

# SFÄRNYTT

NO. 79, JUNE 2017

TO ALL EMPLOYEES IN THE STENA SPHERE

## STENA FASTIGHETER TRANSFORMS **MALL INTO CREATIVE MEETINGPLACE**

FOCUS ON  
SUSTAINABILITY  
**PAYS OFF**

NEW MATERIAL HALLS PROVIDE  
**ENVIRONMENTAL BENEFITS**

OPENING EVENT AT  
**CLYDE TRAINING SOLUTIONS**





## A HUNDRED YEARS IS NO AGE

It's been stated that today's newborns can reach an age of 110 years. The assumption is based on a number of things, but primarily rests on our increased knowledge of how the human body functions, which in turn has given us better medical therapies, diets and health in general.

In the corporate world, there's also a lot of thinking on how to create companies that are prosperous and live long. Business economy has traditionally mainly occupied itself with financial factors like revenues, return on capital and interest costs etc. In the financial statements you can discern many things, but not all.

When companies produce and deliver their products or services they also affect the world around them, in ways both in positive and negative. Up until quite recently, this was of no big concern. However, now many realise that if their overall impact is more negative than positive they cannot be successful in the long run.

Hey now – that's quite important information. Therefore, everyone is now starting to think about what they can do to reduce their negative impact and how to measure the result of these efforts. The insight spreads that successful business has many dimensions. It's actually this phenomenon that we call sustainability.

A prerequisite for long-term economic success is, simply, to run a sustainable business. For us in Stena this is all natural, but we can always become even better. To help us, we have strong shared values that have been proven to work for many years and in many different industries. We have bearing ideas for our investments and a long-term thinking.

For Stena, a hundred years is no age.

*Cecilia Berglund*

*Public Affairs & Sustainability Manager, Stena AB*



## STENA VALUES

### CUSTOMER SATISFACTION

Keep the clients  
Repeat business  
Performance  
benefits  
Constant interaction

### QUALITY

Assets  
Operations  
Management  
Decisions (timing and  
preparation)

### COMMITTED PEOPLE

Competence  
Consistency  
Clarity  
Care

### INNOVATION

Determination  
Energy/Creativity  
Initiative

### RESULTS / BUSINESS ACUMEN

Make money for the  
company  
Short term and long term  
objective achievement  
Continuance, durability  
Business enjoyment

Please contact the editorial staff if you have an article idea or editorial material for SfärNytt. **DEADLINE:** 28 August **PUBLISHING:** 5 October

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**LAYOUT AND PRODUCTION** BonBon Reklambyrå AB **TRANSLATION** Alex de Courcy **COVER** Stena Fastigheter **PRINT** Göteborgs Tryckeriet

The magazine is printed on environmentally friendly paper. 3.000 swedish copies, 3.700 english copies



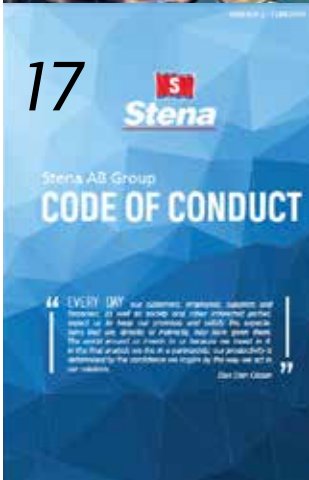
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# A SUSTAINABLE JOURNEY

– Stena Line's focus on sustainability pays off

Last year Stena Line launched a new strategy on how to contribute to a more sustainable future. The increased focus on sustainability and environmental improvements is paying off. Both fuel consumption and emission levels to the air and sea have decreased.

Text Carl Mårtensson, Stena Line Photo Stena Line

"WE ARE ONE of the world's leading ferry companies with 27,000 departures per year on our 20 routes. Given the size and scale of our business, we are fully aware of our responsibility to operate in a sustainable way. Our belief is that a reduced environmental impact is also essential for long-term profitability. This is why sustainability is included as a central part of our strategy and why we have set ambitious sustainability targets", says Stena Line's CEO Niclas Mårtensson.

Stena Line has extensive experience of investment in energy efficiency transport. The

launch of the world's first methanol propulsion onboard *the Stena Germanica* in 2015 is a good example. To connect more ferries to shore power when in port is another. However, these are only two examples of some 300 initiatives which Stena Line has implemented to reduce fuel consumption and emissions to sea and air. A summary in the publication "A Sustainable Journey" shows that between 2013-2016 Stena Line managed to decrease fuel consumption by 6.5 % and carbon dioxide emissions by 6.2 % per nautical mile.

"I want to thank everyone on board and ashore for their hard work and an outstanding achievement, says Erik Lewenhaupt, Head of Sustainability, Stena Line. ☺

Download  
"A sustainable journey"  
at [www.stenaline.com](http://www.stenaline.com)

## IN 2017 WE WILL:

- **Replace 1,000,000 plastic bags.** One million carrying bags are sold on board every year. Since 2015 they are made of 80 per cent recycled plastic. From the summer of 2017 they will be replaced by biodegradable bags made mainly from natural starch from sugar canes.
- **Fuel efficient newbuilds.** In the Autumn of 2017 the construction of Stena Line's new RoPax vessels will start in China. The new ships are scheduled to be delivered between 2019-2020 and will be among the most fuel efficient RoPax vessels in the world. The new vessels will also be prepared for easy installation of gas, scrubbers or catalytic reduction systems.
- **Battery pilot project.** In a near future a battery pilot project will start on board the Stena Jutlandica, in traffic on the Gothenburg-Frederikshavn route. This is the initial step in a long term battery plan is to create the first large plug-in hybrid ferry in the world, by powering two auxiliary engines with battery power.



### Ambitious goals

The sustainability focus is being targeted into four key strategic areas based on the UN global goals for sustainable development - Clean Energy, Sustainable Consumption, Life Below Water and Good health and Well-being. Within each focus area a number of specific and ambitious goals have been set for the short and long term.



#### Clean energy

Reduce carbon emissions per nautical mile by 2,5 per cent annually and a total of 35 per cent between 2010-2030.



#### Sustainable consumption

Replace disposable plastic items and bags onboard during 2017-2018. Increase the share of recycled waste by 2,5 per cent per year.



#### Good health and well-being

Continuously reduce workplace accidents to the target 1.2 LTIF (Lost Time Injury Frequency) in 2017.



#### Life below water

Double the use of eco-labelled chemicals on board during 2017.





# STENA ALUMINIUM MOVES IN

## New material halls provide several environmental benefits

In the last few years, Stena Aluminium has implemented an impressive suite of environmental and quality-enhancing measures. Yet another improvement will be inaugurated soon – new halls for handling aluminium raw materials. This means that the main part of material handling can then be carried out indoors.

Text and photo Stena Metall

“More activities under a roof provides numerous advantages when it comes to safety, the environment and economy. It’s also a way of satisfying future official regulations already now”, says Fredrik Pettersson, CEO, Stena Aluminium AB.

Over the last few years, Stena Aluminium has made substantial investments in new process and production technology together with environmental investments aimed at contributing to successful business. Its environmental impact is being reduced at the same time as productivity is increasing and the quality of the end product is improving. The most recent investment is in the form of material halls with nearly 4,000 m<sup>2</sup> of floor space for material handling at the facility.

“There are numerous advantages when it comes to handling the raw material indoors. Everything from more efficient transportation and material handling to a dry raw material that, among other things, saves energy in the

smelting process. This very large investment will contribute positively to our business at the same time as we strengthen our profile as an aluminium producer with a focus on sustainability”, says Fredrik Pettersson.

Stena Aluminium’s production site is situated in the centre of Älmhult, with residential housing and schools as close neighbours. The new halls are a welcome addition from a noise perspective – the noise level of material handling will drop noticeably when it is moved indoors. This will also make it possible, when necessary, to handle materials for longer periods during the day.

There are also several environmental advantages such as less leachate needs to be handled. Additionally, the risk of strong winds blowing material into the surroundings is avoided. This is extremely unusual, but it did occur in 2016 when strong winds blew light aluminium material out of the area, which was unpleasant for some the people living nearby. Storage and

handling indoors eliminates this risk.

Moving indoors will also result in there being less space for storage and handling, which means that also the logistics involved in the delivery of the raw material from suppliers will have to be replanned and be more structured and time-controlled.

“So that this will go smoothly, we are introducing more clear-cut planning and control. The suppliers will have better and clearer plans as a result of slot times for their deliveries. Less space for storage also means that stock rotation will be faster. It will be a completely new way of working with a more strictly regulated and faster flow, which, of course, is positive from a commercial perspective”, Says Rolf Jacobsson, logistics manager, who is responsible for the project. ☺



BEFORE



AFTER

Milestones for better quality and lower environmental impact

2001-2002

New, globally unique smelting technology is installed, resulting in higher capacity, a better working environment and substantially reduced energy consumption.



2008

Deliveries of liquid aluminium begin. Energy consumption drops radically since customers no longer need to smelt aluminium ingots. Every delivery saves two tonnes of carbon dioxide emissions.

2011

A laboratory for materials analysis is inaugurated in order to be able to help customers with process and material development.



## Facts Stena Aluminium

- Stena Aluminium is the leading supplier of recycled aluminium in the Nordic region. Production is located in Älmhult in Sweden. Every year, the company sells approx. 80,000 tonnes of recycled aluminium in the form of alloys in accordance with the customer's wishes.
- Aluminium from recycled raw material saves 95 per cent of the energy required when using virgin raw material. This means that Stena Aluminium's activities contribute to avoiding large emissions of carbon dioxide – in 2016, carbon dioxide emissions were reduced by 746,400 tonnes. In addition to this, deliveries of liquid aluminium reduced carbon dioxide emissions by a further 616 tonnes. The environmental benefit can be compared with heating 1.5 million Swedish houses for a whole year.
- A large proportion of the aluminium is used to produce components for the vehicle industry where aluminium, among other things, substantially reduces weight and emissions. The company's customers include, for example, manufacturers of furniture.

*Josef Shipano at Stena Aluminium, prepares aluminium ingots for delivery to customers.*



*"If you drive any model of Volvo, I can guarantee that you have environmentally friendly aluminium from Stena Aluminium in your car", says Fredrik Pettersson.*



*Byarums Bruk manufactures exclusive outdoor furniture made of aluminium from Stena Aluminium.*



2012

The largest environmental investments in the company's history are made. A new flue gas treatment system is inaugurated, which makes possible a large increase in production together with a lower environmental impact. Together with E-ON, a system for recycling waste heat from the furnaces used is inaugurated. The waste heat is utilised by heating water for the district-heating network in the municipality.

2012-2015

Sales of recycled aluminium increase by 55 per cent as a result of increases in productivity in the existing facility.

2015

A facility for recycling aluminium from slag is inaugurated. Slag is the residual product when producing aluminium. Less slag is now landfilled and the customer gets a more environmentally friendly raw material.

2016

The decision to build new material halls is made. With construction beginning in January 2017, the first stage will be inaugurated during summer 2017.



## STENA BULK ACQUIRES 100% OF SHARES IN STENA WECO

Stena Bulk has agreed to purchase the remaining 50% of the shares in Stena Weco from its partner Weco Shipping. Stena Weco will thus be wholly owned by Stena Bulk.

**Text** Birgitta Plyhm **Photo** Silverbullet

Stena Weco's head office will remain in Denmark and be complemented by the regional offices in Singapore, Dubai and Houston. Additionally, Weco Shipping will continue to operate the vessels it controls in the fleet in Stena Weco's logistics system. Stena Weco currently operates around 65 vessels, about half of which are owned and half chartered.

"After six very successful years and operational collaboration, the two companies' ambitions for the future have changed. With the agreement now reached, which means that Stena Weco will be 100% owned by Stena Bulk, this situation has now been solved in a way that benefits both parties", says Erik Hånell, President and CEO of Stena Bulk and CEO of Stena Weco. ☺

**FACTS STENA WECO:** Was established at the beginning of 2011, has so far been jointly owned (50-50) by the tanker shipping companies Stena Bulk and Weco Shipping. The shipping company specialises in the transportation of vegetable oils, chemicals and oil and petroleum products. Today, Stena Weco is one of the largest global carriers. Its goal is to be a market-leading player in the MR tanker segment's most advanced markets.

[www.stenaweco.com](http://www.stenaweco.com)

**FACTS WECO SHIPPING:** Consists of Weco Tankers, Weco RoRo, Weco Projects, Weco Bulk and until now Stena Weco.

[www.wecoshipping.com](http://www.wecoshipping.com)

**FACTS STENA BULK:** With offices in six countries, Stena Bulk is one of the world's leading tanker shipping companies. The company controls a combined fleet of around 100 tankers. Stena Bulk now has offices in Gothenburg, Houston, Copenhagen, Dubai, Singapore and Shanghai. [www.stenabulk.com](http://www.stenabulk.com)

*The IMOIMAX tanker Stena Weco Impulse – one of about 60 vessels operated by Stena Weco.*



## AWARD FOR MORE SUSTAINABLE SHIPPING TO STENA BULK

At the beginning of April, Stena Bulk received the GREEN4SEA Tanker Operator Award 2017 for having substantially reduced its environmental impact, by means of energy efficiency, and thus contributing to more sustainable shipping.

**Text** Birgitta Plyhm **Photo** Green4sea

"As both owner and operator, Stena Bulk is exposed to all areas of tanker shipping and thus has a twofold responsibility to be at the forefront of developments. We have long focused on technical development and have created solutions both on board



# STENA IMAGINATION NAMED IN DUBAI

With temperatures close to 40°C, The MR tanker *Stena Imagination* was named in the Port Rashid Terminal in the heart of Dubai.

Text Birgitta Plyhm Photo Silverbullet

Some 100 guests from near and far attended the solemn ceremony and godmother Lourdes Torgersen, as tradition dictates, wished the vessel, her captain and his crew fortune and prosperity on the seven seas. All the guests were also given the opportunity, led by Captain Alexander Vasko, to inspect the vessel from her engine room all the way up to the bridge. A few days after the naming ceremony, the *Stena Imagination* left for East Africa with a cargo of diesel oil.

"Naming the *Stena Imagination* in Dubai is very much a strategic choice. Stena Bulk recently opened an office here together with Stena Weco and Golden Stena Weco. We already had a presence in the market in the region but wanted to get even closer to our customers. The naming ceremony gives us the opportunity to further reinforce our image and forge more contacts with customers, partners and suppliers in the region", says Erik Hånell, President & CEO of Stena Bulk and CEO of Stena Weco.

Dubai is an important meeting-place for the oil industry in the Middle East. Stena's tanker business already has a presence in the area with contacts in the neighbouring region. For Stena Bulk and Stena Weco, which, with their IMOIMAX fleet, are focusing increasingly on

trade in chemicals, Dubai is an important hub. Here, the oil industry is building several refineries closer to the oil wells in the region.

The *Stena Imagination* was built at the Chinese shipyard GSI (Guangzhou Shipbuilding International) like all the 13 IMOIMAX tankers ordered by Stena Bulk – both delivered and under construction. The vessel is jointly owned on a 50-50 basis by Stena Bulk and Indonesian Golden Agri Resources (GAR). The *Stena Imagination* is operated by Stena Weco and sails in the company's global logistics system, which currently employs some 60 vessels. ☺

**CAPTION TOP LEFT:** Golden glitter falls over godmother Lourdes Torgersen after she had wished the vessel, her captain and his crew fortune and prosperity on the seven seas. Here, with spouse Jan Torgersen, MD, Lighthouse Chartering LLC in Houston and Erik Hånell, President and CEO, Stena Bulk.

**CAPTION, MIDDLE:** The guests came from all over the world to attend the naming ceremony in Dubai.

**CAPTION, BOTTOM:** Carl-Johan Hagman, Chairman of the Board, Stena Bulk; Mr. Jin Lichao, Vice President, GSI; Godmother Lourdes Torgersen and spouse Jan Torgersen; Zhang Dalei, Deputy Director of European Department, CSTC; Ms. Li Hongmei, Deputy Director of Business Development, GSI; Erik Hånell, President and CEO, Stena Bulk.



More photos at <http://sfarnytt.stena.com>

**THE IMOIMAX CONCEPT:** Length: 183 metres, beam: 32 metres, DWT: 50.000. IMOIMAX is a further development of an already well-established concept and the innovative technical design was developed by Stena Teknik together with the Chinese shipyard GSI. It offers several advantages such as extra large cargo flexibility, a high level of safety and economical fuel consumption – 10-20% lower than that of equivalent vessels when sailing at service speed.

#### DELIVERIES OF IMOIMAX TANKERS

2015: Stena Impression, Stena Image, Stena Imperial and Stena Important  
2016: Stena Imperative, Stenaweco Impulse, Stena Imagination, Stena Immortal  
2017: Stena Immaculate and Stena Impeccable.

The remaining three vessels will be delivered by 2018. Five of the 13 IMOIMAX tankers are wholly owned by Stena Bulk, four together with GAR (Golden Agri Resources), two by Stena Bulk's sister company Concordia Maritime and two by Stena Weco.

Stena Weco is now wholly owned by Stena Bulk while Golden Stena Weco is a joint venture between Stena Weco and Golden Agri Resources (GAR). With its new office in Dubai, Stena Bulk now does business in six countries. In addition to Dubai, it has offices in Houston, Copenhagen, Singapore and Shanghai while its head office is located in Gothenburg.

and ashore that have raised awareness. But it has also been important to not only focus on technology for reducing bunker consumption but also to work with a commercial focus on using fuel more efficiently. Since it was implemented in 2012, our Energy Management system has increased our fuel efficiency by 20%; this is equivalent to 30,000 mt of fuel and savings of 100,000 mt as regards CO2 emissions. In recent years, our leading role when it comes to digital technology has taken us even further and we are currently working with tools that will enable us to predict the market in different ways. With new platforms, we are now transforming shipping as regards efficiency and transparency", comments Erik Hånell, President and CEO of Stena Bulk. ☺

**THE AWARD CATEGORY:** GREEN4SEA Tanker Operator Award 2017 is to be awarded to any ship operator of oil or chemical tankers, or gas carriers that demonstrated environmental excellence and performance above average in any aspect of maritime activity

**MORE INFORMATION AT:** [www.safety4sea.com](http://www.safety4sea.com) and [www.green4sea.com](http://www.green4sea.com)



Erik Hånell, Stena Bulk,  
George D Andreadis, Bureau  
Veritas, Mats Karlsson,  
Stena Bulk



**Name:** Tiina Lagerström  
**Title:** Operations Director, Stena Recycling, Finland  
**Years at Stena:** 5  
**Age:** 50  
**Lives:** Hälleforsnäs  
**Family:** Husband and two grown-up children  
**Interests:** The home, the summerhouse and spending time in nature. I also try to exercise as often as I can.

## FROM ESKILSTUNA TO VANTAA

When this interview is conducted, Tiina Lagerström is still manager of the Eskilstuna branch of Stena Recycling Sweden. But she's in the starting blocks for a much greater role. On June 1st, she'll namely become Operations Manager at the Stena Recycling Finland's head office in Vantaa.

**Text** Anders Lindgren **Photo** Kristin Sipilä

Tiina Lagerström is born in Tammerfors, Finland, where she lived until the age of two. Then the family moved to Hälleforsnäs, south of Eskilstuna, where she has lived almost all her life.

"For some years I worked as team leader at Posten's head office in Solna and was, among other things, involved in moving their consumer related business to the grocery stores. But after a while I got homesick," she says with a smile.

Having studied Economics at high school, she started her career path by working at Föreningsbanken. Since then, she's been educated in several different businesses through her career.

"I've worked a lot with leadership and human resources. That's also what I did at Antenn Consulting, a subsidiary to Proffice, before joining Stena. I had the privilege of building up their business branches in Västerås and Eskilstuna, and worked there for seven years."

### DARES TO STAND UP FOR HER OPINIONS

She came to Stena Recycling five years ago. The first two years she worked in the sales department and later she became manager of Stena Recycling's branch in Eskilstuna. And now then it's time for yet another career step within the enterprise.

"At the end of January, Staffan Persson, acting GM of Stena Recycling Finland, asked me if I wanted to help out on the Finnish

market. It took some time to decide, since it's obviously quite a transition to live abroad most weeks. At the same time it's a great opportunity that I don't want to miss."

One of the reasons why Tiina joined Stena in the first place was the potential for development within the enterprise.

"I like this company since there's so many possibilities if you're just brave and curious enough to ask for it. At the same time you have to be able to stand up for what you feel and think. I decided, early on, that I was going to do what I think is right. It's also important not to be afraid to question things and drive your own process forward. Personally, I think it's easy to work in this company given the owner we have and I feel proud to be here every day. That has also meant a lot for my progress."

### DELEGATED ENTREPRENEURSHIP

In Finland, she'll be in charge of the branch network and will work with the branch structure and clarification of roles, among other things. It'll be a journey for change that she's already made in Sweden.

"Delegated entrepreneurship is how we work at the Stena Recycling branches in Sweden. It basically means that as Branch Manager I own my branch's result and I get to decide how to reach that result. I'm responsible for the branch and run it as my branch. We have our customers and flow of materials. Then

we make the process of refining the materials as profitable as possible," she says and points out that it's going to be a positive challenge to implement the same kind of thinking in Finland.

"For me it's natural to work in this way and I'm really looking forward to do this journey again, together with our competent colleagues in Finland."

It's not just about creating a good organisational function and structure, but also about incorporating joy and understanding for delegated entrepreneurship and provide good support for the branch managers. Tiina Lagerström is positive, structured and loyal and has the ability to bring out the best from each individual. She also finds it easy to involve people in a project and make them work towards the same targets.

"It's important to make every person proud of working with what they do, and feel that today I've made a good job. What I'm most proud of having achieved as Branch Manager is the engagement and participation we've established. In Eskilstuna, everyone is working for each other. We're a strong team with a very high level of competence. The branch's status is fine, both financially and in terms of personnel."

### FINDS STRENGTH IN NATURE

In her new role, she'll need more of a helicopter view and to utilise support from the competence at hand at Stena Recycling Finland, an organisation with 14 branches in two regions. Even though she's proficient in Finnish it'll still be a challenge to embrace the technical language and business language and get to know the culture and competence within the company.

"However, I know that we work in a strong organisation with access to good support, which is also a key to success."

Outside of work, she regains her strength by spending time with her family, making things nice at home and in the summerhouse or just being outdoors, enjoying nature.

"We're a very close-knit family and it feels very good that both my husband and my children wholeheartedly support me in my decision to take on this challenge," she concludes. ☺





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<http://sfarnytt.stena.com>

# WHERE IS THE WORLD HEADING AND ARE WE MARCHING IN TANDEM WITH ITS DEVELOPMENT?

This is the reoccurring question we must repeat asking ourselves. The economic cycle is good at present. It does not apply for everyone though and times keep on changing. To keep on adapting and improving continues to be a must for us.

*Care, Innovation* and *Performance* are our leading mottos and have led to our present reasonably favorable position. If we do not know how to operate or do not have access to an operation, we are exposed to only make financially driven deals. Stena has therefore been built to be operationally capable and to feel total commitment to our various business activities.

## BY LOVING WHAT WE DO, WE ARE GETTING GOOD AT IT

With commitment the chances for success increases. Being best in class by verified repeated customer success should render us a leading position. Being competent, efficient and leading in what we do, should make us a good business partner and bring such a positive added value to our clients that we by a win-win relation also should make some money. Or at least we shall have the chance for first refusal to many deals.

Being best in class normally leads to being capable to continue as an independent company. It can also provide us with the capacity to create better added values, in case we overtake other companies.

The latest example is Stena Recycling taking over another company active in recycling waste paper called IL Recycling.

All our business activities except for those at Stena Adactum have been started by ourselves. Through successful organic growth as well as quite a number of successful acquisitions, we have developed good operations.

A strong businessman-ship in a consistently decentralized form is the most important success factor, to be emphasized and strengthened. Decentralization is built on delegation of duties and power to act. Power over others can rarely be given to a group. A person must always be responsible although everyone must co-operate and act. Objectives must be clear and personal in order to create accountability.

One question is how far do we have to develop each business area? A company that is not developing its activities is normally exposed to closing them. A frequently used motto, applying to us, is:

- *Small enough to care and big enough to cope.*
- *Paying attention to and being resilient to change and opportunistic to change in order take advantage of change is our foremost strategy.*

To buy assets cheap preferably below the 40% original cost line is the best strategy for our marine pieces of business provided the asset is of good quality. Good quality ships are normally owned by quality owners. Surprisingly few good quality assets therefore come out on the market. To earmark good quality assets and only bid for them, if the opportunity will arise, is important. It is equally important to maintain our assets in perfect condition to enable them to last long in our service or to be sold, when the market for ships is good or when we have to replace a ship because of commercial development. The same philosophical principle as descri-

bed applies for our real estate assets as well. As we mainly deal with residential properties the values of our assets do not fluctuate as much though.

Not to be forced to sell, when the market is low, is the contrarian aspect to favorably buying, when the market is low. Again we must avoid to be forced to sell. The best protection is a perfect operation giving us access to the best customers and reasonably good cash reserves.

Many lines run by Stena Line have no parallel competition, but every line has competition from alternative ferry routes. Our ferry business is thus exposed to competition that must be met with an excellent operational capability. The same applies for all activities in our different business areas. We must be leading in what we do and there is no free lunch.

The world is by many means in general opening up for business. Competition is thereby increasing. Consolidation, creating advantages by operating in bigger scale, is going on in faster pace and affecting bigger companies than before. In all our branches of business our clients are by size building up stronger and thereby for them a better negotiation position. The development of internet further strengthens these trends.

Our decentralized way of doing business paired with our culture and best practice remains a very strong competitive mean to achieve results. It seems though that it will help to better define what methods we use in





our business. Stena Recycling has instigated and defined Stena Way of doing sales, Stena Way of doing production and Stena Way of leading a branch. The results are great. As these methods do neither take away the decentralized responsibility nor the individual authority to make decisions and run the particular business the defined ways do not necessarily conflict with our existing habits.

**Stena Recycling is making new raw material** of used products and industrial waste and is an important player in the circular economy. Sustainability is their business. As a market leader there is a responsibility for developing the market and adapt to changes in the environment. Digital tools are important to stay ahead of competition.

#### The challenges for Stena Recycling are to:

- *continue to focus on key areas and to improve. What does not improve will soon not be good!*
- *develop new products/offers to customers!*
- *be close to the customers and create value together with them!*
- *make sure you know to whom and at what price you can sell less the costs associated with the goods you buy before you buy anything.*
- *focus on delegated business acumen: make sure that decisions are made as close to customers as possible but also make it clear what we delegate!*
- *continue to develop the methods for structured way of working (Stena Way of Sales, Stena Way of Production, etc.)!*
- *make sure that safety is on top of all agendas!*

**For Stena Line Freight and Travel** the major challenges to cope with depicts fast changes most probably also relevant for many more of us:

- *the increasing concentration of traffic volumes with the biggest operators.*
- *alternative modes of transportation with increasing share of unaccompanied freight in trailers and containers which can be met*

*with other types of ships.*

- *modal solutions between rail, road and sea*
- *DFDS and P&O ferries also run freight forwarding companies, which they seem to expand.*

#### Major challenges to cope with for Travel are:

- *competition from airlines.*
- *e-commerce in travel related both to sales and bookings.*
- *competition from alternative use of time other than travel, at all or with Stena Line.*

#### Other challenges are:

- *increasing demand for Zero emissions can lead to shift in transportation routes though transportation by ships are comparatively fuel efficient. Ferries do however transport a lot of air and are efficient only because of fast port-handling and comfortable transportation of people.*
- *competition from low cost crews must be matched by higher productivity and to a degree by employment of such crews by ourselves.*
- *exposure to changes in tax legislation*
- *increasing demand will always lead to investments in new ships and ports and both new ferries and ports are expensive*
- *drop in demand leads to very uneconomic overcapacity.*
- *excellence in business planning and execution is very evident for Stena Line.*

**Stena Teknik is a great enabler** for Stena Line as well as a creator of leadership in all our marine business areas. Running three pieces of marine business areas there is always a project in one of them. Thereby we can support the largest technical department among European ship-owners save for Maersk. We do not buy the shipyard designs. We develop our designs with shipyards and have therefore in general better performing and longer lasting units than our competitors. We are also accurate in following up by thorough inspection work during building

time resulting in complete vessels at time of delivery with desired quality and capacity and longer lasting original workmanship.

By being stringent we have few cost overruns. We also have the knowhow to find productive way to enable a shipyard to speed up production. Our capacity for original design is appreciated by the oil-companies and the clients' of Stena RoRo and creates relations and long term business with them.

By combining good quality in construction and long term maintenance our ships have a long term life resulting in lower capital costs.

Two paramount examples are our ferries in general and our two semisubmersibles in particular, which are very old, but do and will continue to do an excellent job. They are also depreciated down to low values.

**The worth of our assets in our balance sheet** depends on the cash flow the quality of our operation paired with the market demand can generate. There is no secret that we are heavily exposed to our drilling assets. What is not so well known is the fact that our assets in real estate are worth more than our drilling fleet. Our combined assets in our marine business constitute in effect 55% of the balance sheet of Stena AB. The market values of our properties and our assets in Stena Adactum form a healthy 45% of the Stena balance sheet.

Our dependence on drilling is going down but unfortunately by cross-subsidies from the others. As times for drilling are so bad there is no room for us to do careless actions. Consistent improvement and continuous innovations in our operations are therefore more than ever important to all of our business units.

Wishing you and our travel guests a sunny summer!

*Dan Sten Olsson*  
*Gothenburg June 2017*



# STENA DIGITAL TRANSFORMATION LAB

## EXPLORING NEW OPPORTUNITIES

Stena Digital Transformation Lab is exploring new opportunities for future business utility through digital transformation. One of the lab's focus areas at the moment is Blockchain with an on-going project during the spring on the initiative of Erik Möller, Stena Bulk's representative at the lab.

Text Redaktionen Foto Shutterstock

During the spring, Stena Bulk began collaborating with Massachusetts Institute of Technology (MIT Labs) where the company presented a project to the students who then worked on it for four months. The final presentation of this work was given on 12 May at the company's head office in Gothenburg. In the next newsletter from Stena Digital Transformation Lab, you will be able to read more about Blockchain and watch the film from the students' presentation.

### WHAT IS BLOCKCHAIN?

Blockchain is a distributed database that maintains a continuously growing list of records, called blocks, with a minimum of third-party

involvement. This is made possible by the creation of networks with the necessary parties.

With Blockchain, all transactions that take place are stored on the computers of all the parties in the chain. Everybody in the Blockchain can follow all the different activities taking place. This means that it is impossible to subsequently manipulate and change a transaction. If somebody removes a transaction, it still remains on the computers of everybody else in the chain.

### BLOCKCHAIN FOR STENA

There are many interesting areas of application where the Blockchain technology would be suitable in the Stena Sphere, but it is worth mention-

ing that the technology is relatively new and immature. One of the conclusions drawn by the MITA MBA students was that it will take 5-10 years before Blockchain is generally accepted. We have read about collaboration between Maersk and IBM on Blockchain, but it took as much as two years before a pilot project could be run on a ship. It was above all time-consuming to get everybody involved connected to the Blockchain.

"At present, Blockchain is a complex technology but there are many opportunities and advantages and at the lab, we will continue to work on this in order to be prepared for the future", says Ida Lööv. ☺

***"With Blockchain, all transactions that take place are stored on the computers of all the parties in the chain."***



Ida Lööv, Stena Digital Transformation Lab.

### Stena Digital Transformation Lab

The lab is exploring new opportunities for future business utility through digital transformation. New ways of working in a networking organisation can create a focus on business. Here, new technologies and digital innovations are being explored by means of different initiatives involving one or more companies. One of the lab's focus areas at present is Blockchain.

If you want to know more about the lab or if you are interested in doing something together with us, contact Annika Elfström or Ida Lööv.





## Stena Bulk at the forefront when it comes to transparency and transformation – A PRACTICAL EXAMPLE WITH A FOCUS ON BUSINESS UTILITY

The shipping industry, like society as a whole, is facing a gigantic process of change. Big Data and digitalisation are buzzwords on everybody's agenda and now the necessary conditions are in place for their possible implementation. Everybody will be affected in one way or another as will all the different areas of shipping – from analysis, logistics, operation, fuel efficiency and environmental requirements to newbuildings at the shipyards and all with sustainability as a common thread.

**Text** Birgitta Plyhm **Photo** Ann-Charlotte Ytterberg

Stena Bulk has long focused on technical development and has created solutions both on board and ashore that have increased awareness and efficiency.

“For some time now, our leading role when it comes to digital technology has taken us even farther and we are currently working with tools to enable us to better predict the market in different ways. With new platforms, we are now transforming shipping as regards efficiency and transparency. Being at the forefront is a question of survival”, says Erik Hånell, President & CEO, Stena Bulk.

Already last autumn, Erik Hånell appointed a team with three functions to work with digitalisation/transformation in Stena Bulk's own organisation. The different companies and offices are thus being coordinated in a cross-functional forum.

The work for the three persons tasked with

working with Stena Bulk's digital transformation has been divided into three parts: business intelligence, implementation and verification (sense, seize, shift). Blockchain is one of the areas being explored, currently in the form of a project together with MIT\* Sloan. ☺

*\*MIT – Massachusetts Institute of Technology – is one of the world's leading technical universities, which conducts research into, among other things, Blockchain.*

- **Erik Möller:** Business Intelligence Manager (Sense) Business intelligence in different areas that lie outside Stena Bulk's core business but nevertheless affect us and are thus important to keep an eye on. This is done by, among other things, keeping up to date with trends and research in these areas.
- **Peter Björkberg:** Business Transformation Manager (Seize) Transformation into digital practice.
- **Therese Jällbrink:** Business Interaction Manager (Shift) Verification and coordination in the organisation for conversion into business utility.



# CLYDE TRAINING SOLUTIONS WELCOMES STENA AB BOARD

The Stena AB board of directors and distinguished colleagues attended a special ceremonial opening event at Clyde Training Solutions (CTS) marine and offshore training centre in Glasgow, Scotland.

**Text and photo** Andrew Gibson, NMG

Located on the banks of the River Clyde, an area synonymous with the United Kingdom's shipbuilding history; the well-equipped facility evidences the city's move to a modern day association with ship management and maritime training.

During the event, Stena AB board members enjoyed a tour of the facilities which includes multiple classrooms, dedicated deep-water pool, HUET (Helicopter Underwater Escape Training module) and full fire training ground.

Dan Sten Olsson and Staffan Hultgren marked the occasion by unveiling a bronze ceremonial plaque engraved with the day's date, 24th February 2017.



A deep water survival training demonstration and outdoor fire fighting exercise, both executed by CTS training instructors, gave guests an insight into the type of marine and offshore training available to delegates.

Hugh Ferguson, Northern Marine Group Managing Director, thanked all those who travelled to Scotland for the event.

He added: "It was a pleasure to welcome the Stena AB board and associated Stena colleagues to Glasgow to mark the ceremonial opening of Clyde Training Solutions.

"Training delegates from as far as Australia have attended the centre since operations began last autumn, with both maritime and offshore training now available.

"The growth of our training offering and the expansion of our facilities is a core objective of both Clyde Training Solutions

and Northern Marine Group, and we expect to announce exciting further enhancements in the not too distant future."

Since operations began at the centre in October 2016, customer figures have exceeded initial projected demand.

Following an initial opening launch of maritime industry (STCW) courses, the centre has since achieved industry OPITO certification to deliver BOSIET, FOET and HUET related training, opening up CTS to an offshore and oil and gas workforce market.

Colin McMurray, CTS Director, added: "With our recent OPITO accreditation and offshore survival courses now available, we are in a position to further build on our promising initial sales which were predominately as a result of maritime training." ☺

*Dan Sten Olsson and Staffan Hultgren unveiled the bronze ceremonial plaque.*



*The Stena AB board of directors and distinguished colleagues attended a special ceremonial opening event at Clyde Training Solutions.*



*The Helicopter Underwater Escape Training module was a part of the tour of the facilities...*



*... as well as multiple classrooms, dedicated deep-water pool and full fire training ground.*



Therese Jällbrink, Business Interaction Manager, Stena Bulk, Gothenburg.

## CONGRATULATIONS THERESE!

It is our sincere pleasure to announce that Therese Jällbrink has been chosen for the 10 Women to Watch list 2017.

Text Birgitta Plyhm Photo Ann-Charlotte Ytterberg

Together with NorShipping 2017, Young@NorShipping and YoungShip Oslo asked the maritime industry to nominate women who have the potential to be, and who already are tomorrow's leaders, and who inspire and engage others in their daily work. This is a part of YoungShip's work to increase focus on diversity in our industry, which we believe is imperative in order to attract the best brains and talents for the future. ☺

## Updated Code of Conduct and Whistleblower-policy

The Stena AB Group Code of Conduct has been updated and approved by the board and can be found on the intranet together with an updated Whistleblower policy. You can also go through the mandatory e-learning for an update.

If somebody suspects an irregularity that is in contravention of Stena AB's values, Code of conduct, policies or the law, and which could have serious consequences for Stena AB, they should be given the opportunity to be heard. Stena empower the employees to submit reports openly. ☺

More information: InForum or contact Stena AB Corporate Governance



### STEPS FOR REPORTING VIOLATIONS:

1

YOUR CLOSEST MANAGER

2

YOUR CLOSEST MANAGER'S SUPERIOR

3

HEAD OF CORPORATE GOVERNANCE OR THE CHAIRMAN OF STENA AB OR THE CHAIRMAN FOR STENA AB AUDIT COMMITTEE

4

ANONYMOUS, ENCRYPTED EXTERNAL WHISTLEBLOWER FUNCTION

# STENA FASTIGHETER TRANSFORMS MALL IN MALMÖ INTO A CREATIVE MEETING-PLACE

**When the Swedish newspaper Sydsvenskan listed what made Malmö so special, it included Stena Fastigheter's alternative mall 'Mitt Möllan'. In the past few years, Stena Fastigheter has transformed a traditional shopping mall into a creative meeting-place with a focus on design, concept stores and an international food court. As a result, the occupancy rate has almost doubled.**

**Text** Sara Bergqvist **Photo** Stena Fastigheter and Firas Mkarker

"Mitt Möllan has become Malmö's new meeting-place for creators and innovative food culture and as a result, interest in the new mall has increased enormously. The studio section has been fully rented out for a long time, the food court is also fully rented out and the store section is well on the way", says Unni Solbe, Managing Director, Stena Fastigheter Malmö.

'Mitt Möllan', which originally was a more traditional mall, has been transformed into a marketplace for local design, international food culture, concept stores, vintage clothes, books, e-sport, pop-up stores and many other creative activities. The building also contains a fully rented out studio and office section, which is the home for, among others, designers, musicians, filmmakers, food creators and tailors. In addition, a design market is held twice a year in

the mall's common areas. After-work activities, e-sport competitions and cookery courses are also arranged here – and there are plans for more activities and events.

"We're working a lot with shared activities and linking the different people and activities with each other. This results in a completely different long-term perspective and is also a form of Relationship Management\*", says Cecilia Fredholm, Communications and Social Sustainability Manager at Stena Fastigheter Malmö.

Several tenants have also been involved in the actual transformation – among others, the designer and cabinetmaker Egil Jansson. In addition to being responsible for repainting, new surfaces and better acoustics, he has designed the unique lamps in the food court and

the cloakrooms where you can leave your tray on one side and hang your coat on the other. Another tenant, communications agency Styggare & Snyggare, has participated in concept development and continues to market the mall in different ways. The two founders, Vanja Wickman and Kajsa Blum see big advantages in the creative exchange of ideas that takes place between the different activities in the mall.

"We have a completely different relationship with each other, where our colleagues also become our customers and suppliers. And 'Mitt Möllan' has attracted a lot of interest. People are curious about us and what we do and that definitely leads to new assignments", says Kajsa Blum.

"Yes, this is clearly one of the most exciting places in Malmö right now", says Vanja Wickman. ☺



*Mitt Möllan has become Malmö's new meeting-place.*



*The food court is fully rented out.*





# SUMMER JOB AT STENA FASTIGHETER A MERIT

**Some of the 300 young people with summer jobs at Stena Fastigheter return as supervisors. One of them is Madelen Andersson, who liked the challenge of leading other people – and notices that other employers see it as a merit.**

**Text** Sara Bergqvist **Photo** Viktor Johansson, Stena Fastigheter

“Earlier, I worked as a youth worker at the stables and saw working as a supervisor at Stena Fastigheter as a suitable challenge – and which would also be very good on my CV. Also, we had such a good time when I last had a summer job at Stena Fastigheter”, says Madelen Andersson, who is now in her second year at The School of Public Administration at the University of Gothenburg.

Parallel with her studies, she is working as a consultant at Intrum Justitia via Manpower a couple of times a week. She is planning to spend an exchange year abroad after the summer – otherwise she would have applied for a summer job as a supervisor at Stena Fastigheter again.

“I really learnt a lot working as a supervisor, not least when it comes to working with different types of people and being responsible for everybody cooperating. I’m finding a lot of this useful in my everyday life as well, for example, planning and timetabling. And afterwards, when I’ve applied for extra jobs, employers have definitely viewed it as a merit”, says Madelen Andersson.

She got her first summer job at Stena Fastigheter in 2014 after her second year at upper secondary school.

“It was great fun. We were a great gang and I got to know a lot of new people in the area. The supervisors and caretakers were really good. It was also nice that a lot of the older people living in the area appreciated what we did and thanked us for doing a good job”, said Madelen Andersson.

After having worked as a waitress at Jensens Bøfhus the following summer, she applied for the summer job of supervisor.

“I was a bit nervous at first since I was going to be in charge of people who were the same age as me or a only a bit younger. But it went really well and was great fun”, says Madelen Andersson, who wants to encourage more young people to apply for a summer job at Stena Fastigheter.

“It’s been a great experience and Stena Fastigheter are a really good first employer. They checked all the time that everything was alright, went through what rights you have when it comes to wages and working hours and took very good care of us”, says Madelen Andersson. ☺

## MADELEN ANDERSSON

Age: 20 år

Lives: Gothenburg

Occupation: Studying public administration at The School of Public Administration, University of Gothenburg, and working extra as a consultant at Intrum Justitia two days a week.

Summer jobs at Stena Fastigheter: "Normal" summer job in 2014, summer job as supervisor in 2016.

What she did with her first summer job money: Bought music equipment.

Interests: Singing and music – plays drums and guitar and studies with a singing teacher. Sings, among other things, jazz and pop, studied music in secondary school and upper secondary school and has sung in front of an audience.

Future job: Likes music, economics and working as a supervisor, so probably something in one of these areas.

# WELL-ATTENDED AGM AT CONCORDIA MARITIME AB (PUBL)

More than 100 shareholders attended Concordia Maritime's AGM on 25 April.

Concordia Maritime's Annual General Meeting was held on 25 April at Gothia Towers in Gothenburg and was attended by more than 100 shareholders. The company has traditionally had strong local ties and there were many well-known faces in the audience.

Text Birgitta Plyhm Photo Lars Ardarve

Under the leadership of the lawyer Stefan Bocker, who was elected as chairman of the meeting, the formal question and decisions were rapidly dealt with.

Niklas Bengtsson, Director of Maritime-Insight, Lloyd's List Intelligence, was invited as an external speaker and gave an interesting presentation entitled "Seaborne trade from a macro perspective". Some of the points he mentioned were: China continues to be important – the rest of Asia is, however, growing faster; in 2030, 80% of the fuels will be fossil; the GNP forecasts are looking good and both trade and GNP will increase, Trump and Brexit have no general impact on global trade.

Kim Ullman, President of Concordia Maritime, talked about the company's business in 2016 with reference to the development of the tanker market and the fleet's earnings and development. No serious accidents or incidents, a profit of SEK 69 million despite a weak market and high non-recurring costs, renewed contracts for P-MAX tankers and refinancing of the fleet were some of the points he brought up.

During the meeting, Kim Ullman and Ola Helgesson, CFO, presented the result

for Q1 2017: Concordia Maritime generated higher earnings than the market as a whole, but the generally weak market meant that the result for the quarter was nevertheless negative. The result before tax was MSEK -41.2 (33.4).

Gunnar Ek, Swedish Shareholders' Association, asked a number of questions about what he felt to be a high equity ratio/liquidity, the utilization rate and the transition from tankers to product tankers. He concluded by praising the good annual report and the ships. ☺

## THE FORMAL DECISIONS AT THE ANNUAL GENERAL MEETING ON 25 APRIL 2017 INCLUDED:

- The Board of Directors' proposal of a dividend of SEK 0.50 per share was confirmed.
- The AGM decided to re-elect the members of the Board of Directors Carl-Johan Hagman, Stefan Bocker, Dan Sten Olsson, Mats Jansson, Michael G:son Löw, Morten Chr. Mo and Helena Levander in accordance with the proposal presented by the Nomination Committee. Carl-Johan Hagman was elected as the Chairman of the Board of Directors and Stefan Bocker was elected as the Deputy Chairman of the Board of Directors.
- KPMG was elected as Auditor of the company.
- The AGM decided to appoint a new Nomination Committee for the AGM in 2018 according to the previously applied model.
- The AGM adopted the Board of Directors' proposal regarding the guidelines for remuneration for senior executives.



On the podium, Stefan Bocker presided as chairman of the meeting. Here, together with Ola Helgesson CFO CM; Johan Ljungberg, Mannheimer Swartling; Carl-Johan Hagman Chairman, CM; Kim Ullman CEO, CM; Dan Sten Olsson board member, CM.



The Annual General Meeting was held at Gothia Towers Hotel in Gothenburg.



# CONCORDIA MARITIME AT INTERNATIONAL SHIPPING FORUM IN NEW YORK

The 11th Annual Capital Link Forum, one of the year's most important activities in the US capital market, was held in the middle of March. 800-900 investors, analysts, owners and financiers with an interest in shipping had gathered in the historic Metropolitan Club in the middle of Manhattan.

Text Birgitta Plyhm Photo Capital Link

Kim Ullman, CEO of Concordia Maritime, was one of the participants who was there to meet important business contacts. Kim had his own item on the agenda in the form of a presentation of Concordia Maritime's business activities and he also took part in a panel discussion on subjects related to the Product Tanker Shipping Sector.

"This forum gives shipping companies a chance to present themselves to the whole American investor elite. The fact that "everybody is there" means that personal discussions with investors, analysts and shipping contacts from all over the world is, of course, an important component and of great value to Concordia Maritime", said Kim Ullman. ☺



*The forum is a meeting-place for international shipping and the agenda included macroeconomic issues that affect the global market.*



*Kim Ullman participated in one of the panel discussions together with colleagues from a number of other companies in the product tanker segment.*

## STENA FASTIGHETER CONVERTING OFFICES INTO APARTMENTS IN MALMÖ AND LUND

In 2017, Stena Fastigheter will convert several premises and offices into apartments in Malmö and Lund. Stena Fastigheter is thus helping to satisfy the large demand for accommodation in the region. About 80 new apartments will be produced.

"It's gratifying that we can contribute to even more apartments in the region in the near future. If everything goes according to plan, we will have about 80 new apartments under construction already during the second half of the year", says Unni Sollbe, Managing Director, Stena Fastigheter Malmö.

The first project involves a sports centre in the district of Stralsund in Malmö, which is currently being converted into 19 apartments with completion set for December 2017. Planning permission has been granted for 29 attic apartments in the district of Kilen in Lund. Plans also include the conversion of office premises in the districts of Brahehus and Stalsund, a shop in the district of Pilåkern and attic space in the district of Cedern in Malmö. There are also plans for converting premises in Lomma and Landskrona in the future.

## FIRST TENANTS MOVE INTO NEWLY BUILT DISTRICT IN STOCKHOLM

On 1 June, Stena Fastigheter's first tenants moved into the new district of Vega in Stockholm. Stena Fastigheter will build 1,500 of the 3,500 apartments to be built here in the next few years after which 10,000 people will be living and working in the new district.

Stena Fastigheter is the largest player in the construction of the new sustainable district of Vega in Haninge, 20 minutes from the centre of Stockholm. In addition to accommodation, a commuter train station is also being built. Here, there will be squares, commerce, service, parks, several nursery schools and two comprehensive schools. Stena Fastigheter is building both rental and tenant-owned apartments in the new area.

"1 June is milestone in our history. We welcome Vega's real pioneers, the first 42 tenants who are moving into Haninge's new district. They will be getting a lot of new neighbours in the future and the area will be developed for many years to come. When completed, 10,000 inhabitants will live and work here", says PG Sabel, Managing Director, Stena Fastigheter Stockholm.



# Success for this year's races: GöteborgsVarvet and Göteborgsgiroet

Text Maria Stahre Krupa

Photo Ann-Charlotte Ytterberg



202 employees from Stena AB applied for the GöteborgsVarvet this year.



Marita Liepold, Anna Jansson and Alie Edvardsson.



Ida Lööf.



30 Stena employees participated in the bike race Göteborgsgiroet this year.



Magnus Andersson, Stena Jutlantica and Anders Efraimsson, Stena Line Management.

## Peter Claesson, Stena AB

You were the fastest runner at Stena AB this year and your time was your best ever. What is the explanation?

"I have trained well for a couple of years and I haven't had any injuries."

Do you participate in other races?

"Yes. I practise triathlon and compete in Ironman races in the summer. I go cross country skiing in the winter and compete in the Vasaloppet, among other things."

What do you think about this event?

"Great fun and Karin Björk and her colleagues has organised both GöteborgsVarvet and Göteborgsgiroet very well. GöteborgsVarvet engage many people at Stena, especially my own department. (Stena Finans)."



Peter Claesson and Tobias Bogeskär.

## FASTEST RUNNERS FROM STENA AT GÖTEBORGSVARVET 2017

**Stena Line:** Maja Petersen, 1:35:30 and Olegs Gurejevs, 1:30:31

**Stena AB:** Ida Lööf, 1:59:58 and Peter Claesson, 1:27:57

**Stena Fastigheter:** Unni Sollbe, 1:49:18 and Joakim Olsson, 1:49:32

**Stena Metall:** Christin Borg, 1:30:51 and Johan Skårbratt, 1:24:28





Maja Petersen.

#### Maja Petersen, Stena Line Danmark

Your time was 1:35:30, but what is your half marathon record?

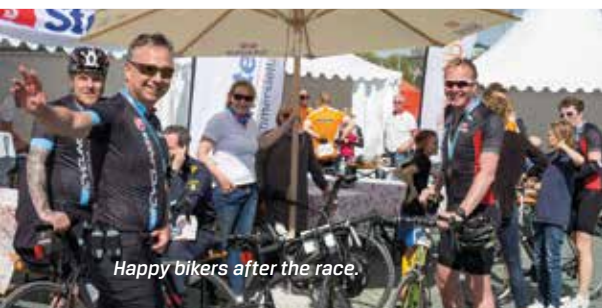
"1:25:55, but it's hard to keep focus and run in your own pace with 60,000 people!"

What do you and your danish colleagues think about the event?

"Superb! Three colleagues of mine and my boyfriend took the Stena Line ferry in the morning and picked up our tickets at the Stena tent. Very nice service with fruit, pancakes, drinks and hamburgers after the race. We took the ferry back at 19.00 and I would like to send a big thank you to the Stena organisers."

Will you be joining us next year?

"Definitively! I'm also hoping to start a bit earlier and hopefully be able to run faster."



Happy bikers after the race.



Caroline Dahl.

#### GöteborgsVarvet 21 km 2017:

266 applied runners from Stena Metall and Stena AB is a new record. 178 runners completed the race.

10 different nationalities.

11 degrees temperature difference during the day.

#### GöteborgsGiro 2017:

30 Stena employees applied for the different bike races.



64 employees from Stena Metall applied for the GöteborgsVarvet this year.



## DID YOU KNOW THAT...

...the stopping distance for a large tanker is 3.5 km and takes 15 minutes.

...replacing all the floodlights with LED lamps on board the Stena DRILLMAX saves 500 MWh/year, which is equivalent to the annual electricity consumption of 40 average sized houses.

## INNOVATIVE SUSTAINABLE SOLUTIONS

The QSE meeting held this spring on 25-26 April gave us two fantastic and instructive days devoted to the theme Innovative sustainable solutions.

**Text** Victoria Edström

This time, the meeting was held in Halmstad. During the first day, we were given exciting presentations of innovative solutions for increased sustainability related to the environment, people, economics and society that have been implemented or are in progress in the different companies in the Stena Sphere.

We also learnt how a company with the help of the materiality analysis method can identify critical issues that affect just its business activities and geographical location and, based on these soft values, draw up correctly prioritised sustainability goals.

On day two, we went on a study visit to Nordic Recycling Centre where both Stena Recycling and Stena Technoworld are working with recycling and development. Very impressive work, partly the enormous amount of work required every day in this industry and partly the innovative side of their business. Here, they are constantly looking for new solutions in order to be even better at recycling, reusing and extracting more from everything we people consume when it comes to material objects. But at the same time as it felt good to seeing how much can be recycled, one cannot but wonder where the future is going. What will it look like for future generations? Let us hope that they will be wiser than us and not just buy and throw away and then buy new once more. ☺



Download a QR reader app to your phone and scan this code to get to the digital version of SfärNytt.

## THE STENA SPHERE

### Structure & Figures

**Dan Sten Olsson, CEO**

#### Staff

**Staffan Hultgren**, Structure, Systems & Control  
**Peter Claesson**, Finance  
**Eva Hansdotter**, People & Soft Values

#### Sphere coordination group

Dan Sten Olsson, CEO  
 Carl-Johan Hagman, Shipping & Ferry Lines  
 Erik Ronsberg, Offshore Drilling  
 Christel Armstrong Darvik, Property  
 Anders Jansson, Recycling, Environmental Services & Trading  
 Martin Svalstedt, New Businesses  
 Staffan Hultgren, Structure, Systems & Control  
 Peter Claesson, Finance  
 Eva Hansdotter, People & Soft Values

## BUSINESS AREAS

Total number of employees in the Stena Sphere is 19 000.

SHIPPING & FERRY LINES Carl-Johan Hagman		OFFSHORE DRILLING Erik Ronsberg	STENA PROPERTY Christel Armstrong Darvik	FINANCE Peter Claesson	ADACTUM Martin Svalstedt	RECYCLING, ENVIRONMENTAL SERVICES & TRADING Anders Jansson
SHIPPING	FERRY LINES Niclas Mårtensson					
5 900 people	5 100 people	1 100 people	300 people	50 people	2 700 people	3 700 people
Stena Rederi Stena RoRo Stena Bulk Stena Teknik Northern Marine Group Stena Maritime AG	Stena Line	Stena Drilling	Stena Fastigheter Stena Realty BV	Debt financing Treasury Trading / Long term investments Risk management	Blomsterlandet Envac Stena Renewable Ballingslöv Gunnebo 26% Midsona 25% Svedbergs 26%	Ferrous & Non-Ferrous Metals Aluminum Recovered Paper Environmental Services Electronics Recycling Oil Steel Components Trading Finance
Concordia Maritime						

## OWNERS

**STENA AB**  
15 400 people

**STENA SESSAN AB**

**STENA METALL AB**  
3 700 people

Beijer Electronics 29,8%  
 Concordia Maritime 52%  
 Mylan 1%  
 Scandic 15%