

Administration Report

The Board of Directors and the President of Beijer Alma AB (publ) hereby submit the company's Administration Report and Annual Accounts for the 2019 financial year.

CORPORATE GOVERNANCE REPORT

GROUP CONTROL

Beijer Alma AB is a Swedish public limited liability company listed on Nasdaq Stockholm (Stockholm Stock Exchange). Its corporate governance is based on Swedish legislation, rules and regulations, including the Swedish Companies Act, the Swedish Annual Accounts Act, Nasdaq Stockholm's rules for issuers, the Swedish Corporate Governance Code (the "Code"), the company's Articles of Association and other relevant rules and guidelines.

Beijer Alma is a holding company whose business concept is to create value by owning and managing wholly owned subsidiaries. The organization is largely decentralized.

DEVIATIONS FROM THE CODE

Beijer Alma deviates from rule 2.4 of the Code, which stipulates that the Chairman of the Board may not be the Chairman of the Nomination Committee. In accordance with the nomination procedure for the Nomination Committee, which has been approved by the Annual General Meeting, the Nomination Committee is to comprise one representative for each of the four largest shareholders and the Chairman of the Board. Accordingly, the company's Chairman of the Board is part of the Nomination Committee in this capacity but is also closely connected with the company's principal shareholder. The nomination procedure for the Nomination Committee also states that the individual representing the principal shareholder is to be the Chairman of the Nomination Committee. Given the two possible candidates representing the principal shareholder, the Annual General Meeting resolved to appoint Chairman of the Board Johan Wall as Chairman of the Nomination Committee.

SHAREHOLDERS AND THE SHARE

Beijer Alma AB is a CSD-registered company, which means that its shareholder register is maintained by Euroclear Sweden AB. The number of shareholders at year-end 2019 amounted to 13,322. Anders Wall, along with his family and companies, has a shareholding corresponding to 34.8 percent of the total number of votes in the company and the Anders Wall Foundation has a

shareholding corresponding to 18.5 percent of the votes. There are no other shareholders whose votes exceed 10 percent of the total number of votes.

The company has issued two classes of shares: Class A shares and Class B shares. Each Class A share entitles the holder to ten votes and each Class B share entitles the holder to one vote. The Class A share carries an obligation to offer shares to existing shareholders. In accordance with a share conversion clause in the Articles of Association, Class A shareholders are entitled to convert their Class A shares to Class B shares. In the event of such a conversion, the total number of votes decreases. The Class B share is listed on the Mid Cap list of Nasdaq Stockholm. All shares carry the same right to the company's assets and profit, and entitle the holder to the same dividend. The total number of shares at year-end was 60,262,200, of which 6,600,000 were Class A shares and 53,662,200 were Class B shares.

Beijer Alma's dividend policy is to distribute a minimum of one-third of its net earnings, always taking into consideration the Group's long-term financing needs.

ANNUAL GENERAL MEETING

The Annual General Meeting is the company's highest decision-making body, in which all shareholders are invited to participate. At the Annual General Meeting, the shareholders make decisions on matters pertaining to the company, such as adoption of the Annual Report, election of directors, discharging the President and Board from personal liability, and determining dividends. The Annual General Meeting is held not more than six months after the end of the financial year. All shareholders who are registered in the shareholder register and provide timely notification of their intention to attend the Meeting are entitled to participate in the Annual General Meeting and vote in accordance with their total shareholdings. The notice and agenda for the Meeting is to be published not more than six weeks and not less than four weeks prior to the Meeting. Shareholders who are unable to attend the Meeting may be represented by an authorized proxy. Each shareholder or proxy may be accompanied at the Meeting by a maximum of two advisors. The 2020 Annual General Meeting will be held on March 25.

A total of 620 shareholders were represented at the Annual General Meeting on March 28, 2019, representing 72.1 percent of the total number of shares and 84.6 percent of the total number of votes. Chairman of the Board Johan Wall was elected as Chairman of the Meeting. The Meeting was attended by members of the Board of Directors and individuals from Group management. In addition, the Meeting was attended by Authorized Public Accountant Leonard Daun in his capacity as Chief Auditor from the appointed auditing firm Örhings PricewaterhouseCoopers AB. The minutes from the Annual General Meeting are available on Beijer Alma's website.

The following resolutions were passed at the Annual General Meeting:

- To pay a dividend of SEK 5.10 per share.
- That Johnny Alvarsson, Carina Andersson, Caroline af Ugglas, Anders Ullberg, Cecilia Wikström and Johan Wall be re-elected as directors, and that Hans Landin be elected as a new director.
- To elect Johan Wall as Chairman of the Board.
- To pay each director a fee of SEK 325,000. To pay the Chairman of the Board a fee of SEK 950,000. To pay the Chairman of the Audit Committee a fee of SEK 125,000, and to pay each



| Board of Directors | Elected in | Independent of major owners | Independent of the company | Remuneration Committee | Audit Committee | Participation in Board meetings | Holding of Class A shares | Holding of Class B shares |
|------------------------------|------------|-----------------------------|----------------------------|------------------------|-----------------|---------------------------------|---------------------------|---------------------------|
| Johan Wall, Chairman | 1997 | | X | X | X | 8 (8) | | 10,000 |
| Johnny Alvarsson, Director | 2017 | X | X | X | | 8 (8) | | 5,800 |
| Carina Andersson, Director | 2011 | X | X | | | 8 (8) | | 4,000 |
| Anders G. Carlberg, Director | 1997 | | X | X | | 2 (2) | | 6,000 |
| Hans Landin, Director | 2019 | X | X | | | 7 (7) | | 2,660 |
| Caroline af Ugglas, Director | 2015 | X | X | | X | 8 (8) | | 4,000 |
| Anders Ullberg, Director | 2007 | X | X | X | X | 8 (8) | | 30,000 |
| Cecilia Wikström, Director | 2018 | X | X | | | 8 (8) | | 1,000 |

- member of the Audit Committee a fee of SEK 75,000.
- Principles for remuneration and employment terms for senior executives.
- To re-elect the auditing firm Öhrlings Pricewaterhouse Coopers AB for a period of one year.
- Election of the Nomination Committee (see below).
- To authorize the Board to make decisions concerning issues of Class B shares or convertible debentures. The number of Class B shares may be increased by 10 percent through an issue.

NOMINATION COMMITTEE

The Nomination Committee is responsible, at the request of the shareholders, for preparing motions regarding the Board of Directors, Chairman of the Board, Chairman of the Annual General Meeting and auditors as well as directors' and auditors' fees for resolution by the Annual General Meeting. The following individuals were appointed to the Nomination Committee ahead of the 2020 Annual General Meeting: Anders G. Carlberg, representing the principal owner; Chairman of the Board Johan Wall; and representatives of the next three largest shareholders: Hans Ek (SEB Fonder), Vegard Søråunet (Verdipapirfond Odin) and Henrik Didner (Didner & Gerge Fonder). Johan Wall was appointed Chairman of the Nomination Committee.

In the event of a change in ownership or if one of the aforementioned individuals resigns from his or her position, the Nomination Committee may replace the committee member.

In order to develop and improve the work of the Board, an annual assessment is performed. Each director responds to a survey containing questions regarding the work of the Board and how it can be improved. The Nomination Committee has been informed about the results of this survey and about the company's operations and other relevant circumstances to enable the Nomination Committee to propose a well-functioning Board of Directors.

The Nomination Committee's motions are to be announced far enough in advance to be presented in the notice of the 2020 Annual General Meeting. The Nomination Committee held three meetings during the year.

BOARD OF DIRECTORS

The Board of Directors is appointed by the shareholders to administer the company's affairs in the best interests of the company and the shareholders. The Board of Directors bears the ultimate responsibility for the organization and administration of the company as well as the control of the Group's financial reporting, the management of funds and the company's other financial conditions. The Board ensures that there are effective reporting, monitoring and control systems in place and that the disclosure of information is correct and transparent. The Board is responsible for the Group's long-term development and overall strategy, controls and evaluates the ongoing operations and carries out the other tasks stipulated in the Swedish Companies Act. The Board also makes decisions regarding acquisitions, disposals and major investments. The Board approves the annual report and interim reports, and proposes dividends and guidelines

for remuneration to senior management for resolution by the Annual General Meeting.

According to the Articles of Association, the Board is to comprise not fewer than seven and not more than ten regular directors and not more than two deputy directors elected by the Annual General Meeting. The Board currently comprises seven regular directors. Salaried employees in the Group may also participate in Board meetings to present certain matters. Attorney Niklas Berntorp of Vinge law firm serves as Board secretary.

The composition of the Board is presented in the table and text above. All directors are independent in relation to the company. Johan Wall is dependent on shareholders controlling more than 10 percent of the votes and capital in the company. All other directors are independent in relation to the company's major shareholders.

Johan Wall, born 1964 Chairman since: 2016. Deputy Director: 1997–2000. Director: 2000–2016. Holding: 10,000. Also has an influence via participating interest in a family company that is a principal owner of Beijer Alma. Education: Master of Engineering from the Royal Institute of Technology in Stockholm, Visiting Scholar at Stanford University. Chairman of: Beijer Holding AB. Director of: Skirner AB, the Kjell & Märta Beijer Foundation, the Anders Wall Foundation, Uppsala University and others. Earlier positions: CEO of Beijerinvest AB, Bisnode AB, Enea AB, Framfab AB and Netsolutions AB. Board committees: Chairman of the Remuneration Committee. Member of the Audit Committee. Dependent in relation to the company's major shareholders. Independent in relation to the company.

Johnny Alvarsson, born 1950. Director since: 2017. Holding: 5,800. Education: Master of Engineering from the Institute of Technology at Linköping University, management training at CEDEP in France. Director of: VBG AB, FM Mattson Mora Group, Instalco AB, Sdiptech AB and Dacke Industri AB. Earlier positions: Management positions at LM Ericsson, CEO of Zetterbergs Industri AB/Zeteco AB, CEO of Elektronikgruppen AB and CEO of Indutrade AB. Board committees: Member of the Remuneration Committee. Independent in relation to the company's major shareholders. Independent in relation to the company.

Carina Andersson, born 1964. Director since: 2011. Holding through companies and family: 4,000. Education: Master of Mining Engineering from the Royal Institute of Technology in Stockholm. Director of: Systemair AB, Gränges AB, BE Group AB and Detection Technology. Earlier positions: General Manager and Head of Powder Technology at Sandvik Materials Technology AB, CEO of Ramnäs Bruk AB and CEO of Scana Ramnäs AB. Former director of Mälardalen University and Sintercast AB. Independent in relation to the company's major shareholders. Independent in relation to the company.

Hans Landin, born 1972. Director since: 2019. Holding: 2,660. Education: Master of Engineering from Chalmers University of Technology. Group Vice President of The Timken Company. Earlier positions: Various management positions at

The Timken Company since 2000. Independent in relation to the company's major shareholders. Independent in relation to the company.

Caroline af Ugglas, born 1958. Director since: 2015. Holding: 4,000. Education: Economics degree from Stockholm University. Deputy General Director of the Confederation of Swedish Enterprise. Director of: AMF Pension. Earlier positions: Head of Equities and Corporate Governance at Livförsäkringsaktiebolaget Skandia. Board committees: Member of the Audit Committee. Independent in relation to the company's major shareholders. Independent in relation to the company.

Anders Ullberg, born 1946. Director since: 2007. Holding: 30,000. Education: Master of Business Administration from the Stockholm School of Economics. Chairman of: Boliden, Eneqvist Consulting and Studsvik. Director of: Atlas Copco, Epiroc and Valeo Partners. Chairman of the Swedish Financial Reporting Board and Member of the Board of the European Financial Reporting Advisory Group. Earlier positions: President and CEO of SSAB, Vice President and CFO of SSAB, CFO of Svenska Varv. Board committees: Chairman of the Audit Committee and member of the Remuneration Committee. Independent in relation to the company's major shareholders. Independent in relation to the company.

Cecilia Wikström, born 1965 Director since: 2018. Holding: 1,000. Education: Bachelor of Theology from Uppsala University. Chairman of the Board of Governors of the European Institute of Public Administration (EIPA) in Maastricht. Director of Elekta AB and senior advisor at Prime Weber Schandwick. Earlier positions: Member of the Swedish Riksdag 2002–2009 and the European Parliament 2009–2019, priest in the Diocese of Uppsala, Senior Consultant at the executive recruiting firm Michaël Berglund. Independent in relation to the company's major shareholders. Independent in relation to the company.

In 2019, the Board held eight meetings during which minutes were taken. The attendance of the members of the Board at these meetings is presented in the table on page 62. The following areas were addressed during the Board meetings: sales and profitability trend, objectives and strategies for the operations, acquisitions and other key investments. Three of the meetings were held at the offices of a subsidiary, where local management presented their operations.

Beijer Alma's auditor reported his findings from the audit of the Group's accounts and internal control procedures at one Board meeting.

The Board of Directors has adopted a work plan that governs the following:

- A minimum of six Board meetings per year in addition to the statutory meeting and when they are to be held
- The date and content of notices of Board meetings
- The items that are normally to be included in the agenda for each Board meeting
- Minute-taking at Board meetings
- Delegation of decisions to the President
- The President's authority to sign interim reports

The Board's work plan is reviewed annually and updated when necessary. The terms of reference issued to the President clarify the division of duties between the Board and the President as well as the responsibilities and authorities of the President.

The Board receives monthly information regarding the performance of the Group and the individual companies in the form of a monthly report containing key events and trends concerning order bookings, invoicing, margins, earnings, cash flow, financial position and the number of employees.

BOARD COMMITTEES

While the responsibilities of the Board of Directors cannot be delegated, the Board may appoint committees from within ranks to address certain issues in order to simplify and streamline the work of the Board. Accordingly, the Board has established a Remuneration Committee and an Audit Committee.

REMUNERATION COMMITTEE

The Board has appointed a Remuneration Committee comprising Johnny Alvarsson, Anders Ullberg and Johan Wall, with Johan Wall serving as Chairman. The Remuneration Committee prepares motions regarding the President's salary and other employment terms, such as pension, severance pay and variable salary. The Committee also prepares principles for remuneration to Group management and approves motions by the President regarding remuneration to Group management within the framework of the guidelines adopted by the Annual General Meeting. For information about the guidelines for remuneration to senior executives, refer to Note 2 on page 77.

AUDIT COMMITTEE

The Audit Committee was established by the Board of Directors mainly for the purpose of supervising the Group's financial reporting and internal control. The tasks of the Committee include preparing for the Board's work to quality assure the financial reporting by reviewing the interim reports, annual report and consolidated financial statements. The Committee also reviews legal and tax-related issues that may have a material impact on the financial reports. The Audit Committee also reviews the impartiality of the appointed auditors and decides which services, in addition to the audit, are to be procured from the auditors. Where appropriate, the Committee handles the procurement of audit services on behalf of the Nomination Committee. Finally, the Audit Committee evaluates the quality of the internal control of financial reporting.

A tendering procedure for a new auditor was performed in 2019, since Beijer Alma's current auditing firm exceeds the age limit stipulated in the prevailing rotation rules. The Audit Committee was responsible for conducting this tendering procedure and submitted a proposal for a new auditor to the Nomination Committee.

The Audit Committee comprises Anders Ullberg (Chairman), Caroline af Ugglas and Johan Wall. The Group's CFO reports to the Committee. The Committee held seven meetings during 2019, which were attended by all members. The Chief Auditor participated in two of these meetings.

PRESIDENT AND CEO

Henrik Perbeck, born 1972 President and CEO since: 2018. Holding with family: 15,000. Education: Master's degree in engineering physics, Bachelor's degree in economics. Earlier positions: President and CEO of Viacon Group.

CODE OF CONDUCT

The values and approach that apply within Beijer Alma have been compiled in a Code of Conduct based on internationally accepted conventions, such as the UN Global Compact and ISO 26000 Social Responsibility. The company's Code of Conduct focuses on people, the environment and ethics. For each of these areas, the Code describes the approach and values that apply at Beijer Alma. A brochure presenting and explaining Beijer Alma's Code of Conduct has been distributed to all employees globally. This brochure also contains e-mail addresses for two members of Group management to whom employees may report improprieties and other breaches of the Code of Conduct under the Group's whistleblower system.

Additional information about the Group's CSR efforts is available on the website and on pages 40–56.

OPERATIONAL CONTROL

The CEO is responsible for the ongoing administration of the company in accordance with the instructions and guidelines of the Board. Along with the other members of Group management, the CEO ensures that the operational control of the Group is of high quality and efficient and that the operations are conducted in accordance with the instructions and guidelines of the Board. Group management comprises the CEO, the presidents of the subsidiaries Lesjöfors, Habia Cable and Beijer Tech, and the Group's CFO.

Beijer Alma has a decentralized organization. This is a strategic and deliberate decision based on the fact that the Group's businesses are often local in nature and a conviction that it is best that decisions be made locally, by the people with the best understanding of the issue in question. The actual business operations are conducted in the subsidiaries Lesjöfors, Habia Cable and Beijer Tech. The legal structure corresponds with the operational structure, which means that there are no decision-making forums that are discharged from the legal responsibility incumbent upon the legal units. Within all three subsidiaries, the operations are organized into business areas. The total number of profit centers in Beijer Alma is approximately 50. The Group's business organization is based on decentralized responsibility and authority, combined with fast and efficient reporting and control systems.

The subsidiaries' boards of directors include individuals from Group management. As in the Parent Company, the work of the subsidiaries' boards of directors and the division of duties between the boards and the presidents of the subsidiaries are governed by work plans and terms of reference. The subsidiaries are also governed by a number of policies and instructions that regulate their operations, including the Code of Conduct, which is a key policy.

Beijer Alma AB is a holding company that manages three separate businesses, in which daily operational decisions are made locally by the subsidiaries. Financial reporting in the Group is therefore very important from a corporate governance perspective. A large part of the communication and discussions in the Group are based on internal financial reporting.

The presidents of the subsidiaries are responsible for their income statements and balance sheets. Each week, the subsidiaries report their order bookings, invoicing and order backlog for each profit center. Monthly financial statements are prepared for each profit center. These financial statements are analyzed at different levels in the Group and consolidated at the subsidiary and Group levels. Reports are presented to Group management for each profit center, business area and subsidiary. This reporting is carried out in the system used for the external consolidated financial statements. Monthly financial statements are presented and discussed at monthly meetings with Group management and the subsidiary management groups. Board decisions and other decisions are also followed up at these meetings.

In a decentralized organization, it is important that reporting and monitoring systems are transparent and reliable. In each subsidiary, considerable focus is given to improving and streamlining the company's processes. The business systems are developed to make it easier to measure the profitability of individual businesses, customers, industries and geographic markets. The Group measures the efficiency of the various components of its production, administration and sales operations, and compares these with estimates as well as earlier results and targets. The information gathered in this manner is used for internal benchmarking.

INTERNAL CONTROL

The Board of Directors' internal control responsibilities are governed by the Swedish Companies Act and the Swedish Corporate Governance Code. The Code also contains requirements for external disclosure of information, which stipulate the manner in which the Group's internal control of financial reporting is to be

organized.

At Beijer Alma, internal control generally refers to a process designed to ensure, with reasonable certainty, that the company's goals are met and lead to efficient and appropriate operations, reliable reporting, and compliance with rules and legislation. Internal control is also intended to obtain reasonable assurance that the Group's external financial reporting is reliable and correct, and that it has been prepared in accordance with generally accepted accounting principles, applicable laws and regulations, and other rules for listed companies.

The Board of Directors has overall responsibility for the Group's internal control of financial reporting. The Audit Committee assists the Board with material accounting issues. The Committee is also responsible for ensuring compliance with the policies for financial reporting and internal control, and that the required contact is maintained with the company's auditor.

Responsibility for the daily operational work involved in internal control of financial reporting is delegated to the CEO, who together with the Group's CFO and the subsidiary management groups guarantees and develops the Group's internal control.

The basis of the internal control of financial reporting is the overall control environment. A well-functioning decentralized organization in which areas of responsibility and authority are clearly defined, conveyed and documented is a key component of the control environment. Other key components of the control environment are management's work methods, policies, procedures, instructions and manuals. Standardized reporting instructions are applied by all units in the Group.

Beijer Alma's operations are exposed to external and internal risks. An important part of the internal control process involves identifying, quantifying and managing material risks that could impact the Group's financial reporting. This risk analysis results in activities designed to ensure that the Group's financial reporting fulfills the basic requirements.

Control activities are incorporated into in the Group's reporting procedures and follow the structures of the reporting process and accounting organization. The employees at every profit center are responsible for accurate reporting and financial statements.

The financial statements are analyzed at the profit center, business area, subsidiary and Group levels. Deviations from estimates and expected results are analyzed, as are deviations from historical data and forecasts. The operational follow-up that takes place at the Group level, for example, through the monthly meetings, is a key component of Beijer Alma's internal control.

Reviews are performed to ensure that adequate internal controls are conducted at all levels. The Board is responsible for these reviews.

Taking into consideration the size, organization and financial reporting structure of the Group, the Board deems that no special internal audit function is required at present.

EXTERNAL AUDIT

At the 2019 Annual General Meeting, PricewaterhouseCoopers (PwC) was elected as the company's auditing firm until the 2020 Annual General Meeting. Authorized Public Accountant Leonard Daun was appointed as Chief Auditor.

PwC is the auditing firm for most of the Group companies. The Group's auditor reviews the six-month interim report and reports his observations to the Audit Committee at the meeting held to discuss the six-month interim report and at the meeting to discuss the annual accounts, where the auditor also reports at the Board meeting.

The external audit is conducted in accordance with the International Standards of Auditing (ISA).