



SUSTAINABILITY ANNUAL REPORT 2021

TABLE OF CONTENT

TABLE OF CONTENT	2
INTRODUCTION	3
OUR JOURNEY TOWARDS SUSTAINABILITY	4
OUR AMBITIONS AND TARGETS	5
OUR SUSTAINABILITY GOALS AND MATERIALITY ANALYSIS	6
UN SUSTAINABLE DEVELOPMENT GOALS (SDGS) AND THE LIFECYCLE OF OUR PRODUCTS	7
RESPONSIBLE BUSINESS	8
PEOPLE	10
ENVIRONMENT AND CLIMATE	13
GOVERNANCE OF THE GROUP	16
MANAGEMENT	17
ESG DATA TABLE	21

INTRODUCTION

ABOUT THE SUSTAINABILITY REPORT

The sustainability report covers the Parent, Couplers Holdco AB (corporate identity no. 559193-0739), referred to as 'Dellner' in this report, and all entities consolidated in Couplers Holdco's consolidated financial statements for the same period as disclosed in note 26 to the consolidated financial statements. The sustainability report is prepared in accordance with the provisions in Chapters 6 and 7 of the Swedish Annual Accounts Act. There have been no significant changes in application of the reporting principles or the scope of reporting.

DELLNER'S BUSINESS

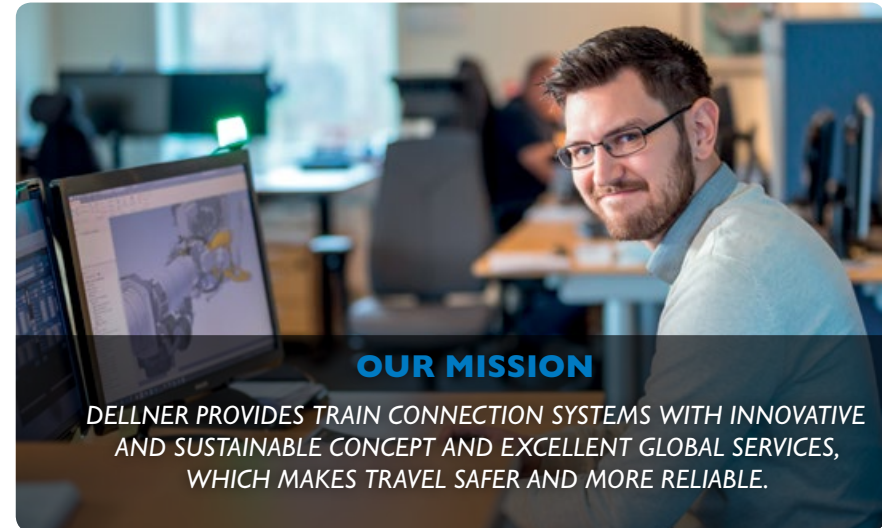
Dellner is an international company based in Sweden with more than 80 years of experience in the rail industry. The company offers sustainable, reliable, innovative products and services to leading train builders and operators worldwide. Dellner supplies complete train connection systems, including train couplers, gangways, hatches, dampers and crash management systems, supplemented with aftermarket service. Dellner has more than 1,000 employees working in its factories and sales offices in 16 countries. The head office is in Vika, Falun, Sweden, where the groupwide functions are also located. Dellner has a global network of subsidiaries, branches and agents.

In addition to its wide range of new products, the company also offers aftermarket services such as upgrades, renovation, repairs, technical support, training and maintenance services. In this area, the company works with most existing train models, regardless of manufacturer, and many major train operators have chosen the company to be their supplier for aftermarket products. Dellner is dedicated to high-tech development, which gives it a technological competitive advantage. The manufacturing process in the company's plants is efficient and subject to constant development. The Dellner Group has several hundred suppliers, primarily in Europe, Asia, India and the US. Strategic supplier contracts are negotiated and drawn up by head office with the support of local purchasing organisations to achieve economies of scale and to ensure that Group purchasing guidelines are followed. The local subsidiaries manage local supplier contracts and relationships. The central function carries out category-based purchasing to ensure compliance with business ethics and various synergies for Dellner in the product categories deemed particularly critical to operations. Each local company manages the purchase of construction products and services, such as electricity, construction services and maintenance of non-current assets.











OUR JOURNEY TOWARDS SUSTAINABILITY

Dellner has long focused on sustainability, but from 2020 we put in place a new sustainability strategy to make it a systematic focus of our business. We intensified our efforts to integrate sustainability throughout the value chain, from how we design to sourcing materials to production, through the use phase of our products to the end of their life. To track our progress, we have also scaled up reporting on our sustainability ambitions and performance. For Dellner, sustainability is a leadership agenda, with ownership anchored in the Group management team and ultimately the Board. This is important to us because sustainability is an overarching, important guide for business development and risk management. We are working to systematically integrate it into the way we manage the organisation going forward. It is also clear that environmental threats, such as climate change, and social issues, such as safety and diversity, are moving to the top of the agenda for our clients, investors and society at large. We see it as our responsibility, as well as our opportunity, to anticipate and respond to the changing demands of our customers, legislators and society. As one of the largest coupler suppliers globally, in an industry where most investment comes from governments around the world, we are well placed to contribute to the sustainability of our industry and our value chain.

We can do this by engaging our suppliers, raising our awareness and focusing on sustainability throughout the lifecycle of our products. In addition, our products contribute to achieving UN Sustainable Development Goal (SDG) no. 11 - Sustainable cities and communities. Sustainability is high on the agenda of our shareholders, the Board of Directors and the Group management team. Our flat organisation, structure and culture also lend themselves to effective decisions, actions and results. We also recognise that sustainability must be embedded throughout the organisation, with strong governance in place. The initial phase of this work involved updating and launching our company's mission and vision. In 2022, Dellner will continue to communicate, raise awareness and embed ownership of sustainability initiatives with employees, business partners and customers. To ensure engagement, from 2022 the bonus programme will include ESG-related targets for selected members of the Group management team.



OUR AMBITIONS AND TARGETS

	AMBITION	STARTING POINT (2019)	2021 STATUS	2022 GOAL	RELATED SDGs
RESPONSIBLE BUSINESS	RESPONSIBLE BUSINESS	<ul style="list-style-type: none"> Dellner Code of Conduct 	<ul style="list-style-type: none"> Dellner Code of Conduct Business ethics and compliance training: 50% of all employees Whistleblowing system 	<ul style="list-style-type: none"> Business ethics and compliance training: 100% of all employees 	
	SUSTAINABLE PURCHASING	<ul style="list-style-type: none"> Code of conduct for suppliers 	<ul style="list-style-type: none"> 75% of total purchase value with a signed supplier code Whistleblowing system 	<ul style="list-style-type: none"> 85% of total purchase value with a signed supplier code Sustainability audits of high risk suppliers 	
	HUMAN RIGHTS & LABOUR LAW	<ul style="list-style-type: none"> Dellner Code of Conduct 	<ul style="list-style-type: none"> Dellner Code of Conduct Whistleblowing system Business ethics and compliance training: 50% of all employees 	<ul style="list-style-type: none"> Business ethics and compliance training: 100% of all employees 	 
PEOPLE	EMPLOYEE WELL BEING	<ul style="list-style-type: none"> Sickness absence¹ 2.58% Index of employee well-being and motivation: 69 	<ul style="list-style-type: none"> Sickness absence¹ 1.82% Index of employee well-being and motivation: 69 Staff turnover: 12.9% 	<ul style="list-style-type: none"> Reduce sickness absence¹ to 1.7% Increase employee well-being and motivation index to 72 	
	HEALTH & SAFETY	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> LTIF (Lost Time Injury Frequency): 11 for all employees 	<ul style="list-style-type: none"> Update global safety guidelines and achieve LTIF 4.5 by year-end 	
	GENDER EQUALITY	<ul style="list-style-type: none"> 18% women in total³ 	<ul style="list-style-type: none"> 22% women at manager and senior positions³ 19% women in total³ 	<ul style="list-style-type: none"> 24% women in managerial and senior positions³ 21% women in total³ 	 
ENVIRONMENT / CLIMATE	RENEWABLE ENERGY	<ul style="list-style-type: none"> Renewable electricity: 38% Renewable gas: 0% 	<ul style="list-style-type: none"> Renewable electricity: 100% Renewable gas: 58% 	<ul style="list-style-type: none"> 100% renewable electricity and 70% renewable gas Increase proportion of self-generated electricity by installing solar cells 	 
	ENERGY CONSUMPTION	<ul style="list-style-type: none"> Electricity: 5,362 MWh Energy consumption/hours worked² 7 kWh 	<ul style="list-style-type: none"> Electricity: 6,426 MWh Energy consumption/hours worked² 7.2 kWh 	<ul style="list-style-type: none"> Start the work to identify activities to reduce energy consumption and set long-term targets 	
	AIR FREIGHT	<ul style="list-style-type: none"> 34% [air freight kg/(air, sea, rail freight kg)] 	<ul style="list-style-type: none"> 7% [air freight kg/(air, sea, rail freight kg)] 	<ul style="list-style-type: none"> < 5% [air freight kg/(air, sea, rail freight kg)] 	

1) Includes only Sweden

2) Energy use at all our units

3) Includes our six largest production units

OUR SUSTAINABILITY GOALS AND MATERIALITY ANALYSIS

RISK MANAGEMENT

There are both internal and external factors that may affect our ability to generate revenue. To identify these factors/risks and prepare the organisation to manage them, Dellner has used internal and external expertise to identify our risk universe. These risks are then evaluated and action is taken to mitigate at least the top ten risks. The risk assessment is reviewed and updated annually. Our risk universe includes leadership capability, succession planning, cyber security, capacity utilisation rate, material prices, interest rate changes and GNP growth, environmental and compliance risks, to name a few.

FOCUS AREAS AND GOALS

The risk universe and risk assessment, along with the UN Sustainable Development Goals (SDGs), form the starting point for identifying the order of priority of our key sustainability areas. The results of the Ecovadis Business Rating, the most common provider of sustainability ratings in our industry and a requirement of many of our customers, are another element of our sustainability focus areas and goals. Using this framework, we focus on areas in which we can have a positive impact on the SDGs. At the same time, we are aware that there is a risk of our and other commercial activities having negative impacts, which we have a responsibility to mitigate and minimise.

In our ambitions and goals, we have identified our nine focus areas and highlighted the links to each of the UN Sustainable Development Goals (SDGs).

Dellner and all companies have an obligation to focus on working against corruption and in support of human and labour rights. As a service provider for train couplers and gangways, we need to be close to our customers, which is why Dellner has several subsidiaries in different locations around the world. For our new sales business, local manufacturing requirements are driving an increasing number of suppliers around the world. With this global footprint, it becomes even more obvious that fighting corruption and working for human and labour rights must be one of the main focus areas. In addition to our internal work on these key issues, we have begun work on mapping our supplier base to assess high-risk suppliers and agents.

Climate change is a global threat, and how we respond now will determine the trajectory of warming for generations to come. For this reason, climate change is one of our focus areas. For Dellner, the focus so far has been on reducing emissions from Scope 1 (direct emissions, for example gas, car fleet, business facilities) and Scope 2 (indirect emissions from, for example, purchased electricity, heating and cooling) because we can influence these the most.

Key social areas for Dellner include employee well-being, diversity, participation and health and safety. These elements are at the heart of the long-term success of our business and our values as a company.

UN SUSTAINABLE DEVELOPMENT GOALS (SDGS) AND THE LIFECYCLE OF OUR PRODUCTS



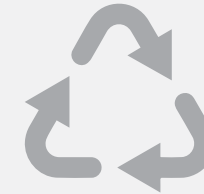
IT IS IN THE SUPPLY CHAIN THAT DELLNER HAS THE GREATEST IMPACT ON SUSTAINABILITY. THIS STEP INCLUDES THE SUPPLY OF RAW MATERIALS, THE MANUFACTURE OF COMPONENTS AND THE TRANSPORT OF COMPONENTS. THESE STEPS INCLUDE THE USE OF FUEL, ELECTRICITY, GAS AND RAW MATERIALS, WHICH AFFECTS THE CLIMATE AND THE ENVIRONMENT. OTHER TYPES OF POLLUTANT ARE ALSO RELEASED DURING PRODUCTION. WE CAN INFLUENCE THIS PHASE BY WORKING WITH OUR SUPPLIERS TO TRY TO REDUCE ENVIRONMENTAL IMPACT AND PROVIDE PEOPLE WITH DECENT WORKING CONDITIONS AND FAIRNESS.



THE PRODUCTION PHASE INCLUDES THE ASSEMBLY OF TRAIN COUPLERS, GANGWAYS AND DAMPERS, AND TRANSPORT BETWEEN DELLNER SITES. THIS PHASE AFFECTS THE ENVIRONMENT MAINLY THROUGH THE USE OF ELECTRICITY, FUEL AND GAS, WHICH HAS AN IMPACT ON THE CLIMATE. WE HAVE THE MOST DIRECT INFLUENCE OVER OUR OWN ACTIVITIES AND THIS PHASE.



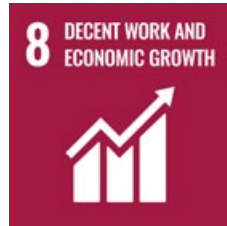
TRAIN COUPLERS ARE USED FOR AT LEAST 35 YEARS AND WITH GOOD MAINTENANCE THEY CAN LAST LONGER. GANGWAYS HAVE A LIFESPAN OF AROUND 30 YEARS WITH A MAJOR OVERHAUL IN THE MIDDLE OF THE LIFECYCLE. DURING OPERATION, SOME PARTS ARE REPLACED AND CHEMICALS ARE USED. DURING THIS PHASE, THE ENVIRONMENT IS AFFECTED LEAST. DELLNER CAN INFLUENCE THIS STEP BY CAREFULLY SELECTING RECOMMENDED CHEMICALS TO USE FOR MAINTENANCE, DESIGNING FOR LONGER MAINTENANCE INTERVALS AND MINIMISING THE NUMBER OF SPARE PARTS THAT NEED TO BE REPLACED.



THE END OF THE LIFECYCLE INCLUDES TRANSPORT, DISASSEMBLY, SORTING AND RECYCLING. UP TO 99% OF TRAIN COUPLERS CAN BE RECYCLED. APPROXIMATELY 80% OF GANGWAYS ARE RECYCLABLE. THE ENVIRONMENT IS AFFECTED BY INCREASED VOLUMES OF LANDFILL WASTE FOR ALL THE COMPONENTS THAT CANNOT BE RECYCLED. WE CAN INFLUENCE THIS STEP BY PROVIDING DISASSEMBLY MANUALS TO CUSTOMERS AND DESIGNING THE PRODUCTS SO THAT THEY CAN EASILY BE DISASSEMBLED AND RECYCLED.



RESPONSIBLE BUSINESS



TARGET 8.7 **TARGET 8.8**



TARGET 10.3



TARGET 12.6



TARGET 16.5

While the rail industry contributes to building sustainable infrastructure solutions financed by governments, it is common for the business to require a certain amount of localised production throughout the value chain. Localised production comes with challenges to ensure compliance with our values in relation to anti-corruption, ethics, human rights and the environment.

HUMAN RIGHTS AND LABOUR LAW

We firmly prohibit all child labour, forced labour and discrimination on the basis of age, gender, race, colour, religion, political opinion and social origin. We comply with all applicable labour laws and regulations in the markets in which we operate. Our Code of Conduct defines these expectations and outlines guidelines for employees in all transactions, interactions and business areas. All directors, officers and employees must comply with the Code of Conduct. If local laws and regulations are stricter than our Code of Conduct, they must be followed. To ensure that our values are applied, Dellner works to continuously raise employee awareness of the Group's approach to ethical conduct. All our employees are required to attend training on our Code of Conduct. Those who interact with external partners attend extended training provided by our legal department.

RESPONSIBLE BUSINESS

ANTI-CORRUPTION

Dellner's business ethics work is governed by our Code of Conduct. We have a policy of zero tolerance of all forms of corruption and specific provisions on conflicts of interest. However, we are aware that business ethics risks generally arise where there is close collaboration with third parties, for example in procurement.

At Dellner, we have a whistleblower system that provides our employees and business partners with an anonymous channel for reporting incidents with no risk of retaliation. In 2021, we raised awareness of the whistleblower system among our employees and partners through our business ethics and compliance training programme. We work to raise awareness of business ethics and anti-corruption throughout our organisation and in our dealings with suppliers and subcontractors.

RESPONSIBLE PURCHASING

When working with suppliers and subcontractors, we require compliance with all current legislation and the Dellner Code of Conduct and Supplier Code of Conduct, which include requirements on human rights and labour law, anti-corruption and environmental sustainability. In addition, in 2021 Dellner implemented a list of banned and restricted substances to ensure that suppliers and Dellner comply with the REACH Regulation and other relevant regulations and customer requirements.

Dellner negotiates and purchases the major material groups directly from manufacturers, centralises much of its procurement and builds long-term relationships with key suppliers. However, local content requirements mean an increase in the number of suppliers and add complexity to the supply chain. There are global procedures for assessing and approving suppliers, which apply in all markets. With centralised processes and global purchasing teams, the risk of business ethics violations is reduced.

Approval processes are in place to ensure that purchasing decisions are made at the appropriate level. Our Supplier Code of Conduct is aligned with our internal Code of Conduct. We aim for all purchasing agreements with suppliers and subcontractors to include requirements to comply with the Code, and we ask our

suppliers to apply the same requirements within their own organisation and supply chain. Non-compliance, where a supplier or agent demonstrates insufficient commitment or lack of improvement, may lead to the termination of the business relationship. Going forward, we will work to further increase our audit capacity for sustainability and compliance. In 2021, we worked with third-party experts to map our supplier base for sustainability risks; this work will continue in 2022, when we plan to review high-risk suppliers and agents against our sustainability requirements.

DELLNER'S WHISTLEBLOWER SYSTEM

In 2020, we established a whistleblower system that provides our employees, suppliers and subcontractors with a voluntary means of reporting serious crimes with no risk of retaliation. Crimes that may be reported through the system include financial crime, corruption and bribery, fraud, forgery, theft, occupational safety violations, environmental pollution, sexual harassment and violations of applicable legislation and internal rules.

The whistleblower system is described in our Code of Conduct and in our Supplier Code of Conduct. All reports submitted are reviewed by a designated third party to ensure that they fall within the scope of the system before being forwarded to internal investigators for further assessment. Reports may be submitted online and it is possible to be anonymous. Three cases were submitted via our whistleblower system in 2021.

Since 2020, we have been working to raise awareness of the whistleblower system among our employees, suppliers and subcontractors to ensure that any perceived wrongdoing is reported and addressed appropriately.

PEOPLE



TARGET 5.5



TARGET 8.3 TARGET 8.5



TARGET 10.3

We trust our employees to achieve high quality standards. At Dellner, we work as a dedicated team to realise every project, from sales to delivery. After delivery, our service organisation continues to serve the customer with maintenance and other aftermarket-related activities. Our employees' knowledge and insights are among our strongest assets as a company, and we support and engage our people by focusing on safety, well-being and diversity. We have a lean structure and a flat hierarchy, and work across our business units. This operating model gives us a high degree of flexibility and efficiency. Over the years, we have built long-term, recurring business relationships with our suppliers and customers, which has led to an efficient, standardised operating model for different types of project. This not only improves quality and reduces costs, it also provides the basis for us to improve work in areas such as health and safety.

PEOPLE

HEALTH AND SAFETY

In 2021, we launched our Health and Safety Policy, which outlines our current health and safety standards and is mandatory for our consultants and similar staff. It is important to us that our employees can carry out their work safely. We comply with all requirements in national laws and regulations related to health and safety. In 2020, we launched our system for reporting incidents, accidents and hazard observations (IA). All accidents, incidents and hazard observations must be reported and corrective action identified. We distinguish between accidents resulting in absence and minor accidents in our reporting. The system is available and used in all our major locations and its implementation will continue in 2022.

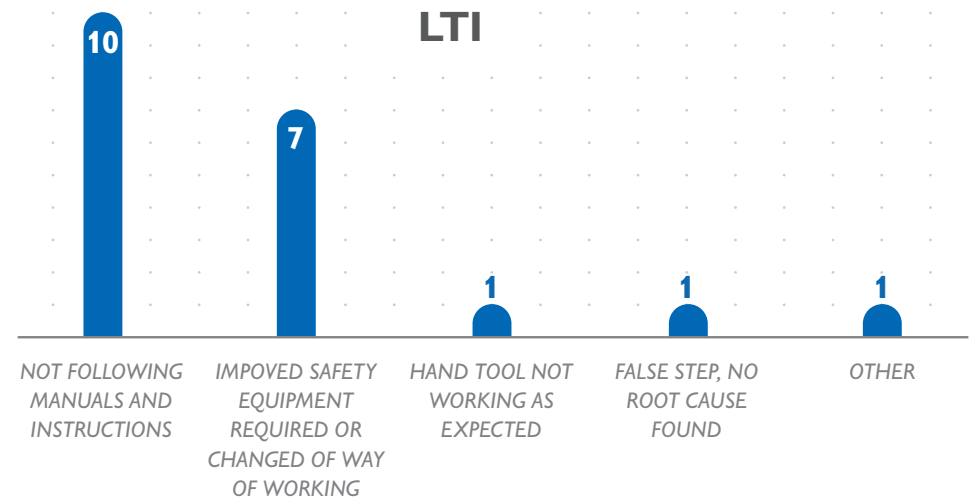
This work has raised awareness within the organisation of the importance of reporting safety incidents, which increases our ability to correct and mitigate future accidents. Safety is one of our core values and is at the heart of everything we do. However, we want to strengthen our approach and build stronger processes and a more robust culture around health and safety. Goals related to this policy are monitored through KPIs. Mandatory KPIs are Lost Time Injury Frequency (LTIF) and health and safety-related accidents in relation to total number of accidents, incidents and hazard observations.

Our accident results in 2021 show that we need to continue working on actions and follow up on incidents and accidents. More than half of our lost-time accidents are due to non-compliance with processes and instructions. Another major reason is inadequate safety equipment and/or instructions. We take this very seriously and continue to conduct thorough investigations, take action and give information to employees.

A number of actions to build and raise safety awareness were identified in 2021:

- Global meetings to share practice and experience, focusing on the events that have occurred.
- Safety boards and safety inspections.
- Increased focus on identifying risks and performing risk assessments.
- Safety is at the top of the agenda for both management meetings and information material distributed to employees.
- Mandatory checks for safety requirements in our process audits.

These actions were started in 2021 and will be further refined in 2022.



PEOPLE

WELL-BEING OF OUR EMPLOYEES

The well-being of our employees is important to us. Employee well-being is also ultimately linked to increased productivity and has an impact on our financial performance. Meeting our customers' expectations every day requires us to have a wide range of people and skills. To attract the right people and ensure a good working environment and effective, committed employees, it is essential to have good, consistent leadership at all levels. To strengthen leadership and equip our managers to communicate with their teams better, in 2021 Dellner designed and planned customised leadership training with an external training provider. The leadership training has 4 modules, with each module lasting 2 days. All managers at all levels and in all countries, including the Group management team, will participate in this programme, which will take place in Sweden. The first wave will take place in the first half of 2022 and the second wave in 2022/2023, a total of 150 people. This will give our employees better opportunities to develop and grow within our company.

To improve employee engagement and well-being, we conducted an employee survey in 2021. The response rate was 83% with 306 free text comments, which we interpret to mean that there is a strong desire among our employees to become involved and exert influence.

The results have been analysed and shared with the employees and we have started initiatives to improve team dynamics and internal and external communication. The employee survey will be repeated on an annual basis. Learning by doing and other forms of skills development are important for employees to develop in their roles. As outlined in our occupational health and safety policy, performance reviews are an important component of Dellner's systematic health and safety activities. A performance review is a meeting between manager and employee. The process is global and includes all employees. The evaluation is carried out at least once a year and the plan is followed up at least every six months. The performance review process has been well established for several years and takes into account our core values of Respect, Action, Happiness and Team.

ENVIRONMENT AND CLIMATE



TARGET 6.3 **TARGET 6.4**



TARGET 12.2 **TARGET 12.5**



TARGET 13.3

Since industrialisation, human impact on the environment has increased rapidly. The climate is changing and events such as floods, extreme weather and water and heat stress are increasing. The environment and climate are important to Dellner. Our environmental policy is adopted by the Group management team and provides the basis and guidance for all environmental activities within the organisation. Train couplers and gangways link trains. Trains have a lower environmental impact than other modes of transport in use. The biggest environmental impact of Dellner's products comes from its supplier base. This is why we need to focus both on setting requirements for our suppliers, and on designing our products to have the lowest possible impact on the environment during their lifecycle. Our facilities also have an impact on the environment and require us to work actively to reduce this impact.

REQUIREMENTS AND REGULATIONS

Environmental requirements change relatively quickly. Dellner strives to comply with applicable laws and requirements from relevant authorities, customers and other stakeholders or meet higher standards. To achieve this, Dellner has established procedures to ensure that new or updated requirements are identified and complied with in our processes and working practices.

ENVIRONMENT AND CLIMATE

GREEN HOUSE GASES

One of the major challenges facing the environment today is climate change. Dellner has begun the journey to reduce our impact on the climate and 2021 was the third year in which we measured the volume of greenhouse gas emissions. This is just the beginning of our journey. From 2022 onwards, we plan to identify targets in line with the Science Based Target initiative and develop a strategy to reduce our carbon emissions.

Starting in 2021, we switched to renewable energy in all units where possible. Where we cannot purchase renewable energy directly from the supplier, we decided to offset with Energy Attribute Certificates (EAC) to achieve 100% renewable electricity for 2021. For all Dellner units, we have also switched to biogas, where possible. In addition, we have decided to invest in solar panels for our plant in Australia. This initiative will continue in 2022 as we review opportunities to increase our solar panel capacity in India.

As Dellner has subsidiaries and suppliers all over the world, we have to ship both components and finished products to different parts of the world. To ensure that air freight is only used when necessary, we have implemented an air freight approval process as part of the matrix of authorities, in which all approval levels are global. With this process in place, we have reduced air freight from 34% to 7% in three years.

In 2021, our company car policy was updated for our head office in Sweden with the requirement that all new cars should be either hybrid or electric. This will be rolled out to our subsidiaries in 2022.

For 2022, we will look more at energy consumption. By analysing and mapping energy use, initiatives will be launched to reduce consumption. In 2021, a project was launched to replace old fluorescent tubes with LED tubes, with our head office in Sweden as the first unit.

Digital meetings have been standard at Dellner for many years, and last year's pandemic naturally increased their use and made them more of an alternative to travel than before. This 'new' way of working will remain in many ways, minimising the need to travel and thus significantly reducing our emissions. To minimise air travel, we have implemented a global approval process whereby air travel requires approval not only by the direct manager but also by the responsible member of the Group management team.

ENVIRONMENT AND CLIMATE

CLEAN WATER

In several units we use closed systems to clean our products. This prevents wastewater contamination and reduces water consumption. The water is used several times and the waste is separated and sent off for treatment. Our plant in India has its own wastewater treatment plant to reduce contamination of the wastewater.

RECYCLING

As the use of natural resources continues to increase, we introduced a mandatory waste recycling KPI in 2021 and measurement has started at the six largest Dellner sites. At our head office in Sweden, we have both improved waste sorting capabilities and trained all employees in how to sort and recycle waste, which will continue to be rolled out to more locations in 2022.

ECO DESIGN

Our instructions on how to design our products are worded to take environmental impact into account. We must also choose materials that have the lowest possible impact on the environment. In 2021, we established a list of banned and restricted chemicals. Restricted chemicals must be actively replaced with equivalent products. This list also applies to chemicals in materials.

We design our products to minimise the waste created during manufacture, for example we try to minimise the amount of machining needed.

Other important parameters to consider are weight and designing products so that they can be easily disassembled, which optimises the quantity of material that can be recycled.

The weight is important both in terms of the quantity of energy needed for train operation and the quantity of material needed for production. For this reason, in 2021 we started a project to reduce the weight of a small number of parts included in our train couplers. Depending on the results, this may be taken further to reduce the weight of more parts.

Product life is another parameter that is taken into account. With proper maintenance, the normal life of a train coupler is 30-35 years and of a gangway about 30 years. Maintenance manuals are always included in the delivery of our products.

GOVERNANCE OF THE GROUP

BOARD OF DIRECTORS & GROUP MANAGEMENT

Dellner is owned by the EQT VIII fund, which is indirectly advised by the investment company EQT. Dellner is committed to good corporate governance. The Board of Directors oversees the work of the Group management team and is responsible for approving the strategic objectives, direction and proper organisation of the company's activities.

The Board consists of seven members and has appointed a sustainability champion to support the company's sustainability work. Six Board members are considered to be independent. The Board represents a broad range of international experience and expertise deemed relevant to Dellner.

The Group management team is responsible for the implementation of strategy and the day-to-day management of the business. The organisation is structured in four business units, Couplers, Gangways, Dampers and Service, which share the services of the production chain and support functions.

GOVERNANCE OF STRATEGY AND SUSTAINABILITY WORK

The strategy is developed under the guidance of the Group management team and approved by the Board.

To ensure the governance of the strategy and the strategic objectives, Dellner has created a 'Strategic Cockpit' led by the Strategy Programme Manager. The team also includes a representative from the Finance Department and Project Support. To monitor the progress of the strategy, we have defined high-level KPIs that are broken down into the different parts of the organisation. Initiatives have also been identified to achieve the objectives. Monitoring takes place monthly. Data is mainly collected directly from our support systems such as the ERP and IA (health & safety) systems.

Five members of the Group management team have been appointed to form a sustainability committee to oversee and monitor sustainability initiatives in collaboration with the Board's sustainability champion.

MANAGEMENT

GROUP EXECUTIVE MANAGEMENT



ANDERS LINDBERG
CHIEF EXECUTIVE OFFICER (CEO)

Anders Lindberg was appointed CEO and President of the Dellner Group in March 2021.

During his professional career, he has held numerous senior positions in the railway industry and sustainable energy.

Prior to joining Dellner, Anders spent more than five years as Executive Vice President at Ørsted, the Danish global market leader in offshore wind power generation. At Ørsted, Anders was responsible for EPC (Engineering, Procurement, Construction) and QHSE (Quality, Health, Safety, Environment). Before that, he served for more than twelve years in leading positions at Bombardier Transportation, most recently as President Rolling Stock Central & Northern Europe and Asia. Anders started his career in 1990 as a railway technology engineer at ABB Traction and later worked for the successor organisation Adtranz, where he held numerous management positions until joining Bombardier in 2001.

Anders holds a Master of Science in Electrical Engineering from the KTH Royal Institute of Technology in Stockholm, Sweden, and an Executive Master of Business Administration from Stockholm School of Economics in Sweden.



THOMAS LEANDER
CHIEF FINANCIAL OFFICER (CFO)

Thomas Leander was appointed Chief Financial Officer (CFO) of Dellner in June 2022. He is a financial expert with many years of leadership experience and a particular focus on driving growth strategies, innovation and transformation in the areas of production, sales, service and project business.

Thomas has been active in the multinational environment for many years. Most recently, he was Senior Vice President Finance and Strategic Business Unit CFO at Kalmar Mobile Solutions, a strategic business unit within Cargotec Corporation and part of the Cargotec Group. Prior to that, Thomas filled numerous finance leadership roles at ABB, the energy and technology group, including in Saudi Arabia, Turkey and Egypt. From 2009 to 2020, Thomas was CFO of ABB Robotics at its headquarters in Zurich.

Thomas holds an engineering degree and a Master of Business Administration from Örebro University School of Business.

MANAGEMENT

BOARD OF DIRECTORS



BO RISBERG

CHAIRMAN OF THE BOARD OF DELLNER COUPLERS GROUP AB

Bo Risberg has chaired the board of Dellner Couplers AB since 2019. He has been a Senior Advisor to EQT since 2013 and has held many positions of responsibility. He started his career in 1981 and held several senior positions at ABB in Canada and Sweden and continued as Manager and Principal for A.T. Kearney in Stockholm. In 1999, Bo Risberg joined the Hilti Corporation, where he served from 2001 to 2006 as COO and for seven years as CEO from 2007. In addition to his current position at Dellner, Bo Risberg is also Chairman of the Board of Ellab A/S and Member of the Board of the Stäubli Holding AG and Mycronic AB.

Mr. Risberg holds a Bachelor of Science in Mechanical Engineering from Queen's University, Kingston, Canada, and a Master of Business Administration from the International Institute for Management Development, Lausanne, Switzerland.



VIVEKA EKBERG

BOARD MEMBER OF DELLNER COUPLERS GROUP AB

Viveka Ekberg has been a member of the board of Dellner Couplers AB since 2019. She has long-standing experience in the financial sector, serving as CEO at PP Pension, Executive Director at Morgan Stanley, and Associate Partner at Brummer & Partners, among others.

Ms Ekberg serves on various boards of directors and positions of trust in public and private companies, such as the boards of AutoStore Holdings Ltd, Lindab International AB, Apolea holding AB and Cubera Private Equity AS.

Viveka Ekberg holds a Master of Science in Accounting & Finance and International Business from the Stockholm School of Economics, Sweden, and has completed various advanced management training programs.

MANAGEMENT

BOARD OF DIRECTORS



ANDREAS KNITTER
BOARD MEMBER AND SUSTAINABILITY CHAMPION
OF DELLNER COUPLERS GROUP AB

Andreas Knitter has been a member of the Dellner Board since 2017. Until June 2017, he was Senior Vice President responsible for the European business of Alstom Transport S.A. in Paris. Between 2008 and 2009, he worked as Head of EMEA at Foseco plc, a leading global supplier of foundry consumables and solutions. Today, Mr. Knitter is a board member in different industrial companies as well as in start-ups across Europe.

Andreas Knitter holds an Engineering Degree from RWTH Aachen, Germany, and a Master of Business Administration from Vrije Universiteit Brussel (VUB), Belgium.



PETER NILSSON
BOARD MEMBER OF DELLNER COUPLERS GROUP AB

Peter Nilsson is President and CEO of the Trelleborg Group, a global leader in engineered polymer solutions for sealing, damping, and protecting critical applications.

Prior to joining the Trelleborg Group in 1995, Nilsson worked as a Management Consultant at BSI & Partners. Nilsson is also currently Chairman of the Board at Cibes Lift Group AB and board member of Trelleborg AB, the Chamber of Commerce and Industry of Southern Sweden and the Advisory Board of the School of Economics and Management in Lund.

Peter Nilsson holds a Master of Science in Industrial Economics from the University of Linköping, Sweden, and a Dr (Econ.) h.c. from the School of Economics and Management at Lund University, Sweden.

MANAGEMENT

BOARD OF DIRECTORS



JEANNINE PILLOUD
BOARD MEMBER OF DELLNER
COUPLERS GROUP AB

From 2019 to 2022, Ms Pilloud served as CEO of the Ascom Group. Prior to that, she held senior positions at Swiss Federal Railways (SBB AG), T-Systems International GmbH and IBM Switzerland, among others. Ms Pilloud is also a member of the Board of Directors of the consulting company FehrAdvice & Partners AG and the telecommunications provider Salt Mobile.

Jeannine Pilloud holds a master's degree in architecture from the ETH Zurich, Switzerland. In 2018, she completed the International Board Directors Program at INSEAD Graduate Business School in Fontainebleau, France.



MATS SVENSSON
BOARD MEMBER OF DELLNER
COUPLERS GROUP AB

Board member Mats Svensson has been involved in the success of Dellner Couplers AB since 2008. Alongside his commitment to Dellner, Mr. Svensson is the chairman of the board of the braking system specialist Dellner Bubenzer Group and the residential construction company Fiskarhedenvillan AB. Since 2018, Mats Svensson has been a member of the board of the start-up Watersprint AB, which develops sustainable solutions for the use of drinking water. Previously, he was a member of the board of Knorr-Bremse AG and Axtone Group, among others.

Mats Svensson holds a Bachelor of Business and Administration from Lund University, Sweden.



CARL JOHAN RENSTRÖM
BOARD MEMBER OF DELLNER
COUPLERS GROUP AB

Carl Johan Renström became a board member of Dellner Couplers AB in 2019 and is a Partner at EQT. Prior to that, he worked for the Blackstone Group and JP Morgan in London. Mr. Renström is currently also Board member of Anticimex, and previous board experience includes for example automation company Piab and medical technology company Gambro.

Carl Johan Renström holds a Master of Science in Economics and Business from the Stockholm School of Economics, Sweden, and a Master of Business Administration from Harvard Business School, USA.

ESG DATA TABLE

ENVIRONMENT					DESCRIPTION/COMMENT
RENEWABLE ENERGY	2019	2020	2021	UNIT	<p>In 2021, we purchased Energy Attribute Certificates (EAC) to achieve 100% renewable electricity. Before the purchase of EAC, renewable electricity was 58%.</p> <p>The total includes energy from district heating, gas, electricity, diesel (not corporate fleet diesel) and fuel oil.</p>
Electricity	28	55	100	%	
Gas ¹	0	0	58	%	
Total	14	26	79	%	
ENERGY CONSUMPTION	2019	2020	2021	UNIT	<p>Diesel is used for our forklifts, and also to produce electricity in the event of a power cut, for example.</p>
Electricity	5 362	5 313,9	6 425,8	kWh	
Gas ¹	6 202,6	6 279,7	5 658,9	kWh	
Diesel	84,3	59	123,3	kWh	
Heating oil	42,4	25,6	26,8	kWh	
District heating	173,3	173,3	250,4	kWh	
Total Energy consumption	11 864,6	11 851,4	12 485,3	kWh	
Energy consumption/ worked hour	7	7,1	7,2	kWh/h	

ESG DATA TABLE

ENVIRONMENT				DESCRIPTION/COMMENT	
GHG EMISSIONS	2019	2020*	UNIT	* 2021 data not yet available.	
Direct CO2 emissions (Scope 1)	2.065	1.418	M kg CO2eq/year	Scope 1 includes direct emissions, for example gas, car fleet, business facilities.	
Indirect CO2 emissions (Scope 2 - market-based)	2.419	1.802	M kg CO2eq/year	Scope 2 includes indirect emissions from, for example, purchased electricity, heating and cooling.	
Indirect CO2 emissions (Scope 2 - location-based)	2.216	1.989	M kg CO2eq/year		
Total CO2 emissions (Scope 1+2 - market-based)	4.484	3.22	M kg CO2eq/year		
Total CO2 emissions (Scope 1+2 - location-based)	4.281	3.407	M kg CO2eq/year		
Total CO2 emissions (Scope 3)	96.85	101.60	M kg CO2eq/year	Scope 3 emissions include indirect emissions, for example purchased goods, services, capital goods and business travel.	
AIR FREIGHT	2019	2020	2021	UNIT	
Air Freight	34	6	7	%	Proportion of air freight of total freight in kg by sea, air and rail.
FUEL (COMPANY FLEET)	2019	2020	2021	UNIT	
Petrol	69 000	19 710	35 145	liter	Petrol and diesel consumption for the US and UK is estimated based on consumption from previous years.
Diesel	32 448	43 175	37 125	liter	
HVO	0	0	192	liter	

ESG DATA TABLE

PEOPLE	2019	2020	2021	UNIT	DESCRIPTION/COMMENT
FTE	1069	1048	1136	#	
Staff turnover ³	N/A	11.2	12,9	%	
EMPLOYEE WELL BEEING					
Sickness absence ²	2.58	2.43	1.82	%	
Overall performance index, employee survey	69	NA	69	Index	
HEALTH & SAFETY					
LTif	NA	NA	11,5	Ratio	This key ratio has been initiated to drive the reporting of incidents and hazard observations to make it possible to take action before accidents occur.
Accidents (with and without absence) as a proportion of total accidents, incidents and hazard observations ²	28	15	20	%	
GENDER EQUALITY					
% Women in the Group ³	18	19	19	%	The figure reflects the percentage of women as at 31 Dec.
% Women in managerial and key positions ³	NA	NA	22	%	The figure reflects the percentage of women as at 31 Dec.
% Women on the Board of Directors	17	17	29	%	The figure reflects the percentage of women as at 31 Dec.
COMPLIANCE WITH LAW					
Business ethics and compliance training, all employees	NA	NA	50	%	Indicates the percentage of the purchase volume for which the supplier has signed Dellner's supplier Code or has its own code with corresponding requirements.
Supplier Code signed	NA	5	75	%	
Number of reports via the whistleblower system	NA	0	3	#	The whistleblower system was implemented in 2020.

1) Gas consumption for 2019 for one of the US plants is calculated based on the value for 2021

2) Covers only Sweden

3) Covers the six largest production plants within the Group