoicing



# Business areas' share of total invoicing



#### Habia Cable - a leading cable producer

Habia Cable develops, manufactures and markets customer-adapted cables and cable systems for demanding industrial applications. The company is global in nature and is today one of Europe's leading manufacturers in its segment. Operations are organized in six business areas. The largest business area is telecom, which accounts for 35 percent of the company's volume of business. Habia's most important competitive advantages are a high level of service, high technical competence and a global organization. The company's products are today sold in some 30 different geographic markets all over the world. The largest market is Germany, followed by Sweden. More than 85 percent of the company's total sales are today to customers outside Sweden.

#### 2001 IN BRIEF - WEAK DEVELOPMENT

Sales in 2001 amounted to msek 455 (400), with an operating margin of 3.2 percent (12.6). The year's operating profit was msek 14.6 (50.2). The pronounced weakness in the telecom industry during the last three quarters of the year had a sharply negative impact on the company's sales and result. This became especially serious as Habia completed construction on a new telecom plant in Söderfors during the first quarter of 2001 – an investment of msek 86. The new facility is highly productive and probably one of the world's most modern and environmentally friendly facilities of its kind. Given the market's weakness, capacity utilization at the new facility was low. The extensive capital spending in 2001 means that the rate of capital investments will be lowered for the years to come. The sharp downturn in the telecom sector forced Habia to give 34 employees notice of termination towards the end of the year. The other five business areas show a positive trend, however, in spite of the drastic general economic downturn.

#### MARKETING AND SALES STRATEGY - TWO NEW BUSINESS AREAS

Habia has production facilities in Sweden, Germany and China. Sales are via Habia's own sales companies in 15 countries in Europe, Asia and North America. The number of employees at year-end was 390.

Habia's sales strategy is based on the company offering the best possible service to the customers. By service is meant technical solutions, rapid response to questions and prompt and secure deliveries. To meet these requirements the company has created a sales organization with its own personnel in 15 countries. This organization consists of technical sales people as well as specially trained designers. For a number of years now, the company has concentrated its resources to large customers in four different business areas. At the same time efforts are under way to reduce the dependence on individual business areas, which has meant the creation of two new areas during the year. The company thus now operates in six different business areas:

- Telecom
- Defense
- **■** Transportation systems
- Nuclear power
- Gas turbines
- Measuring instruments

**Telecom** (mobile telecom) is today the company's largest business area. For successful cultivation of this global business area, local presence is required in Europe, Asia, and North and South America. Habia is well positioned, both geographically and in terms of products. The company has established a very strong market position as a supplier of coaxial cable for this industry. Habia expended a lot of effort during the year to have its products specified by all major players in infrastructure equipment for mobile telecom, both in terms of base stations and antennas. Despite the pronounced weakness in the telecom industry, the business area accounted for 35 percent of the company's total sales.

**Defense** is a business area where Habia has a long-standing strong position, especially in the area of marine applications in Europe. In recent years an entirely new product family of so-called irradiation cross-linked materials have been developed. The new materials have strengthened the company's position in the area of marine applications. Habia's competitiveness in military telecom, combat vehicles and aircraft has also increased. The new products have been very well received in the market, with important orders in Sweden, the United Kingdom, France, the Netherlands and Germany as a consequence. During 2001 the business area accounted for 8 percent of total sales.

*Transportation systems* is a relatively new business area in Habia, covering rail transportation and civil aviation. The growth potential is significant thanks to the ongoing expansion of the infrastructure for public transportation around the world. During the first half of 2002 the company will roll out a new competitive product family for train systems, which is expected to be very important to the development of the business area in coming years. During 2001 this business area accounted for 8 percent of total sales.

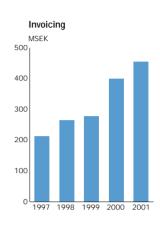
*Nuclear power* is a technologically highly demanding business area, where Habia has a long-standing strong position in Europe, although the major growth in this area is found in Asia. The company has therefore put a lot of effort into establishing itself in this market. During the latter part of the year important orders were received in Korea as well as India. During 2001 the business area accounted for 3 percent of total sales.

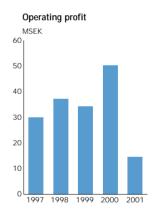
*Gas turbines* is a new business area, although Habia has been active in this market for several years. Thus far, the company has focused on the markets in Europe and Asia, which has been successful. In the next phase Habia will also begin to cultivate the North American market. During 2001 the business area accounted for 5 percent of total sales.

Measuring instruments have been an important market for Habia for a number of years. The company has delivered products to manufacturers of measuring instruments all over the world. Efforts in this area have increased with the introduction of new halogen-free irradiation cross-linked products, which has had the effect that this segment has become its own business area. During 2001 the business area accounted for 10 percent of total sales.

#### MARKET AND COMPETITORS - FEW GLOBAL PLAYERS

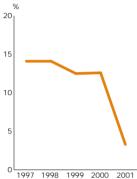
Habia is active in a diversified competitive climate, both in terms of different business areas, but also because of geographic markets. A small number of competitors are global like Habia, but in each major market there is usually one or more local competitors that operate mainly in their own home markets. The most important competitors in the





telecom sector are Swiss Huber+Suhner, French Nexans (formerly Alcatel) and the two American companies, Belden and Harbour Industries. In the other business areas the most important competitors British Brand Rex and the two American companies Tyco/Raychem and W.L. Gore Wire and Cable.

#### Operating margin



#### ORGANIZATION - SHARPER FOCUS

The organization into six business areas has affected Habia's work methods as well as its organizational structure. The concentration of production begun in 2000 continued. The company today has two production facilities for telecom products in Sweden and China. Two other plants in Sweden and Germany handle the other business areas since these areas have products which from a production standpoint are similar.

#### PRODUCTION - 3 000 DIFFERENT TYPES OF CABLE

Habia has worked with cable production for more than 50 years. The company's three plants now produce about 3 000 different types of cable every year. The Swedish plant located in Söderfors offers the broadest product line and accounts for about two thirds of the Group's total output.

Habia's cables are made for demanding applications. Aside form the conductive properties of the wire, the outer covering of the cable must withstand a wide range of environmental conditions. This can be everything from radioactive radiation, chemicals and vibrations, to abrasion, fire and water. Weight, elasticity and electrical performance are other properties that are crucial to cable quality. The ability to stand up to different temperatures is also an important feature. Certain cable types made by Habia must, for example, withstand temperatures from -200 to +400 degrees Centigrade.

Production work at Habia is distinguished by speed and flexibility. This is true of the organization as well as of the work methods. In concrete terms this means high delivery preparedness, prompt delivery and the ability to develop and quickly adapt operations to new production patterns.

The company continuously develops new types of cables. The high rate of development means that about one quarter of Habia's product line is renewed every year. The production is highly customer-order-driven. Response must be given to customer inquiries for standardized products within 24 hours. In order to respond within that time, Habia operates in a decentralized organization where technicians and sales engineers are close to the customer. More complex inquiries are often handled by Habia's product experts in Söderfors or by the company's unit for research and development in Uppsala. During the last three years Habia has expended much effort on further strengthening the company's competence, primarily by new recruitment. As the number of specialists has been increased, the company can handle technical specifications and other customer requirements in a faster as well as more efficient manner.

#### RESEARCH AND DEVELOPMENT - NEW FACILITY INAUGURATED

Research and development are an essential part of the company's strategy, especially against the background of Habia's ambition to be the leader in selected application areas. The work is aimed at long-term product and material development, but also at being able to adapt the operations to the changes in the market. The high rate of development is demonstrated by the company's current product line: More than half of the product line is made up of products developed within the past three years.

A new, modern laboratory was inaugurated in Uppsala during the year. The company invested broadly in employee competence as well as in advanced instruments for

materials analysis. Information about competitor products is just as important as knowledge about the advantages and disadvantages of Habia's own products. Emphasis has therefore been placed in the new facility on equipping the laboratory with instruments for characterization of polymers. The laboratory also has equipment for preparation of polymer blends where different properties can be generated by mixing different plastics and rubber materials with each other.

#### IT - CUSTOMER SERVICE VIA THE INTERNET

The Internet is used in marketing and sales work, and also to give selected customers more specific information. These customers can use a special search engine to locate exactly where in the production and distribution chain their products are at a given moment.

A project in e-commerce was started during the year in cooperation with a number of selected customers. Electronic commerce is still a small part of Habia's sales activities, but an area that is still believed to have an interesting potential for the future. During 2001 Habia also launched a new and improved Website.

#### QUALITY AND ENVIRONMENTAL WORK - EFFECTIVE PURIFICATION

Major efforts were expended during the year on total process orientation of the company's operations. Among the results of these efforts are that the production units in Sweden and Germany have been certified according to the new iso 9001:2000 standard.

In the environmental area, a new purification installation for hydrocarbons was commissioned. The new facility is the most efficient in the market, providing better than 99.5 percent purification. Efforts in the waste management area also continued. As a result of these efforts, the facility in Söderfors is today completely deposit free, which means that all waste is recycled.

#### RISKS - EXPOSURE TO TELECOM

The high proportion of sales to the telecom sector has the effect that Habia has a large exposure to the development in this market. In order to reduce this exposure Habia broadened the customer base in telecom during 2001 and also increased the number of business areas from four to six. At the same time the company introduced a number of new materials and products based on irradiation cross-linked technology. These new products give Habia increased competitive power in several of its business areas.

#### PROSPECTS FOR 2002 - INCREASED OPTIMISM

The second half of 2001 saw a steep decline of the overall economy. This fact – coupled with the uncertainty in the telecom sector – makes it difficult to give meaningful forecasts for 2002. But Habia is experiencing some optimism for the new year, primarily thanks to the new materials and products introduced in several business areas.

#### KEY FINANCIAL INDICATORS

MSEK	2001	2000	1999	1998	1997
Net revenues	454.8	399.5	277.8	264.2	212.7
Cost of goods sold	-302.3	-242.2	-170.0	-159.1	-123.5
Gross profit	152.5	157.3	107.8	105.1	89.2
Selling expenses	-95.6	-74.5	-50.8	-46.1	-40.4
Administrative expenses	-32.4	-25.1	-17.4	-16.9	-14.8
Research and development	-9.9	-7.5	-5.0	-4.9	-4.1
Operating profit	14.6	50.2	34.2	37.2	29.9
Operating margin, %	3.2	12.6	12.5	14.1	14.1
Net financial items	-13.3	-7.1	-2.4	-2.2	-1.9
Profit after financial items	1.3	43.1	32.2	35.0	28.0
Of which depreciation and amortization Capital expenditures, not including	23.3	18.2	11.3	9.3	7.4
corporate acquisitions	47.8	62	26	21	20
Return on capital employed, %	4	23	24	>30	>30
Average number of employees	407	337	218	198	167



## LESJÖFORS AB

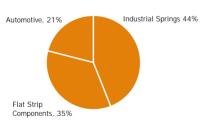




Kjell-Arne Lindbäck President, Lesjöfors AB

# Geographic distribution of total invoicing North America 1% Asia 1% Rest of world 1% Other Europe 18.5% Other Nordic Region 36%

# Business areas' share of total invoicing



#### LESJÖFORS - A COMPLETE SUPPLIER

Lesjöfors is a full-range supplier of springs, wire and flat strip components with the Nordic Region as its largest market. The company's foremost competitive tool is a high level of technical knowledge and a focus on total quality, which constitutes the base for satisfied customers and profitable growth. The business is organized in three business areas, focusing on industrial springs, flat strip components and aftermarket products for cars and other vehicles. The largest single business area is Industrial Springs, which accounts for 44 percent of sales. The group's products are used in most sectors of industry, for example engineering, electronics and telecom. Among Lesjöfors' customers are found companies such as ABB, Ericsson and Atlas Copco.

#### 2001 IN BRIEF - LOWER PROFIT

Invoicing in 2001 amounted to msek 566 (646),while the operating margin was 7 percent (13). Operating profit for the year was msek 37.7 (80.4). The level of profit declined significantly, primarily as a consequence of the development in the telecom sector. At the end of 2000 forecasts from the company's customers were founded on robust market growth. In hindsight it turns out that much of Lesjöfors production stayed in customer inventory, which meant that deliveries virtually ceased in 2001. To this should be added the fact that significant inventories of finished products were also created at Lesjöfors' own units.

In addition to these structural problems there was also a weakening of demand in industry overall – especially during the second half of the year – which had a negative impact on sales. All in all this meant that Lesjöfors for the first time in ten years reported a decline in revenue. A major portion of the deterioration is found in the strip area, where the group reports comparatively wide losses. The business diversity that exists in the Lesjöfors Group allows the group to report a positive result overall.

#### ORGANIZATION - FOCUS ON GROWTH AREAS

At the end of 2000 the business was poised for expectations of continued growth. The effect hereof was that the group had big over-capacity during the year, especially in the flat strip area. During the spring major realignments of the business were carried out. This meant that the personnel was reduced by 150 persons, which corresponds to about 25 percent of the whole workforce. The group's three Danish companies were merged into one company. This action has resulted in major synergy effects, both in terms of organization and premises. Most of the cutbacks were made in the flat strip area, where costs have been lowered by a total of 20 percent with these measures. The level of losses in the flat strip area was significantly contained. At the start of 2002 flat strip operations are thus expected to generate a zero result. Unless demand fails to pick up according to plan, further cutbacks are inevitable.

The job of focusing operations on growth areas, increased technology content and a higher proportion of own products has continued. As an element of these efforts the fine blanking operation in Värnamo and the hook operations in Denmark have been sold. There is constant work in the group to evaluate new business opportunities in core areas, both by acquisition and by in-house development. A significant portion of Lesjöfors' future expansion will be based on such projects.

The rate of capital spending has been very high during the past few years. The company today has capacity to handle the expected growth, which means that the rate of capital spending will fall in 2002.

#### THE BUSINESS - A CUSTOMER-ORIENTED SERVICE COMPANY

Lesjöfors' business concept is to be a customer-oriented service company that satisfies its customers' complete needs for springs and flat strip components, both via its standard product line and products developed for specific needs. The group manufactures springs, and wire and flat strip components in most dimensions, from micro-parts for the telecom industry to heavy, hot-wound springs for applications such as railroad rolling stock and the offshore industry. In order to meet customer requirements for quality, service and precision Lesjöfors conducts continuous development work, which is combined with advanced machinery and a high level of competence among the company's personnel.

Lesjöfors is today one of Europe's leading spring companies with the Nordic Region as its dominating market area. In recent years Lesjöfors has advanced its positions in other European markets as well. The long-term goal is to strengthen these positions further and to grow faster than the competition. In concrete terms this will take the form of focusing on growth areas, an increased proportion of own products and increased geographic diversification.

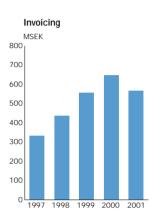
Lesjöfors has nine manufacturing units in Sweden, Denmark and Finland, and its own sales companies in Norway, Finland, the United Kingdom, Germany and the Netherlands. There are distributors in another twenty or so markets, primarily for aftermarket products. At the end of 2001 the number of employees was about 450. All units in the group are quality certified according to iso 9002 and 9001.

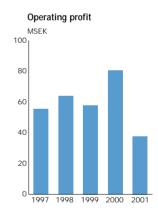
Lesjöfors' business is organized in three business and six product areas. In all areas the goal is to establish leading positions. This is achieved by focusing on three success factors – a wide range of products, high quality and a high level of service.

Lesjöfors Industrial Springs works with manufacturing, stocking and distribution of standard springs and customer-specific products. Manufacturing covers wire dimensions from 0.04 mm to 65 mm and includes both cold-wound and hot-wound springs. Customers are found in virtually the entire industrial sector. Lesjöfors has a broad product range of stocked standard springs and gas springs that are distributed to customers within 24 hours. The company's market share in the Nordic Region is about 25 percent. Lesjöfors Industrial Springs had sales in 2001 of msek 243 (239).

Lesjöfors Flat Strip Components manufactures flat strip components and leaf springs in the dimension range 0.10 mm to 4 mm. Technical centers for developing tools and production concepts are located in Denmark and at each plant. The customers are systems and component suppliers to the telecom and electronics sectors, and to other industries. The key to Lesjöfors' success in this area is access to qualified development of tools, technical competence and high levels of quality and service. Lesjöfors Flat Strip Components had sales in 2001 of msek 193 (268).

**Lesjöfors Automotive's** business includes chassis springs and gas springs for cars and heavier vehicles. Customers are mostly companies in the aftermarket for vehicles. Products are distributed from central warehouses in Sweden, Germany, the Netherlands and the United Kingdom. Lesjöfors has the market's broadest range of chassis springs manufactured in-house, gas springs and lowering kits approved by TÜV for European and Asian automobiles. Lesjöfors Automotive had sales in 2001 of msek 121 (135).





# Operating margin % 20 15 10 5 10 1997 1998 1999 2000 2001

#### MARKET AND COMPETITORS - SMALL NUMBER OF LARGE PLAYERS

Lesjöfors has a well-balanced offering of products and services. Relative to many other sub-suppliers, this makes Lesjöfors less sensitive to economic fluctuations. The group is a significant supplier to the telecom and electronics industry. The relationships with these customers are of a long-term nature. In many cases they are also based on joint development work with complex tool solutions and high demands on production systems and quality.

The market for industrial springs and flat strip components is very broad and covers most industrial sectors. Lesjöfors is one of the leading companies in Europe in the area of industrial springs. Competitors are often small and local companies. In Germany, for example, there are more than 300 players, most of whom operate very locally. The competitive picture is much the same in other markets all over the world. For aftermarket products the market and the players are often global. Lesjöfors has a leading position in the market for replacement springs for vehicles and has the market's broadest product range produced in-house. Several of the company's competitors operate as trading houses, without in-house production and development.

The company's customers are increasingly seeking suppliers that are able to assume greater responsibility for their total product needs and technical solutions. These factors create continued good opportunities for Lesjöfors. Lesjöfors is one of the few companies whose aim it is to be a global full-range supplier focusing on industry and growth sectors as well as its own product concepts.

The market development for Lesjöfors' products is currently strongly related to the development in the telecom sector and in the general industrial production. In the telecom sector the extensive inventory build-up with customers laid the ground for a sharp downturn during 2001. These inventories are expected to be used up during the first half of 2002, which is expected to result in increases in volumes delivered during the second half of the year. The development for aftermarket products is more stable. There is a tendency of increased demand when growth in the general economy slows down. It is then a matter of satisfying the demand for spare parts for vehicles, which typically picks up when sales of new cars slows down. Other business areas typically follows the trend of general industrial production.

#### QUALITY - CONSTANT IMPROVEMENTS

Quality issues receive the highest priority in the group. The overriding goal is that Lesjöfors should be a quality supplier that always performs at least at the level expected by the customers. The job of quality development is a never-ending process. A program for total quality has been established for all units and for all personnel. The ambition is for all units in the group to show the same levels of quality over time in their operations. Forceful steps were taken in that direction during the year. Examples of action taken include focus on constant improvements, statistical quality control and monitoring of processes. With the aid of, among other things, a vision system – when the products are examined with camera technology – Lesjöfors works constantly to fulfill the zero-fault strategy.

#### ENVIRONMENT - MORE ENVIRONMENTAL MANAGEMENT SYSTEMS

Lesjöfors has begun the job of establishing environmental management systems at all group units. These efforts include training of personnel in environmental issues and introduction of more and better routines for recycling materials. The goal is that all units must have certified environmental management systems meeting the iso 14001 standard by 2003. Three of the group's units have undergone environmental certification during 2001.

#### LESJÖFORS AB

#### IT - JOINT BUSINESS SYSTEM

Utilization of the opportunities created by IT is an issue of strategic importance in Lesjöfors. A concrete project in this area is the introduction of a joint business system for all units. The new system is expected to be implemented at all Swedish production units during 2002. This will allow smoother and more efficient communication with the customers and creates conditions for coordinated management of deals and projects between the group's plants. All important communication internally – and, increasingly, also externally – is now electronic. This information management system has been secured by installation of new systems and fixed communication lines. At the same time work is under way to expand Lesjöfors' Website on the Internet, and to prepare the group for e-commerce, especially when it comes to standard products.

#### PROSPECTS FOR 2002 - A STRONGER LESJÖFORS

Lesjöfors enjoys a strong position and the group stands well prepared in all areas of operation. Major cost-cutting has been accomplished during the year. This, in combination with the fact that telecom customer inventories now shrink, makes the group leave behind the difficult market conditions of 2001 as a stronger company.

Uncertainty regarding the trend of the general economy remains great, however, which makes any forecast for 2002 uncertain. Opportunities for sales and profit growth are deemed to be positive, however.

#### KEY FINANCIAL INDICATORS

MSEK	2001	2000	1999	1998	1997
Net revenues	566.1	645.9	556.3	437.0	332.1
Cost of goods sold	-387.5	-436.2	-380.6	-282.7	-203.4
Gross profit	178.6	209.7	175.7	154.3	128.7
Selling expenses	-80.1	-71.8	-65.7	-54.8	-42.5
Administrative expenses	-60.8	-57.5	-52.1	-35.6	-30.8
Operating profit	37.7	80.4	57.9	63.9	55.4
Operating margin, %	6.7	12.4	10.4	14.6	16.7
Net financial items	-6.7	-7.7	-7.6	-6.4	-3.8
Profit after financial items	31.0	72.7	50.3	57.5	51.6
Of which depreciation and amortization	40.2	39.1	35.6	25.1	15.6
Capital expenditures not including					
corporate acquisitions	23.5	49	40	38	33
Return on capital employed, %	9	22	18	24	>30
Average number of employees	483	543	539	385	275

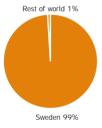




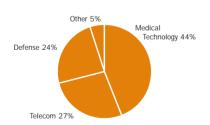


Bengt-Göran Persson President, Elimag AB

# Geographic distribution of total invoicing



## Business areas' share of total invoicing



#### ELIMAG - A LEADING COMPONENT MANUFACTURER

The Elimag group consists of Elimag Göteborg AB and of Elimag Stockholm AB. Elimag Göteborg is one of Sweden's leading players in high speed machining of aluminum. The company is a component manufacturer with a focus on defense-related products, infrastructure products for mobile telecom and components for the aerospace industry. The strongest competitive advantages are high technical competence and a modern assembly of machinery.

Elimag Stockholm is a contract manufacturer of complex products for customers in the medical equipment market. The company's largest customer is Siemens-Elema.

#### 2001 IN BRIEF - INCREASED INVOICING

Invoicing during 2001 amounted to msek 206 (180), while the operating margin was –4.5 percent (1.4). The operating result for the year was msek –9.2 (2.5). Invoicing increased at Elimag Göteborg. Despite lower demand in the telecom sector, invoicing to this customer group showed an increase as well. The industry has been distinguished by national over-capacity with lower prices as a result. Even though the market's development was weak, the company has benefited from its market position. Overall, Elimag Göteborg has weathered the downturn significantly better than many of its competitors. The company has also invested approximately msek 70 in capacity which will lower the rate of capital spending in the years to come.

Sales in Elimag Stockholm was marked by low prices, primarily as a result of cost-cutting efforts by customers. In order to counter the weaker profitability and the company's inefficient structure, a major reorganization of the Stockholm operation was undertaken. The component production was sold, which meant that the number of employees was reduced from 60 to 19 persons. After this restructuring, Elimag Stockholm is a pure assembly operation. The restructuring entailed large costs during the year, thereby contributing to the significant losses reported by the business. Overall, however the market for medical equipment was more stable than other industry during 2001. Elimag Stockholm's main customer is Siemens-Elema, which during the year accounted for 86 percent of total invoicing.

#### THE BUSINESS - TOTAL RESPONSIBILITY TOWARDS THE CUSTOMER

Elimag Göteborg is one of the leading industrial companies in high-speed machining in aluminum. The technique is used for applications where demands for short lead-time and quality is high. High-speed machining is combined with the company's unique competence in salt-bath dip brating – a technique for fusing together aluminum – which gives cost-efficient design solutions for the customer. Among salt-bath dip brating components can be mentioned radar elements and electronics chassis, which are parts of the JAS system, for instance. In telecom the main products are base station and antennanear components.

Elimag Göteborg is active in market segments telecom, defense and high-tech, where the latter customer segment stands for aerospace, aviation, medical equipment and other high-tech industry. The telecom and defense segments are of equal size in terms of sales and account for about 90 percent of revenues. In each segment the company assumes total responsibility towards the customer and this includes everything from prototype and initial run to series production, including surface treatment and certain assembly. Operations are conducted in the company's facility in Mölndal. Elimag Göteborg has a total of 76 employees.

Regardless of segment, Elimag Göteborg's product strategy is always based on the customer's needs. The customer's requirements are satisfied through the company's collective technology, procurement and logistics competence, and via a well-developed network of suppliers. Elimag's commitment is also assured through an effective quality control system, an ultra-modern assembly of machinery, a flexible organization and short lines of decision-making. In the future the company's work will be aimed at customers who need products produced in long series. The long-term goal is to achieve balance between each respective market segment, thereby minimizing the effects of economic fluctuations in the market.

Elimag Stockholm was formed in 1999 when the Elimag Group acquired an internal production unit at Siemens-Elema. Elimag Stockholm works with assembly of, among other things, X-ray and intensive care equipment. This equipment is produced by Siemens-Elema in Sweden for the international market. Elimag Stockholm has 19 employees.

#### MARKET AND COMPETITORS - STRONG POSITIONS

Elimag Göteborg works mostly in the Nordic market. By tradition, the company has a strong market position in the defense industry, where new and repetitive orders constitute the base. Sales are expected to be relatively stable in the years to come. The products are included in both international and national weapons systems – for example JAS 39 Gripen and Erieye – and consists mostly of components for sensors and electronic encapsulation. Recent developments have also led to Elimag Göteborg producing test series of mechanical structures for the defense industry, which is expected to turn into series production in coming years.

In telecom, Elimag Göteborg operates in the Swedish market where Ericsson is the dominating customer. Growth in recent years has abated, however, primarily through reduced or deferred investments in the mobile infrastructure the world over. The trend is towards fewer development projects, at the same time as the focus on existing products is increasing, especially in the areas of cost and functionality.

The market for contract manufacture of medical equipment is expected to have a positive development in terms of volume during 2002. This stable customer segment attracts new players, which is expected to increase pricing pressures. In order to strengthen its position, Elimag Stockholm has developed a new strategy based on cooperation with partners in sheet metal, welding and machining, operations in which the company itself was previously engaged. The new strategy provides for greater flexibility and enhances opportunities for competitive action in the market.

#### ORGANIZATION - INCREASED FLEXIBILITY

Elimag Göteborg carried out a major reorganization during 2001. The main objective of the reorganization was to increase the company's growth. The staff and line organization was scrapped in favor of a process-oriented organization, where the focus on quality and delivery reliability has increased. A significant effect of the reorganization is that the company's ability to deliver has improved significantly. This process-oriented organization has meant hat many employees now have much broader responsibilities, which is expected to increase flexibility.

#### QUALITY AND ENVIRONMENT - EFFICIENT COMPETITIVE MEANS

The company is certified according to iso 9002. Elimag Göteborg's quality system has also been further developed in connection with the year's reorganization. In the new

system more employees have practical responsibility for the quality work. Results show that the number of returned goods have been reduced since the new work method was introduced, and this in spite of increase in business volume.

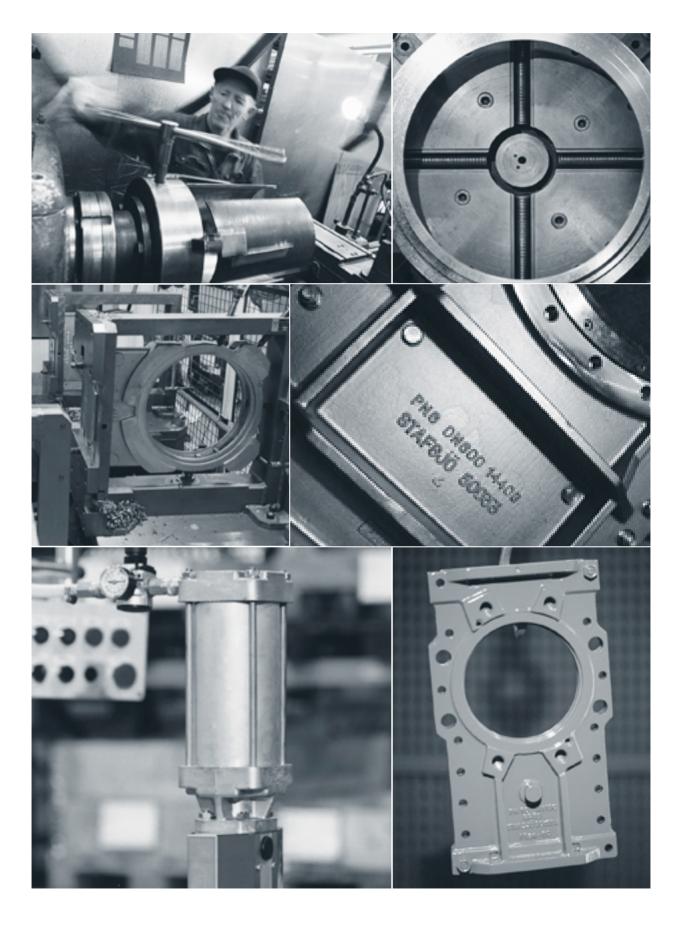
Work was also resumed during the year on environmental certification according to iso 14000. This certification work is expected to be completed during the first quarter of 2002. Work is then also expected to begin on the new iso standard.

Elimag Stockholm is quality certified according to iso 9001:2000. During 2002, work will be concluded on meeting the requirements according to Good Manufacturing Practice (GMP). This is a requirement that the American authorities place on medical equipment to be marketed in the United States. GMP will become a competitive tool for Elimag Stockholm.

#### PROSPECTS FOR 2002 - NEW CUSTOMER SEGMENTS

During 2001 Elimag Göteborg has made considerable investments for continued growth. The basis for the company's future competitiveness is the high technical competence and the modern assembly of machinery, in combination with high production capacity. Focus will be on the telecom and defense sectors. Growth will be achieved, in part by defending the volumes with existing customers, and also by attracting new customers in existing market segments. In medical equipment, Elimag Stockholm will strive primarily by growing via new customers.

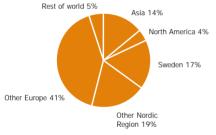




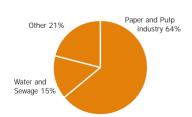


Magnus Westher President, AB Stafsjö Bruk

# Geographic distribution of total invoicing



# Business areas' share of total invoicing



#### STAFSJÖ BRUK – A DEPENDABLE QUALITY SUPPLIER

AB Stafsjö Bruk develops, manufactures and markets valves for shutting off and regulating flows in the process industry. The company's strongest competitive advantages are high product quality in terms of function and life, prompt deliveries, efficient support and global market coverage. The largest customer segments are the pulp and paper industry and installations in water and sewage treatment, which account for 64 and 15 percent, respectively, of Stafsjö's sales. Among the customers are found companies such as Stora Enso, Metso, Purac, Holmen Paper, YIT and SCA.

#### 2001 IN BRIEF - INCREASED MARKET SHARES

Invoicing during 2001 amounted to msek 91 (81), while the operating margin was 5.2 percent (4.4). The operating profit for the year was msek 4.7 (3.6). In Stafsjö's main markets in water and sewage treatment – Northern Europe and Canada – demand for valves declined. The weak development in these markets had the effect that demand for the company's new products – introduced in the fall of 2000 – was lower than anticipated. Overall, interest for Stafsjö's products is on the rise and demand increased during the latter part of 2001. This means that Stafsjö has captured market shares in a stagnant market. The lower volumes have also had the effect that several European competitors in water and sewage treatment have been forced to lay off personnel.

In the pulp and paper industry the level of capital spending continued to be low for Stafsjö's product types. The situation improved towards the end of the year, however. The proportion of small new investments, and repairs and expansions, rose rapidly at that time. For Stafsjö most of this increase originated in Central Europe and China. Other markets with a continued positive development include Finland and Japan, while Sweden, the United Kingdom, France and South East Asia showed a weaker than expected development. Price competition was severe for standard applications and major volume assignments. Price levels on day-to-day sales and for the more advanced applications have held up, however.

#### OPERATIONS - HIGH DEGREE OF CUSTOMER ADAPTATION

Stafsjö has a better than 100-year history as a supplier of valves to the process industry. Each year the company produces about 12 000 valves. Most of these are made of acid-proof steel or other corrosion-resisting material, such as titanium and Hastelloy. One of Stafsjö's leading products is knife-gate valves for the paper and pulp industry. The company has created a very strong and well-known brand name for itself over the years. Stafsjö today has 62 employees with solid competence in customer-adapted product development and production. Product development and most production takes place in Stafsjö. An increasing portion of the company's components are manufactured by suppliers in Asia, however.

Stafsjö's products are sold in about 30 different markets, which makes the export share of the company's sales about 83 percent. Sales are both directly from Stafsjö and through company-owned sales offices in China and Germany, and via some 30 sales representatives on all continents the world over. Most major investments in the pulp and paper industry are global projects, where machinery builders – so-called OEMs – based in different countries participate. This creates advantages for Stafsjö in that the company is able to participate with local presence at the various partial deliveries to end customers.

In the German market, the sales company Stafsjö acquired in 2000 was restructured. The company has new management and has also been given increased sales resources during the year. Knowledge of the German market has thus been deepened. A large volume increase is expected as an effect hereof, which, in time, may mean that Germany

becomes Stafsjö's largest geographic market.

A new marketing and sales strategy was adopted during the past year. The new strategy is aimed at broadening the product portfolio and to identify additional customer segments, all in the interest of reducing the strong dependence on the pulp and paper industry. The new strategy is based on customer needs for package solutions, consisting of several types of valves from the same supplier. Stafsjö's new concept in this area is called Value Line. It is based on the premise that the company buys standard products from other manufacturers that are combined in a common concept under Stafsjö's brand name. Value Line means that Stafsjö is totally responsible for the concept to live up to customer quality and service requirements.

#### MARKET AND COMPETITORS - GROWTH IN ASIA

For Stafsjö's product types in pulp and paper and water and sewage treatment the global growth is about 2–4 percent annually. This relatively weak growth means that Stafsjö's opportunity for growth lies in taking market share from its competitors. One example of this is the European market for knife gate valves. Here Stafsjö has captured market share at the expense of Central European manufacturers. The largest growth is currently found in Asia, where especially China can be mentioned. All major players are therefore training their sights on these markets, which makes for tough price competition for projects in the area. In the pulp and paper industry, Stafsjö competes with companies like Lohse, Keystone and Orbinox. In the market for water and sewage treatment the foremost competitors are Erhart, Sistag and Trueline. Competitors based in North and South America are primarily active in their home markets and sometimes in Asia, but are seldom encountered in the EU market.

#### IT - BETTER GLOBAL COORDINATION

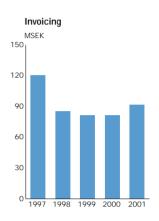
Focus during the year has been on building a new Website on the Internet and on an extranet for contacts with business partners. Via this extranet distributors will gain access to confidential commercial and technical information. Stafsjö will also be able to handle the coordination of global projects from this site. An e-commerce solution planned for rollout during 2001 has been deferred, the reason being that most of the company's major customers have shown scant interest in e-commerce. Currently it is only the company-owned sales company in Germany that places its orders directly in Stafsjö's administrative system. Expectations are that in coming years some of the larger distributors will begin to use these routines.

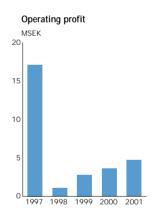
#### QUALITY AND ENVIRONMENTAL WORK - NEW ORGANIZATION

Since 1993, Stafsjö is quality certified according to iso 9001. During 2001, a special unit for quality responsibility has been set up. The quality system will be built out. This will further enhance the security of the company's follow-ups of any quality discrepancies. Another large project is aimed at PED – EU's new pressure vessel directive and subsequent security requirements for CE-marking of valves. From May 29, 2002 all valves sold in EU must conform to PED and the rules for CE-marking. Preparatory work for environmental certification according to iso 14001 is under way. Certification is expected to be received during 2003.

#### RISKS - RISK MANAGEMENT IN EXPANSION

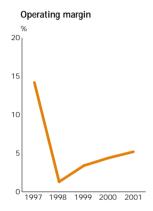
Most of all transactions in foreign currency are hedged. With the new strategy involving a broadening of the product portfolio follows new risks, primarily because increased inventories of finished goods and build-up of distribution channels may require more resources than anticipated.





### PROSPECTS FOR 2002 - SHARP FOCUS ON COSTS

In the Asian markets the need for valves in the pulp and paper industry is expected to grow, especially in China. The company has sufficient market presence and competence to compete for the expected growth in this region. On the other hand, Stafsjö has yet to gain acceptance for the company's water and sewage valve. For Stafsjö's traditionally strong water and sewage markets – EU and Canada – a positive development is expected for 2002. This will enable the company to recapture the volumes lost during 2001, especially with new and more competitive water and sewage valves. In the United Kingdom, cooperation has been initiated with a new distributor, which is expected to increase sales in this market. Together with more effective marketing and sales efforts, Stafsjö will continue to place great emphasis on lowering production costs while still maintaining quality at the cutting edge. It is a matter of developing more cost-efficient production, both in terms of the company's own methods and for suppliers of castings and finished components and products.



### KEY FINANCIAL INDICATORS

MSEK	2001	2000	1999	1998	1997
Net revenues	91.4	81.3	81.3	85.3	120.3
Cost of goods sold	-58.7	-54.1	-56.3	-60.9	-80.5
Gross profit	32.7	27.2	25.0	24.4	39.8
Selling expenses	-17.3	-13.4	-10.8	-12.1	-11.0
Administrative expenses	-10.7	-10.2	-11.4	-11.2	-11.7
Operating profit	4.7	3.6	2.8	1.1	17.1
Profit margin, %	5.2	4.4	3.4	1.3	14.2
Net financial items	-0.6	-0.5	-1.2	-1.3	-1.0
Profit after financial items	4.1	3.1	1.6	-0.2	16.1
Of which depreciation and amortization	4.6	3.6	3.4	2.3	2.3
Capital expenditures, not					
including corporate acquisitions	2	3	2	4	3
Return on capital employed, %	12	7	5	2	>30
Average number of employees	62	56	53	58	60



## ADMINISTRATION REPORT

Annual accounts for Beijer Alma AB (publ), organization number 556229-7480, for the financial year ended December 31, 2001.

### REPORT OF THE BOARD OF DIRECTORS

In addition to its statutory Board of Directors meeting, the Board of Directors held six regular meetings and four extra meetings during the year, at which formal minutes were taken.

Pursuant to the provisions of the Swedish Companies Act, rules of procedure for the work of the Board of Directors have been adopted. The following, among other things, is governed by this procedure:

- The type of matters to be brought before the Board of Directors:
- The number of regularly scheduled meetings to be held by the Board of Directors:
- The agenda for individual meetings of the Board of Directors:
- Reporting of the Auditors to the Board of Directors.

Beijer Alma's Board of Directors has no special committees or councils. All matters and issues are thus dealt with by the Board of Directors in its entirety.

### STRATEGY AND STRUCTURAL ISSUES

Year 2000 was marked by a high rate of growth, primarily in Habia, but also in Lesjöfors. This meant that decisions were made for large investments in plant and equipment as well as personell, which raised the production capacity and also the cost level.

Market demand continued strong through the beginning of 2001. During the second quarter there was a marked downturn. Demand from the telecom sector fell drastically, probably because the high rate of delivery from subcontractors was not founded on underlying customer needs, but instead led to a buildup of inventory with our customers. This state of weak demand prevailed through the remainder of the year.

Because of the weakness in market demand, our focus therefore shifted from expansion and growth to cost reduction and structural measures. Among other things this meant that the number of employees in the Group has been reduced by 20 percent and no decisions were made for new capital expenditures during the second half of the year.

### **REVENUES AND RESULT**

### Group

Consolidated revenues were msek 1 320 (1 133), an increase by 16 percent. Revenues in continuing operations dropped by 2 percent. The proportion of sales outside Sweden decreased to 60 per-

cent due to the acquisition of Elimag. Not including Elimag, sales outside Sweden were 71 percent (64). Order bookings were msek 1 224 (1 232). Order bookings in continuing operations declined by 24 percent. Profit after financial items was msek 2.0 (110.1). This is equivalent to earnings per share after standard taxes of sek 0.28 (9.53). Profit after taxes was msek 12.3 (81.3), in part due to a legally binding judgment in a tax case. Earnings per share after actual taxes were sek 1.46.

### **Subsidiaries**

Habia Cable, a manufacturer of specialty cable, increased its invoicing by 14 percent to msek 455 (400). Towards the end of 2000 and in the beginning of 2001, Habia expanded its Swedish production facilities considerably. This raised the cost level substantially, while during the past three quarters capacity utilization was low. Order bookings decreased by 13 percent to msek 422 (483). Profit was msek 1.3 (43.1).

Lesjöfors, a manufacturer of industrial springs, had invoicing of msek 566 (646), a drop of 12 percent. In business area Flat Strip Components, which accounts for 39 percent of invoicing, demand from the telecom sector was very weak. Other parts of Lesjöfors have not been as hard hit by flagging demand. Order bookings declined by 20 percent to msek 526 (661). Profit was msek 31.0 (72.7).

Elimag, which was acquired in the beginning of 2001, is active in the area of high-speed machining of aluminum at its Göteborg plant, and by contract manufacturing of medical technology equipment in Stockholm. Elimag's invoicing was msek 206 (pro forma 180). Major capacity investments were made at the Göteborg operations in the early part of the year and the low level of telecom sector demand caused low capacity utilization. Work at Elimag Stockholm was distinguished by restructuring efforts to achieve balance between revenue and costs. Order bookings were msek 186 (180). Elimag's result, which was charged with significant restructuring costs incurred by the Stockholm operation, was msek –12,9.

Stafsjö Bruk, a manufacturer of knife gate valves, primarily for the process industry, increased its invoicing to msek 91 (81). Order bookings were msek 89 (82). The main reason for the increase in invoicing and order bookings is that the German distributor was acquired at the end of 2000. Profit was msek 4.1 (3.1).

### Parent Company

The Parent Company, which does not conduct any business of its own, reports a result, including dividends of msek -4.1 (5.7). In addition, the Parent Company has recieved group contributions of msek 31.6 (38.8).

### ADMINISTRATION REPORT

### CAPITAL EXPENDITURES

Capital expenditures, not including corporate acquisitions and leasing, were msek 116 (114). All capital spending decisions were made before the end of the first six months of the year.

### FINANCING AND LIQUIDITY

Long-term liabilities grew by msek 197 during the year. msek 34 of this amount refers to indebtedness in the acquired Elimag and msek 59 refers to financial leasing. Liquid funds increased by msek 15.

The operative cash flow after capital expenditures was msek -53. Due to a substantially slower pace of capital expenditures towards the end of the year, the operative cash flow for the fourth quarter was msek +43. The equity ratio stood at 41 percent (42). Available liquidity, or the sum total of cash and approved, committed, unutilized credit facilities, was msek 239 (218).

### PROFITABILITY

The return on average capital employed was 3.3 percent (17). Average shareholders' equity yielded a return of 0.3 percent (17).

### **PERSONNEL**

The average number of employees was 1 092 (943) of whom 733 (622) worked in Sweden and 359 (321) outside Sweden. The number of employees declined gradually during the year. By year's end the number was 1 006. Job locations, payroll data, etc. are provided in Note 1.

### COMPOSITION OF THE BOARD OF DIRECTORS

Torsten Ekström resigned from the Board of Directors at the 2001 Annual General Meeting and the former alternate, Bertil Persson, was elected as a regular member of the Board of Directors. The Board of Directors is presented in Note 2.

### OWNERSHIP SITUATION

The Company has about 2 000 shareholders. The largest owner is Anders Wall with family and companies, with 41.3 percent of the votes and 13.8 percent of the capital. Svolder AB acquired 8.4

percent of the capital during the year and Lannebo fonder 4.9 percent of the capital.

### **ENVIRONMENT**

Habia Cable conducts business that requires a permit under the Swedish environmental code at the production facility in Söderfors. Operations there impact the environment by discharge of volatile hydrocarbons into the air, emission of process water and by generating waste.

No other of the Group's operations require permits under the environmental code and their environmental impact is regarded as marginal.

### PROSPECTS FOR 2002

SEK thousand

The weak demand experienced in 2001 is expected to continue during the first part of 2002. The Group's companies are well invested and have a lower cost level than before. This means that the Group is well positioned when the economy improves.

### PROPOSED ALLOCATION OF EARNINGS

The Board of Directors and the President propose that the funds available for distribution by the Annual General Meeting:

JEK Housand	
Retained earnings	49 074
Net profit for the year	2 021
Total	51 095
be allocated as follows:	
A dividend to the shareholders of SEK 2.00 per share	18 037
To be carried forward	33 058
Total	51 095

The Groups' unrestricted equity amounts to sek 261 061 thousand. No allocation to restricted reserves is proposed.

Uppsala, February 7, 2002

Anders Wall

Chairman

Anders G. Carlberg Thomas Halvorsen Göran W Huldtgren

Johan Wall Jan-Erik Wikström Bertil Persson

President and CEO

### STATEMENTS OF INCOME

AMOUNTS IN SEK THOUSAND		Parent Company		
	2001	2000	2001	2000
Invoiced sales, Note 3	1 320 226	1 132 521	_	
Cost of goods sold	-937 818	-732 812	_	_
Gross profit	382 408	399 709	-	-
Selling expenses	-203 980	-162 317	_	_
Administrative expenses, Note 4	-147 585	-110 196	-30 013	-18 478
Other operating revenue	-	_	10 178	12 064
Revenue from shares in Group companies, Note 5	_	_	22 400	17 000
Revenue from shares in associated companies	1 490	1 900	-	_
Items affecting comparability, Note 6	_	9 573	-	-
Operating profit, Note 7	32 333	138 669	2 565	10 586
Interest income and similar items	5 390	2 695	1 279	1 298
Interest expense and similar items	-35 718	-21 708	-7 964	- 6 200
Result after financial items, Note 8	2 005	119 656	-4 120	5 684
Year-end appropriations	-	-	1 033	-
Result before taxes	2 005	119 656	-3 087	5 684
Taxes on result for the year, Note 9	10 263	-38 314	5 108	2 898
NET PROFIT FOR THE YEAR	12 268	81 342	2 021	8 582

### **BALANCE SHEETS**

AMOUNTS IN SEK THOUSAND		Group	Parent Company		
	2001	2000	2001	2000	
ASSETS					
Fixed assets					
Intangible fixed assets					
Goodwill, Note 10	169 090	130 199	-	-	
Tangible fixed assets					
Land and land improvements, Note 11	13 116	12 424	_	-	
Buildings, Note 12	166 385	148 902	_	_	
Plant and machinery, Note 13	405 568	255 294	_	-	
Equipment, tools, fixtures and fittings, Note 14	55 675	32 437	1 278	380	
Financial assets					
Other receivables	7 310	9 674	_	-	
Other securities, Note 15	12 715	14 901	5 358	6 591	
Shares in Group companies, Note 16	-	-	346 645	238 039	
Total fixed assets	829 859	603 831	353 281	245 010	
Current assets					
Inventories, Note 17	289 531	234 764	-	-	
Receivables					
Prepaid expenses and accrued income	20 485	34 772	4 072	5 179	
Accounts receivable	223 729	236 713	_	_	
Due from Group companies	=	_	128 974	120 358	
Tax claims	2 432	_	1 825	-	
Other receivables	21 824	17 056	870	1 531	
Liquid funds	32 037	17 788	27	26	
Total current assets	590 038	541 093	135 768	127 094	
TOTAL ASSETS	1 419 897	1 144 924	489 049	372 104	

### **BALANCE SHEETS**

AMOUNTS IN SEK THOUSAND	Group		Parent Company	
	2001	2000	2001	2000
SHAREHOLDERS' EQUITY AND LIABILITIES				
Shareholders' equity, Note 18				
Restricted equity				
Share capital	112 729	100 591	112 729	100 591
Other restricted equity	203 616	107 010	156 225	62 078
Total restricted equity	316 345	207 601	268 954	162 669
Unrestricted equity				
Unrestricted reserves/Retained earnings	248 793	193 379	49 074	53 730
Net profit for the year	12 268	81 342	2 021	8 582
Total unrestricted equity	261 061	274 721	51 095	62 312
Total shareholders equity	577 406	482 322	320 049	224 981
Untaxed reserves, Note 19	-	-	45	1 078
Provisions				
Provisions for taxes, Note 20	47 480	44 911	_	-
Provision for pensions and similar obligations	7 398	7 150	-	-
Total provisions	54 878	52 061	-	-
Long-term liabilities				
Committed credit facilities, Note 21	253 119	152 241	93 497	47 797
Liabilities to credit institutions	289 084	191 655	2 749	11 749
Convertible subordinated debenture loan, Note 22	23 215	25 004	32 357	34 320
Total long-term liabilities	565 418	368 900	128 603	93 866
Current liabilities				
Due to Group companies	-	_	27 371	36 669
Accounts payable	61 429	91 724	210	1 095
Tax liabilities	_	32 515	_	1 542
Accrued expenses and prepaid income, Note 23	96 632	75 754	3 401	3 688
Liabilities to credit institutions	39 058	17 160	9 000	9 000
Other current liabilities	25 076	24 488	370	185
Total current liabilities	222 195	241 641	40 352	52 179
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES	1 419 897	1 144 924	489 049	372 104
Pledged assets, Note 24	744 071	524 471	115 261	116 261
Contingent liabilities, Note 25	3 810	2 697	9 775	10 845

### STATEMENTS OF CASH FLOW

AMOUNTS IN SEK THOUSAND	Group		Parent Company	
	2001	2000	2001	2000
Operating profit	32 333	138 669	2 565	10 586
Depreciation and amortization charged to operating profit	86 830	64 338	479	95
Net financial items	-30 328	-19 013	-6 685	-4 902
Taxes	10 263	-38 314	5 108	2 898
Cash flow before changes in working capital				
and capital expenditures (cash earnings)	99 098	145 680	1 467	8 677
Change in working capital				
Short-term receivables, increase (-) decrease (+)	20 071	-58 260	-8 673	-4 853
Inventories, increase (-) decrease (+)	-54 767	-80 923	_	-
Current liabilities, decrease (-) increase (+)	-19 446	44 366	-11 827	4 747
Foreign exchange effects on working capital	6 429	2 256	_	_
Effects of corporate acquisitions	11 170	28 682	_	
Operative cash flow before capital expenditures	62 555	81 801	-19 033	8 571
Net investments in assets				
Shares in affiliated companies, increase (-) decrease (+)	_	_	-108 606	-50 000
Other shares, increase (-) decrease (+)	2 186	-8 039	1 233	-6 590
Machinery and equipment, increase (-) decrease (+)	-238 559	-88 475	-1 378	-158
Real estate, increase (-) decrease (+)	-25 593	-41 568	_	-
Long-term receivables, increase (-) decrease (+)	2 364	-2 907	_	_
Goodwill, increase (-) decrease (+)	-52 626	-82 556	_	-
Foreign exchange effects on net investments	12 561	2 839	_	-
Effects of corporate acquisitions	124 804	107 076	_	-
Investments via financial leasing	58 854	_	_	_
Operative cash flow after capital expenditures (free cash flow)	-53 454	-31 829	-127 784	-48 177
Foreign exchange effects	-18 990	-5 095	_	_
Effects of corporate acquisitions	-135 974	-135 758	_	_
Financing via leasing	-58 854	_	-	_
Cash flow after capital expenditures	-267 272	-172 682	-127 784	-48 177
Financial payments				
New issue	106 285	209	106 285	209
Dividend paid	-35 953	-28 157	-35 953	-28 157
Group contributions received less taxes, not affecting profit	_	_	22 716	27 918
Provisions, increase (+) decrease (-)	2 817	6 798	_	-
Long-term liabilities (+) decrease (-)	196 518	167 446	34 737	30 295
Translation difference	11 854	4 208	_	_
Change in liquid funds	14 249	-22 178	1	-17 912
Liquid funds at beginning of year	17 788	39 966	26	17 938
Liquid funds at year-end	32 037	17 788	27	26
Unutilized committed credit facilities	206 956	200 484	56 503	102 203
Available liquidity	238 993	218 272	56 530	102 229

### ACCOUNTING AND VALUATION PRINCIPLES APPLIED

### General

Beijer Alma AB's annual report has been prepared in accordance with the Swedish Annual Accounts Act and the recommendations and statements of the Swedish Accounting Standards Council.

The following new recommendations of the Swedish Accounting Standards Council are applied from this financial year:

- RR 9 Income taxes
- RR 11 Revenue
- RR 12 Tangible fixed assets
- RR 13 Associated companies
- RR 18 Earnings per share

The change in accounting principle had a net effect of reducing the Group's retained earnings by SEK 62 000.

### Consolidated accounting

The consolidated financial statements include the Parent Company and those companies in which Beijer Alma AB, directly or indirectly, own more than 50 percent of the votes.

The purchase method of accounting has been used in compiling the Group's balance sheet. This means that the subsidiaries equity, determined as the difference between the actual value of assets and liabilities is eliminated in its entirety. This means that the Group's equity includes only that portion of the subsidiaries' equity earned after the date of acquisition.

If the acquisition value of the shares in the Group exceeds the value of the company's net assets entered in the acquisition analysis, the difference is reported as goodwill in the Group.

Companies acquired during the year are included in the consolidated reporting for the period after the acquisition. The result from companies sold during the year are included in the consolidated income statements for the period until the data of directiture.

All of Beijer Alma AB's foreign subsidiaries are classified as independent companies. The current rate method is applied in connection with translation of their balance sheets, which means that assets and liabilities are translated using the exchange rate in effect on the balance sheet date. All items in the income statements are translated at the average foreign exchange rate for the year. Translation differences are carried directly to the consolidated equity.

When the Parent Company or another Group company in the Beijer Alma Group has engaged in hedging operations to balance and protect against foreign exchange rate differences on the net investments in an independent subsidiary, the translation difference of the hedging instrument is carried directly to equity to the extent it corresponds to a translation difference booked there for the subsidiary during the year.

Internal gains in the Group are eliminated in their entirety.

### Reporting of associated companies

Companies which are not subsidiaries, but in which the Parent Company, directly or indirectly, owns more than 20 percent of the votes of all outstanding shares are considered to be associated companies.

Shares in associated companies are accounted for in accordance with the socalled equity method. Shares in associated companies are carried at cost with an adjustment for the Group's share of change in the net assets of the associated company, including goodwill (after deduction for accumulated depreciation). The Group's share in the result of the associated company is included as revenue in the consolidated income statement. Accumulated shares in profit not paid out as dividends but attributable to associated companies are accounted for in the consolidated balance sheet as restricted reserves. Unrealized internal gains are eliminated with the share in profit related to the gain.

Shares in associated companies are carried in the Parent Company's financial statement at cost. Only distribution of profit earned after the time of acquisition is accounted for as revenue from associated companies.

### Foreign currencies

Receivables and liabilities in foreign currency are valued at the year-end rate of exchange. In cases where hedging has taken place, such as forward cover, the forward rate is used. Transactions in foreign currency are converted at the spot rate of the transaction date.

In cases of forward cover for future budgeted currency flows, the hedging instrument is not revalued in cases of changing foreign exchange rates. The enti-

re effect of changes in foreign exchange rates is accounted for in the income statement when the hedging instrument falls due for payment.

### Revenue

Sales of goods are accounted for upon delivery of product to the customer pursuant to the terms and conditions of sale. Sales are reported net after value added tax, rebates and discounts. Intra-Group sales are eliminated in the consolidated accounting.

### Income taxes

Reported income taxes included taxes to be paid or received for the current year, and any adjustment to actual taxes paid in prior years, changes in deferred tax liability and share in taxes of associated company.

Valuation of tax liabilities and tax claims are at nominal amounts according to the rules of each individual country and at current tax rates or tax rates that have been announced and will in all likelihood be resolved.

The tax effects of items accounted for in the income statement are reported in the income statement. Tax effects of items accounted for directly against equity are reported against equity.

Deferred tax is calculated on all temporary differences arising between book values and values for tax purposes on assets and liabilities. Temporary differences arise through depreciation of real estate, structural cost and tax deficits.

Deferred tax liability referring to tax loss carryforwards or other future tax deductions are reported to the extent it is probable that the deductions can be offset against surpluses in connection with future payments Deferred tax liability referring to investments in subsidiaries and associated companies are not reported in the consolidated financial statements when the Parent Company in all cases can control the timing for reversal of the temporary differences and it is not judged likely that a reversal will take place within the foreseeable future.

Due to the relationship between accounting and taxation, the deferred tax liability on untaxed reserves is reported in the Parent Company as a part of untaxed reserves.

### Receivables

Receivables are carried at the amount which after individual assessment is expected to be collected.

### Inventories

Inventories are valued at the lower of cost and market at year-end using the socalled FIFO (first-in, first-out) method.

### Fixed assets

Tangible and intangible fixed assets are depreciated and amortized, respectively, systematically over the estimated period of use of the asset. When the amount to be depreciated or amortized has been determined, the residual value of the asset is taken into consideration as the case may be.

All assets are depreciated and amortized on a straight-line basis. The following periods of depreciation and amortization are applied:

Goodwill 10–20 years
Office buildings 25 – 40 years
Industrial buildings 20–40 years
Plant and machinery 2–10 years
Equipment, tools, fixtures and fittings 2–10 years

### Research and development work

Expenditure for research and development is expensed as incurred. Customerorder-based research and development is reported as a cost in connection with invoicing of goods and services.

### Financial leasing contracts

When leasing contracts have the effect that the Group as lessee for all intents and purposes enjoys the economic benefits and bears the economic risk attributable to the leasing object, the object is reported as a fixed asset in the consolidated balance sheet. The corresponding obligation to pay leasing fees in the future is reported as a liability.

### Statement of cash flow

The statement of cash flow is compiled in accordance with the indirect method. The reported cash flow includes only transactions that give rise to payments and disbursements.

Note 1 PERSONNEL
------------------

Job locations		Number of employees
	2001	2000
SWEDEN		
Parent Company		
Uppsala	3	3
Stockholm	4	3
Subsidiaries		
Filipstad	63	62
Göteborg	92	-
Herrljunga	59	71
Karlstad	11	9
Nyköping	54	52
Stockholm	88	62
Strängnäs	9	12
Sundsvall	4	-
Tierp	234	191
Trosa	33	37
Värnamo	70	112
Växjö	9	8
Total Sweden	733	622
Of whom men 571 (467) and worr	nen 162 (155).	

			2001			2000
	Men	Women	Total	Men	Women	Total
OUTSIDE SWEDEN						
Denmark	113	35	148	109	40	149
Finland	19	5	24	20	4	24
Norway	4	2	6	4	2	6
Belgium	1	1	2	2	1	3
France	4	2	6	5	2	7
The Netherlands	14	4	18	11	5	16
Poland	-	2	2	1	2	3
UK	18	7	25	19	8	27
Germany	79	21	100	66	11	77
Hong Kong	2	2	4	-	-	-
China	16	6	22	5	3	8
USA	1	1	2	1	-	1
Total, outside Sweden	271	88	359	243	78	321

Of the number of employees 842 are men (710) and 250 are women (233).

1 092

### Payroll, compensation and social benefits

### Group

TOTAL

 $\dot{\text{Compensation}}$  as follows has been paid by the Swedish units of the Group

	2001	2000
Salaries, President and		
Board of Directors	15 789	12 328
Bonus, President and Board of	Directors 591	1 169
Social benefits, President		
and Board of Directors	9 753	6 953
of which pension costs	3 639	2 237
Salaries, other	195 035	157 739
Social benefits, other	78 451	61 386
Of which pension costs	12 647	8 154

### Salaries and compensation has been paid outside Sweden as follows:

	Salary	2001 President/ Board of Directors of which bonus	Other	Salary	2000 President/ Board of Directors of which bonus	Other	
Denmark	1 950	_	58 328	2 509	68	46 530	
Finland	1 226	179	5 853	1 042	120	5 282	
Norway	706	116	1 580	558	21	1 330	
Belgium	_	_	790	_	_	1 252	
France	-	_	2 257	_	_	1 899	
The Netherlands	743	_	6 151	678	-	4 316	
Poland	-	_	457	-	-	485	
UK	2 990	102	8 890	2 312	112	7 929	
Germany	2 669	71	32 983	1 962	95	20 684	
Hong Kong	-	_	1 640	-	-	-	
China	-	-	678	-	-	2 675	
Singapore	-	-	-	-	-	549	
USA	-	-	771	-	-	564	
Total salaries and							
compensation	10 284	468	120 378	9 061	416	93 495	
Total salaries and	Total salaries and compensation in						
Sweden as above	16 380	591	195 035	13 497	1 169	157 739	
Group total	26 664	1 059	315 413	22 558	1 585	251 234	

### Parent Company

	2001	2000
Salaries, President and Board of Directors	4 763	4 273
Bonuses, President and Board of Directors	-	400
Social benefits, President and		
Board of Directors	2 120	2 019
Of which pension costs	941	475
Salaries, other	3 356	2 429
Social benefits, other	1 627	1 209
Of which pension costs	569	410

### Terms of employment and compensation of senior management

The following costs were charged to the Parent Company during 2001:

Presi	ident	and	CEO

943

Salary including benefit of automobile	2 /44
Bonus	-
Social benefits	1 794
of which pension costs	941

Among other things, the employment contract of the President and CEO contains a clause for termination at the Company's initiative with a period of notice of two years.

Chai	rman	of	the	Board:

Director's fee	292
Fee according to Annual General	
Meeting resolution	875
Social benefits	71

Fees have been paid to other Directors in a total amount of 852.

### Note 2 BOARD OF DIRECTORS

Anders Wall, Med Dr h.c. Consul General. Director since 1992 and Chairman. Other assignments: Chairman in Beijerinvest AB, Kjell & Märta Beijers' Foundation, Anders Walls' foundations, Konsul Th C Berghs Stiffelse, G & L Beijer Import & Export AB i Stockholm, Chemapol Scandinavia AB, TradeARBED AB, Ryda Bruk AB, Svenskt Tenn AB, Innoventus AB, Morgongåva Företagspark AB, Centrum för Entreprenörskap och Företagsutveckling (CEF) at the University of Uppsala. Director of Domarbo Skog AB, Hargs Bruk AB,

AB Stafsjö Bruk, Uppsvenska Handelskammaren, Swedish Chamber of Commerce in London och USA, and other assignments. Honorary Fellow of Uppsala University, Member, Royal Academy of Engineering Science.

Anders G. Carlberg, President, Axel Johnson International AB. Director since 1997. Other assignments: Chairman in Munksjö AB. Director in Axel Johnson AB, Axel Johnson Inc., Elkem ASA, Saba AB, SSAB and other assignments.

Thomas Halvorsen, President, Fjärde AP-fonden. Director since 1992. Other assignments: Director in AB Electrolux, AP Fastigheter AB and other assignments.

**Göran W Huldtgren**, President, Scandecor Marketing AB. Director since 1983. Other assignments: Director in LeanOn Group AB.

Jan-Erik Wikström, former County Governor. Director since 1997. Other assignments: Chairman in Hotel Birger Jarl AB, Kungl. Dramatiska Teatern, Musik vid Siljan, Sponsor Stiftelseförvaltning AB, Sveriges Allmänna Konstförening, Verbum AB. Director of Kjell & Märta Beijers' Foundation, Drottningholmsteatern, Förvaltningsstiftelsen för Sveriges Television and Sveriges Radio, Svenskt Tenn AB.

Johan Wall, President, Framtidsfabriken AB. Alternate Director 1997 – 2000, Director since 2000. Other assignments: Chairman in AB Ljungskogens Strandbad. Director in Framtidsfabriken AB, Anders Walls' Foundation and Alternate Director in Kjell & Märta Beijers' Foundation.

Bertil Persson, President and CEO, Beijer Alma AB. Alternate Director 2000 – 2001, Director since 2001. Other assignments: Chairman in AB Swedcarrier and AB Svensk Bilprovning.

Note 3 INVOICED SALES

	2001	2000
Sweden	525 980	402 698
Other Nordic countries	258 466	228 744
Other Europe	433 633	403 953
Asia	79 584	65 356
Rest of world	22 563	31 770
TOTAL	1 320 226	1 132 521

### Note 4 ADMINISTRATIVE EXPENSES

Administrative expenses include, .i.a., fees to the auditors as follows:

		Group	Pa	rent Company
	2001	2000	2001	2000
Öhrlings Pricewaterhous	eCoopers AB			
<ul> <li>audit assignments</li> </ul>	1 905	1 029	934	155
<ul> <li>other assignments <sup>1)</sup></li> </ul>	96	252	-	-
Other auditors				
<ul> <li>audit assignments</li> </ul>	1 422	1 030	_	-
<ul> <li>other assignment</li> </ul>	359	274	-	-
TOTAL	3 782	2 585	934	155

In addition to expensed compensation, there are capitalized fees in the amount of SEK 573 000 for investigations attributable to corporate acquisitions during 2001.

Note 5 REVENUE FROM SHARES IN GROUP COMPANIES

TOTAL	22 400	17 000
Anticipated dividend from AB Stafsjö Bruk	-	13 000
Shipping & Aviation Sweden AB	16 300	-
Anticipated dividend from		
(the former E. Bierregaard AB)	6 100	2 000
Anticipated dividend from Beijer Alma Industri AB		
Anticipated dividend from AIHUK AB	-	2 000
Parent Company	2001	2000

### Note 6 ITEMS AFFECTING COMPARABILITY

TOTAL	-	9 573	_	_
Contractual pension costs	-	-6 339	-	
of business in Rånäs	-	5 000	-	-
Lesjöfors AB on sale				
Capital gain in				
to present value	-	10 912	-	-
SPP refund discounted				
	2001	2000	2001	2000
		Group	Parent (	Company

### Note 7 OPERATING RESULT

Depreciation and amortization has been charged to the operating result as follows:

	2001	2000
Plant and machinery	50 783	37 390
Equipment, tools, fixtures and fittings	14 894	10 531
Buildings	7 381	5 511
Land improvements	37	42
Goodwill	13 735	10 864
TOTAL	86 830	64 338

Depreciation of equipment, tools, fixtures and fittings has been charged in the Parent Company by 479 (95).

### Note 8 PROFIT AFTER FINANCIAL ITEMS

		Invoiced sales	Profit after fin	ancial items
	2001	2000	2001	2000
Habia Cable	454 769	399 547	1 342	43 139
Lesjöfors	566 099	645 862	30 987	72 666
Elimag	205 833	-	-12 877	-
Stafsjö Bruk	91 361	81 301	4 093	3 063
Parent Company, etc. and consolidation				
eliminations	2 204	5 811	-21 540	-8 785
Group	1 320 266	1 132 521	2 005	110 083
Items affecting				
comparability	-	-	-	9 573
TOTAL	1 320 266	1 132 521	2 005	119 656

### Note 9 TAXES ON PROFIT FOR THE YEAR

	Group	Parent Comp	ent Company	
	2001	2000	2001	2000
Current taxes	-12 184	-31 429	-2 726	-8 249
Current taxes attributab	le			
to prior years	15 142	_	-1 000	-
Tax effect of group				
contribution	_	_	8 834	11 147
Deferred taxes, see				
specification below	6 429	_	-	-
Deferred taxes relating				
to untaxed reserves in				
the Group's companies	1 281	-6 553	-	-
Share in taxes of				
associated company	-405	-332	-	-
TOTAL	10 263	-38 314	5 108	2 898

Note 9	Cont'd

TOTAL	6 429	_	-	_
carryforwards	4 304	-	-	_
relative tax loss				
Temporary differences				
for structural costs	3 108	-	-	-
relative to provisions				
Temporary differences				
Deferred tax claims				
purposes	-983	-	-	-
depreciation for tax				
relative to accelerated				
Temporary differences				
Deferred tax expense				
Specification of deferred	d taxes			

### Note 10 GOODWILL

		Group
	2001	2000
Opening cost	202 405	120 248
Purchases	47 253	82 811
Sales	-	-1 398
Translation differences	5 013	744
Closing accumulated cost	254 671	202 405
Opening amortization	44 017	33 552
Sales	-	-478
Reclassification	-470	_
Amortization for the year	13 735	10 864
Translation differences	110	79
Closing amortization	57 392	44 017
Opening write-downs	28 189	28 189
Closing accumulated write-downs	28 189	28 189
Closing residual value		
according to plan	169 090	130 199

Goodwill with a historic acquisition value totaling 109 504 attributable to Isotec and Elimag is amortized over a period of twenty years. Volume, manufacturing technique, market position and an assessment of future market potential are among the factors taken into account.

Note 11 LAND AND LAND IMPROVEMENTS

		Group
	2001	2000
Opening cost	12 831	6 850
Purchases	707	6 443
Sales and disposals	-562	-467
Translation differences	419	5
Closing accumulated cost	13 395	12 831
Opening depreciation	407	365
Sales and disposals	-165	-
Depreciation for the year	37	42
Closing accumulated depreciation	279	407
Closing residual value according to plan	13 116	12 424
Book value of land in Sweden	6 111	5 438
Tax assessment value of land i Sweden	5 626	5 942

### Note 12 BUILDINGS

		Group
	2001	2000
Opening cost	192 284	149 502
Purchases	26 544	46 626
Sales and disposals	-7 503	-3 429
Reclassification	-792	-
Translation differences	4 588	-415
Closing accumulated cost	215 121	192 284
Opening depreciation	43 931	31 311
Sales and disposals	-2 705	-1 421
Reclassification	-793	10 079
Depreciation for the year	7 381	5 425
Translation differences	922	-1 463
Closing accumulated depreciation	48 736	43 931
Opening write-ups	549	635
Sales and disposals	-549	-
Depreciation for the year on amount	of	
year's write-up	-	-86
Closing accumulated write-ups, net	-	549
Closing residual value according		
to plan	166 385	148 902
Book value of buildings in Sweden Tax assessment value of	100 135	88 635
buildings in Sweden	29 501	34 646

### Note 13 PLANT AND MACHINERY

to plan	405 568	255 294
Closing residual value according		
Closing accumulated depreciation	248 805	215 565
Translation differences	9 159	1 195
Depreciation for the year	50 783	37 389
Reclassification	26 341	6 179
Sales and disposals	-53 043	-7 792
Opening depreciation	215 565	178 594
Closing accumulated cost	654 373	470 859
Translation differences	8 180	2 137
Reclassification	40 000	-630
of subsidiaries	86 979	5 163
By acquisition and divestiture		
Sales and disposals	-70 676	-17 757
Purchases	119 031	86 538
Opening cost	470 859	395 408
	2001	Group 2000

### Financial leasing contracts

The Group's plant and machinery includes leasing contracts as follows:

2001	2000
66 823	-
58 854	-
due for payment as follows	:
10 082	-
34 352	-
22 184	-
	66 823 58 854 due for payment as follows 10 082 34 352

66 618

Note 14 EQUIPMENT, TOOL, FIXTURES AND FITTING	Note 14	EQUIPMENT.	TOOL.	FIXTURES	AND	FITTINGS
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		Group
	2001	2000
Opening cost	84 530	80 681
Purchases	28 382	17 115
Sales and disposals	-26 486	-12 464
By acquisition and divestiture		
of subsidiaries	17 158	814
Reclassification	-	40
Translation differences	2 149	-1 656
Closing accumulated cost	105 733	84 530
Opening depreciation	52 093	50 318
Sales and disposal	-22 112	-9 650
Reclassification	4 946	2 174
Depreciation for the year	14 894	10 530
Translation differences	237	-1 279
Closing accumulated depreciation	50 058	52 093
Closing residual value according to p	olan 55 675	32 437

### Note 15 OTHER SECURITIES

Proportion of capital, %		Book value
Parent Company		
Nordpointer AB	2	0
Innoventus Uppsala Life Science 1 KB ")	8	5 358
		5 358
Group		
Associated companies		
Pendax Holding AB	36	3 932
Other companies		
PharmaSoft Inc.	<1	0
Industrial Development &		
Investment AB	<1	2 456
Professional Genetics Laboratory AB	50	888
Other	-	81
TOTAL		12 715

<sup>&</sup>quot;) Commitment exist to invest another MSEK 20.

Not 16 SHARES IN GROUP COMPANIES

	Organization number	Number of shares	Registered office	Book value	Adjusted equity
Habia Cable AB	556050-3426	500 000	Täby	87 576	167 493
Lesjöfors AB	556001-3251	603 500	Karlstad	100 000	268 965
Elimag AB	556480-0133	50 000	Sundsvall	107 899	51 808
AB Stafsjö Bruk	556093-2112	45 000	Nyköping	21 354	22 613
AB Stockholms Rörsmide	556222-0482	10 000	Stockholm	2 560	2 621
Alma Nova Industri AB	556077-6022	60 000	Uppsala	14 780	14 952
Beijer Alma Industri AB	556210-3274	60 000	Uppsala	4 330	13 259 1
Aihuk AB	556218-4126	9 000	Uppsala	2 056	4 224
Shipping & Aviation Sweden AB	556500-0535	10 000	Uppsala	1 000	17 576 ²
Bierrepac AB	556067-1793	4 000	Malmö	473	942
Beijer & Alma Industri & Handel AB	556551-9005	1 000	Uppsala	100	102
O-Pack AB	556201-8639	1 000	Stockholm	100	124
Care Pilot AB	556589-8235	153 846	Uppsala	4 417	4 475

Group

TOTAL 346 645

All companies are 100-percent owned.

### Subsidiary holdings of shares in Group companies

	Organization number	Percentage stake	Registered office	Book value
Alma Industri & Handel Fastigheter AB	556030-3686	100	Malmö, Sweden	3 764
Habia Benelux BV		100	Breda, The Netherlands	1 020
Habia Cable Asia Ltd		100	Hongkong, China	55
Habia Cable China Ltd		100	Changqou, China	2 839
Habia Cable GmbH		100	Düsseldorf, Germany	29 797
Habia Cable Inc.		100	New Jersey, USA	0
Habia Cable Isotec GmbH & Co KG		100	Norderstedt, Germany	81 295
Habia Cable Ltd.		100	Bristol, United Kingdom	3 614
Habia Cable NV/SA		100	Leuven, Belgium	439
Habia Cable Production AB	556095-2012	100	Söderfors, Sweden	33 468
Habia Cable SA		100	Orleans, France	679
Habia Cable SP.Z O.O		100	Warzawa, Poland	310
Habia Cable Svenska AB	556240-7485	100	Täby, Sweden	205
Beijer Alma Utvecklings AB	556230-9608	100	Uppsala, Sweden	2 200
Lesjöfors Fjädrar AB	556063-5244	100	Filipstad, Sweden	9 532
Lesjöfors Tråddetaljer AB	556207-6520	100	Filipstad, Sweden	1 724
Lesjöfors Automotive AB	556335-0882	100	Strängnäs, Sweden	24 000
Lesjöfors Stockholms Fjäder AB	556062-9890	100	Stockholm, Sweden	24 619
Lesjöfors Industrifjädrar AB	556593-7967	100	Herrljunga, Sweden	10 500
Lesjöfors Banddetaljer AB	556385-2143	100	Trosa, Sweden	2 000
Lesjöfors Banddetaljer i Värnamo AB	556204-0773	100	Värnamo, Sweden	28 103
Lesjöfors Tool A/S		100	Köpenhamn, Denmark	577
Lesjöfors DK Fjedre A/S		100	Köpenhamn, Denmark	37 080

<sup>&</sup>lt;sup>1)</sup> Including anticipated dividend to the Parent Company of 6 100.

<sup>&</sup>lt;sup>2)</sup> Including anticipated dividend to the Parent Company of 16 300.

Note 16	Cont'd
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	Organization number	Percentage stake	Registered office	Book value
Lesjöfors A/S		100	Oslo, Norway	53
Oy Lesjöfors AB		100	Åminnefors, Finland	1 000
Lesjöfors Springs Oy		100	Åbo, Finland	1 492
Lesjöfors Springs Ltd.		100	Elland, United Kingdom	316
Lesjöfors Automotive Ltd.		100	Elland, United Kingdom	774
Lesjöfors Springs GmbH		100	Hagen, Germany	446
B & G Suspension B.V.		100	Almelo, The Netherlands	14 000
Buck Jeppesen Fjederfabrik A/S		100	Köpenhamn, Denmark	1 562
Stafsjö Armaturentechnik GmbH		100	Düsseldorf, Germany	5 216
Elimag Affärsutveckling AB	556283-1031	100	Mölndal, Sweden	17 014
Elimag Göteborg AB	556359-5640	100	Mölndal, Sweden	7 150
Elimag Ratio AB	556059-2486	100	Mölndal, Sweden	7 000
Elimag Stockholm AB	556444-9386	100	Solna, Sweden	1 012
Elimag Mechatronics A/S		100	Bergen, Norway	103

### Note 17 INVENTORIES

TOTAL	289 531	234 764
Finished goods	114 804	81 649
Work in progress	66 146	49 398
Raw materials	108 581	103 717
	2001	2000

### Note 18 SHAREHOLDERS' EQUITY

Sh	are capital	Restricted	Unrestricted
		reserves	equity
Group			
Dec. 31, 1999	100 561	89 339	234 820
Dividend paid	-	-	-28 157
Conversion of convertible			
subordinated debenture	30	179	-
Transfer between restricted and			
unrestricted equity	-	13 284	-13 284
Translation difference	-	4 208	
Net profit for the year	-		81 342
Dec. 31, 2000	100 591	107 010	274 721
Dividend paid	-	-	-35 953
New issue	11 750	91 838	_
Conversion of convertible			
subordinated debenture	388	2 309	-
Transfer between restricted and			
unrestricted equity	-	2 459	- 2 459
Translation differences	-	-	12 484
Net profit for the year	-	-	12 268
Dec. 31, 2001	112 729	203 616	261 061
	Share	Share	Unrestricted
	capital	reserve	equity
Parent Company			
Dec. 31, 1999	100 561	61 899	53 969
Dividend paid	_	_	-28 157
Conversion of convertible			
subordinated debenture	30	179	-
Group contribution received, less taxe	s –	_	27 918
Profit for the year	_	_	8 582
Dec. 31, 2000	100 591	62 078	62 312
Dividend paid	_	_	-35 953
New issue	11 750	91 838	-
Conversion of convertible			
subordinated debenture	388	2 309	-
Group contribution received, less taxe	s –	_	22 715
Profit for the year	-	-	2 021
Dec. 31, 2001	112 729	156 225	51 095

### Note 18 Cont'd

Shares outstanding are of Class A and Class B, as follows:

TOTAL	9 018 300	19 008 300
Class B shares	7 908 300 with 1 vot	7 908 300
Class A shares	1 110 000 with 10 vote	s 11 100 000
	Shares	Votes

In addition to these shares, there are also a convertible subordinated debenture loan and personnel options. The personnel options carry a subscription price of SEK 105 and have been issued to members of senior management in the Group's companies.

The number of shares outstanding, including subordinated debentures and personnel options are as follows:

TOTAL	9 610 180	
Personnel options	200 000	
Convertible subordinated debentures	391 880	
Current number of shares outsanding	9 018 300	

Both the convertible subordinated debentures and the personnel options entitle their holders to subscribe for class B shares.

### Evolution of share capital

Year	sl	Increase in nare capital SEK 000	Total share capital SEK 000	Increase in number of shares	Total number of shares
1993	Opening balance	_	53 660	_	2 146 400
	Shares issued to				
	acquire G & L Bei	jer			
	Import & Export A	ιB			
	in Stockholm	6 923	60 583	276 900	2 423 300
1993	New issue	30 291	90 874	1 211 650	3 634 950
1994	Shares issued to				
	acquire				
	AB Stafsjö Bruk	5 000	95 874	200 000	3 834 950
1996	Conversion of				
	subordinated loan	47	95 921	1 875	3 836 825
1997	Conversion of				
	subordinated loan	2 815	98 736	112 625	3 949 450
1998	Conversion of				
	subordinated loan	1 825	100 561	73 000	4 022 450
2000	Conversion of				
	subordinated loan	30	100 591	1 200	4 023 650
2001	Shares issued to				
	acquire Elimag Al	3 11 750	112 341	470 000	4 493 650
2001	Split 2:1	-	112 341	4 493 650	8 987 300
2001	Conversion of				
	subordinated loan	388	112 729	31 000	9 018 300

ES .	
2001	2000
45	-
-	1 078
45	1 078
XES	
2001	2000
53 851	44 911
-6 281	-
-3 108	-
3 018	-
47 480	44 911
IT FACILITY	
2001	2000
460 495	352 725
150 000	150 000
	2001 45 - 45 - 45  2001 53 851 -6 281 -3 108 3 018 47 480  IT FACILITY 2001 460 495

### Note 22 CONVERTIBLE SUBORDINATED DEBENTURE LOAN

A five-year subordinated convertible debenture loan in the amount of 36 999 was issued the Group's employees May 6, 1999. The conversion price is SEK 87 and full conversion will increase the number of Class B shares outstanding by 391 880. Up to December 31, 2001 subordinated convertible debentures in a nominal amount of SEK 2 905 800 have been converted into 33 400 class B shares. The loan matures May 6, 2004 and conversion may take place from May 6, 1999 until April 22, 2004. Interest payable on the loan is 360 day STI-BOR less 1 percentage point. In accordance with recommendation RR3 of the Swedish Financial Accounting Standards Council, the lower interest payable on the subordinated convertible debenture loan compared to the market rate of interest, which has been estimated to be two percent per year, has been carried to restricted equity. The reported loan liability is raised by two percent in interest, such that the reported liability amount will correspond to the nominal loan amount at the time of maturity. As of December 31, 2001 the subordinated convertible debentures held by wholly owned subsidiary AIHUK AB in the amount of 9 142 have been eliminated in consolidation.

Note 23 ACCRUED EXPENSES AND PREPAID INCOME

TOTAL	96 632	75 753	3 401	3 688
Other	25 930	25 987	1 177	181
Prepaid expenses	3 227	216	_	-
Accrued interest	2 039	1 566	1 074	1 229
expenses	65 436	47 984	1 150	2 278
Accrued personnel				
	2001	2000	2001	2000
		Group	Parer	nt Company

Note 24 PLEDGED ASSETS

TOTAL	744 071	524 471	115 261	116 261
Receivables	3 000	4 000	3 000	4 000
reservation	68 716	_	-	_
Assets with ownership	)			
Shares 2)	297 526	286 494	112 261	112 261
Real estate mortgage	s 1) 84 147	58 620	-	-
Corporate mortgages	290 682	175 357	-	-
	2001	2000	2001	2000
		Group	Pa	rent Company

- 1) Refers to liabilities to credit institutions.
- Pledged to secure loans in the amount of 11 749 (20 749) and committed credit facility in the amount of 150 000 (150 000), of which 93 497 (47 797) was utilized at year-end.

Note 25 CONTINGENT LIABILITIES

		Group	Parent Company 19	
	2001	2000	2001	2000
Guaranties	681	2 566	6 775	6 845
Pension obligations	3 129	131	3 000 2)	4 000 2)
TOTAL	3 810	2 697	9 775	10 845

- 1) Refers to the Parent Company's guaranties for subsidiaries.
- <sup>2)</sup> Refers to pension obligations for former president.

### Note 26 DEFINITIONS

### Profit, result

The terms profit and result refer to profit after financial items, not including items affecting comparability, unless otherwise expressly noted.

### Capital employed

Balance sheet total less non-interest-bearing liabilities.

### Return on equity

Profit after financial items, not including items affecting comparability, less 28 percent taxes, relative to average equity.

### Return on capital employed

Profit after financial items, not including items affecting comparability, plus interest expense, relative to average capital employed.

### Equity ratio

Shareholders' equity relative to balance sheet total.

### Earnings per share after standard taxes

Profit after financial items, not including items affecting comparability, less 28 percent taxes, relative to average number of shares outstanding.

### Earnings per share after current taxes

Profit after financial items, not including items affecting comparability, less current taxes, relative to average number of shares outstanding.

### Debt equity ratio

Interest-bearing liabilities relative to shareholders' equity.

### Interest coverage ratio

Profit after financial items, not including items affecting comparability, plus financial expenses, divided by financial expenses.

### Operating profit

Profit before financial items, not including items affecting comparability.

### Operating cash flow

Cash flow from continuing operations, less effects of acquisitions and disposals, financial leasing and converting the balance sheets of foreign Group companies.

### Net deb

Interest-bearing liabilities, less interest-bearing assets.

### Proportion of risk-bearing capital

The sum total of shareholders' equity, deferred tax liability and minority interest, divided by balance sheet total.

# To the Annual General Meeting of the shareholders of Beijer Alma AB Corporate identity number 556229-7480

We have examined the annual accounts, the consolidated accounts, the accounting records and the administration of the Board of Directors and the President of Beijer Alma AB for the year 2001. These accounts and the administration of the company are the responsibility of the Board of Directors and the President. Our responsibility is to express an opinion on the annual accounts, the consolidated accounts and the administration based on our audit.

We conducted our audit in accordance with generally accepted auditing standards in Sweden. Those standards require that we plan and perform the audit to obtain reasonable assurance that the annual accounts and the consolidated accounts are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the accounts. An audit also includes assessing the accounting principles used and their application by the Board of Directors and the President, as well as evaluating the overall presentation of information in the annual accounts and the consolidated accounts. As a basis for our opinion concerning discharge from liability, we examined significant decisions, actions taken and circumstances of the Company in

order to be able to determine the liability, if any, to the Company of any board member or the President. We also examined whether any board member or the President has, in any other way, acted in contravention of the Swedish Companies Act, the Swedish Annual Accounts Act or the Articles of Association. We believe that our audit provides a reasonable basis for our opinion set out below.

The annual accounts and the consolidated accounts have been prepared in accordance with the Swedish Annual Accounts Act and, therefore, give a true and fair view of the Company's and the Group's financial position and results of operations in accordance with generally accepted accounting principles in Sweden.

We recommend to the Annual General Meeting of shareholders that the Statements of Income and Balance Sheets of the Parent Company and the Group be adopted, that the profit for the Parent Company be dealt with in accordance with the proposal in the Administration Report and that the members of the Board of Directors and the President be discharged from liability for the financial year.

Uppsala, Sweden, February 14, 2002 Öhrlings PricewaterhouseCoopers AB

Hans Lindén

Authorized Public Accountant

# BOARD OF DIRECTORS, MANAGEMENT, AUDITOR, DEFINITIONS AND ADDRESSES

### BOARD OF DIRECTORS, MANAGEMENT AND AUDITOR

### **BOARD OF DIRECTORS**

Anders Wall b. 1931

Chairman

Med. Dr. h.c.. Consul General

Director since: 1992

Share ownership through companies

and family: 1 245 040

whereof 733 000 Class A shares

Chairman of: Beijerinvest AB, Kjell & Märta Beijers' Foundation, Anders Walls' Foundations, Consul Th C Bergh's Foundation, G & L Beijer Import och Export AB i Stockholm, Chemapol Scandinavia AB, TradeARBED AB, Ryda Bruk AB, Svenskt Tenn AB, Innoventus AB, Morgongåva Företagspark AB, Centrum för Entreprenörskap och Företagsutveckling

(CEF) at Uppsala University.

Director of: Domarbo Skog AB, Hargs Bruk AB, AB Stafsjö Bruk, Chamber of Commerce for Uppsala County, Swedish Chambers of Commerce in London and USA and other assignments

Honorary Fellow of Uppsala University, member of the Royal Swedish Academy of Engineering Science (IVA)

Anders G. Carlberg *b. 1943*President, Axel Johnson International AB

Director since: 1997 Share ownership: 1 000 Chairman of: Munksjö AB

*Director of:* Axel Johnson AB, Axel Johnson Inc., Elkem ASA, Sapa AB, SSAB and other assignments

Thomas Halvorsen *b. 1949* President, Fjärde AP Fonden

Director since: 1992 Share ownership: 0

Director of: AB Electrolux, AP Fastigheter AB

and other assignments

Göran W Huldtgren *b. 1941*President, Scandecor Marketing AB

Director since: 1983

Share ownership through companies

and family: 199 470

Director of: LeanOn Group AB

Johan Wall b. 1964

President, Framtidsfabriken AB

Deputy Director: 1997 - 2000

Director since: 2000 Share ownership: 1 000

Chairman of: AB Ljungskogens Strandbad

Director of: Framtidsfabriken AB, Anders Walls' Foundations

Deputy Director of: Kjell & Märta Beijers' Foundation

Jan-Erik Wikström *b. 1932* Former County Governor

Director since: 1997 Share ownership: 1 000

Chairman of: Hotel Birger Jarl AB, Royal Dramatic Theater, Musik vid Siljan, Sponsor Stiftelseförvaltning AB, Sveriges Allmänna Konstförening, Verbum AB Director of: Kjell & Märta Beijers' Foundation, Drottningholmsteatern, Förvaltningsstiftelsen för

Sveriges Television och Sveriges Radio,

Svenskt Tenn AB

Bertil Persson b. 1961

President and CEO, Beijer Alma AB

Deputy Director: 2000 - 2001

Director since: 2001 Share ownership: 0 Call options: 200 000 Personnel options: 60 000

Director of: AB Swedcarrier, AB Svensk Bilprovning

### BOARD OF DIRECTORS, MANAGEMENT AND AUDITOR



Anders Wall



Jan-Erik Wikström



Anders G. Carlberg



Johan Wall



Thomas Halvorsen



Bertil Persson



Göran W Huldtgren

### **MANAGEMENT**

Bertil Persson *b. 1961* President and CEO

Beijer Alma employee since: 2000 Share ownership: 0

Call options: 200 000 Personnel options: 60 000

Jan Blomén *b. 1955* Chief Financial Officer

Beijer Alma employee since: 1986 Share ownership, with family: 40 000 Subordinated convertible debentures:

sek 435 000

Personnel options: 20 000

Carl Modigh *b. 1972*Business Development

Beijer Alma employee since: 2000

Share ownership: 1 000 Personnel options: 20 000

Jan Olsson *b. 1956* Group Controller

Beijer Alma employee since: 1993

Share ownership: 0

Subordinated convertible debentures:

sek 435 000

Personnel options: 12 000

### **AUDITOR**

Auditing firm of Öhrlings PricewaterhouseCoopers AB

Chief Auditor
Hans Lindén b. 1948
Authorized Public Accountant
Auditor of Beijer Alma AB since 1999

### **DEFINITIONS**

Capital employed Balance sheet total less non-interest-bearing liabilities.

Cash flow after capital

expenditures

Cash flow after change in working capital and after net capital

expenditures including company acquisitions.

Debt equity ratio Interest-bearing liabilities relative to shareholders' equity.

Dividend pay-out ratio Dividend as a percentage of income after financial items

after 28 percent standard tax.

**Dividend yield** Dividend for the year in relation to the share price at year-end.

Earnings per share after

current taxes

Profit after financial items, not including items affecting comparability, less current taxes, relative to average number of shares outstanding.

Earnings per share after

standard taxes

Profit after financial items, not including items affecting comparability, less 28 percent taxes, relative to average number of shares outstanding.

**Equity ratio** Shareholders' equity relative to balance sheet total.

Gross margin Gross income as a percentage of sales.

Interest coverage ratio Profit after financial items, not including items affecting comparability,

plus financial expenses, divided by financial expenses.

Net debt Interest-bearing liabilities, less interest-bearing assets.

Net capital expenditures not including corporate

acquisitions

Net investments in tangible fixed assets.

Operating cash flow Cash flow from continuing operations, less effects of acquisitions and

disposals, financial leasing and converting the balance sheets of foreign

Group companies.

Operating cash flow

per share

Operating cash flow divided by the average number of shares.

Operating margin Operating income excluding items affecting comparability,

as a percentage of sales.

Operating profit Profit before financial items, not including items affecting comparability.

P/E ratio as of Price paid per share divided by earnings per share after

**31 December** 28 percent standard tax.

Profit margin Income after financial items excluding items affecting

comparability, as a percentage of sales.

cluding items affecting comparability, unless otherwise expressly noted.

Proportion of risk-bearing capital The sum total of shareholders' equity, deferred tax liability and minority

interest, divided by balance sheet total.

**Return on capital employed** Profit after financial items, not including items affecting comparability,

plus interest expense, relative to average capital employed.

Return on equity Profit after financial items, not including items affecting comparability,

less 28 percent taxes, relative to average equity.

Shareholders' equity

per share

Shareholders' equity divided by the number of shares at

year-end before dilution from outstanding convertible debentures.

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