

The wisdom of history

— humbled by the future



 **Liljedahl**
group



*Our story
- our shared
journey*





10. FAITHFUL TRIO

Peter, Monica and Torgny look back to 1982



18. MADELEINE PETTERSSON, PRONECT/RAVEMA

Know how to show off



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Aiming for the next phase



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The problem solver with a knack for tinkering

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“This development will be rapid, we need to be on our toes at an early stage.”

ANNA LJLJEDAHL,
CEO OF FINNVEDENS LASTVAGNAR.

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ROXX

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Liljedahl
group

Laudatio*

Even as a child, I was fascinated by the narrative of sport.
Some win. Some lose.

I protected myself from losing. It was all about winning
– and the more we won, the bigger the team, the greater the feeling
of having achieved something amazing together.

To fight together.
To win together.
To celebrate together.

Sport also taught me the importance of long-term thinking,
of consideration and pride.
That we all need to help each other in our efforts to build a society
where we respect each other, think about each other and take care
of each other.

Because a society isn't just a collection of individuals.
A society arises when individuals do something together,
when they have a common goal – when they share a common
idea about something bigger.

Sound and humane entrepreneurship have been my
watchwords in business.
It therefore feels good that the Liljedahl Group, through sponsorship
and other commitments, has been able to contribute to
improving and strengthening initiatives for society.
For sports and culture.

Having said this, I would like to thank everyone who has
supported us over the years.

Thank you to all our customers for trusting us.
Thank you to all suppliers for being by our side in both
good times and bad times.
And most importantly: Thank you to all employees, all of you
who have spent hours, days and years with us.

Without you, our fantastic journey would never have been possible.

Thank you very much for your trust.
Thank you very much for your time.

We did this together.

With the greatest humility and respect



Bengt Liljedahl

*Laudatio translated directly from Latin means eulogy. In the classic academy, at the University of Central Europe, the term has traditionally been used as the outermost variant of honorary marks, and as a title for celebrating texts for prominent professors.



Our 40-Year History

From local Volvo dealers to international group of companies
– with its heart in Värnamo.

F The first chapter was written when Bengt Liljedahl acquired **Finnvedens Bil**.

1982

1993

Machine company Ravema, now under **Pronect**, has acquired...

"The acquisition of Ravema is a shining example of a flair for smart business in crucial situations. The financial success that followed the company during the years after the financial crisis were the platform for the development of the entire Group."

1995

... and is growing with the establishment of the Norwegian subsidiary Ravema AS.

1999

Four heavy acquisitions for **Finnvedens Lastvagnar** in the form of Liljas Lastvagnar and Bilcentrum Lastvagnar, as well as truck operations at Nässjö Bilhall and Claes Nyberg.

"With these acquisitions, we grew strongly in a short time. Of course, there were concerns about how things would go. The optimum would have been to spread the acquisitions out over a longer period of time – but we felt we wanted to take the opportunities to grow when they came, and with hindsight, it was a successful investment."

2004

Finnvedens Lastvagnar continues to grow south, thanks to the acquisition of all Volvo Truck Centre units in Blekinge.

2000

New addition to Liljedahl Group in the form of Hörle tråd, later **Hörle Wire Group**. Half of HGL Bil's business is acquired and incorporated into **Finnvedens Lastvagnar**.

1998

... and is growing further with the purchase of the truck business at Axel Davidssons Bil.

2003

Hörle Wire Group acquires Norwegian Fundia Mandal Stål AS. The remaining half of HGL Bil is acquired for **Finnvedens Lastvagnar**.

1997

The Group takes on a new look when **Finnvedens Lastvagnar** is formed.



2006

...and the same happens in Skaraborg when all of the Volvo Truck Centre units are acquired there as well. Slovakian Eurofil s.r.o. is acquired and becomes part of **Hörle Wire Group**.

**2008**

Pronect acquires SA-TO & Brandt Maskin AS from Norway and Din Maskin i Värnamo AB. **Property company Liljedahl Group Fastigheter** is formed.

2014

Hörle Wire Group establishes presence in Germany through the acquisition of J.P. Hüsecken & Comp. GmbH & Co. KG.

2007

The Group grew with the holdings **Elcowire Group** and **Dahrén Group** when the Elektrokoppar Group was acquired.

"With the electrotechnical companies Elcowire and Dahrén in the Group, completely new markets and business areas opened up. At that time, electric cars were still part of the future, but demand for high-quality copper wire soon skyrocketed."

2016

Liljedahl Group acquires the first shareholding in **Bufab**.

"As Bufab acquired a significant position in the European and Asian markets, Liljedahl Group stepped in and acquired a heavy shareholding. Bengt Liljedahl has served as chairman on Bufab's board since 2020."

**2015**

Finnvedens Lastvagnar acquires Skånebil Lastvagnar in Ängelholm.

2018

Pronect and **Elcowire Group** are growing when PLM Group and NKT Railway are acquired.

2022

Elcowire Group will receive a supplement in the form of the wire rod business at KME. The company is thereby broadened, with a focus on high-speed railways when the German unit **Elcowire Rail GmbH** is formed.

**2019**

Danish TeamWorks is acquired and becomes part of **Pronect**.

**2017**

Finnvedens Bil and **Finnvedens Lastvagnar** grow outside Småland when Värmlands Bil AB in Kristinehamn is acquired.





FAMILY OWNED ALL THE WAY

Liljedahl Group consists of seven wholly-owned companies and is also the main owner of the listed company Bufab. Since its inception in 1982, the business has been family-owned.



FINNVEDENS BIL

is a strong and local dealer for Volvo and Peugeot cars, with well-attended facilities in Småland and Värmland: Värnamo, Gislaved and Kristinehamn.



FINNVEDENS LASTVAGNAR

is Sweden's largest private dealer of Volvo trucks, with operations in 20 locations in central and southern Sweden: Småland, Västergötland, Blekinge, Skåne and Värmland.



PRONECT

is a market-leading technology trading group in cutting, automation and sheet metal processing, as well as product innovation – with sales in the Nordics and Baltics.



HÖRLE WIRE GROUP

is a major distributor of steel wire and wire products, such as flat-rolled wire, bright wire and galvanised-reinforcement wire, with operations in Sweden, Slovakia and Germany.



ELCOWIRE GROUP

is Europe's leading technology for the electrification of railways, and manufactures copper wire rods primarily intended for power transmission and further processed wire in aluminium and copper.



DAHRÉN GROUP

is Europe's leading supplier of copper and aluminium winding wire for generators, transformers and motors – for use in e.g. electric cars and modern white goods.



LILJEDAHL GROUP FASTIGHETER

is an active manager, developer and rental company for the property portfolio within the Group; at the time of writing, 22 properties with a rentable area of approximately 202,000 square metres.



BUFAB

is a publicly traded international company, with operations in 27 countries, focused on efficient purchasing chains of, for example, screws, nuts and various types of fasteners.

Long-term, committed and responsible.

Based on these words, Liljedahl Group is building a sound corporate culture that puts development and people at the centre.

Our core values show how we work



FREDRIK LILJEDAHL, DEPUTY CEO,
LILJEDAHL GROUP.

“THE LONG-TERM APPROACH MEANS THAT we dare to invest in both good times and bad times. The commitment is expressed in the fact that we are active owners and live with our holdings. We stand for credibility, honesty and fair play in every conceivable relationship – showing how we take responsibility. It feels really good that our core values reflect how we actually work, rather than how we would like to work,” says Fredrik Liljedahl, Deputy CEO.

How to maintain the feeling of a genuine family business in a multinational group?

“We work the same way – regardless of where in the world we operate – and hopefully our commitment will trickle down to businesses everywhere. A lot is also based on respect; from the owner’s point of view, we need to show respect in order to earn it back. It goes hand-in-hand with the fact that we want to be responsible owners.”

What objectives does Liljedahl Group have going forward in terms of growth?

“Our priority is to grow our holdings in the long term. That’s how we work. We have a good growth journey behind us, and we want to continue on this path by investing the money we earn when the opportunity arises,” says Fredrik Liljedahl, adding:

“Our values act as the Group’s compass: We acquire in order to develop, we create stable conditions for profitability and for our holdings to grow in the long term – and we are a family business, a solid employer that stands up for a profitable, pleasant and safe workplace-”



Along the avenue of memories

with a trustworthy trio





A lot has changed and developed within Liljedahl Group over 40 years. But there are three variables that have always been constant. Meet a trio who can tell you about both the past and the present.

ONE EVENING IN 1982, a tall figure appeared on the premises of Finnvedens Bil. It was Bengt Liljedahl who had come there to announce that he had bought the company.

Among the employees who received the news was the mechanic Torgny Biesért.

"I had worked overtime and was on site when Bengt came in to talk about the purchase. It felt very positive that a young and driven force would take over," says Torgny.

He agrees with another mechanic at the time, Peter Johansson.

"There had been some rumours that things were going on and the older mechanics were a little sceptical about how someone in their 30s would be able to do this. But it quickly became clear that Bengt was a person who took the lead and who had the desire and drive to develop the company," says Peter.

Monica Skoglund, who is the third member of the trio since Liljedahl Group was formed, was in the finance department at the time.

"It had been a bit shaky and unsettled lately before Bengt came in, so I felt it was reassuring that somebody with real drive came in."

NEVER BETTER

Apparently, the trio have enjoyed their work at Liljedahl Group, because they have remained here. All of them report the continuous development within the Group as a reason for this.

It wasn't better in the past, in other words?

"When you've been around for so long that you've experienced the type of telephone exchange you see in old films, with cables that are connected here and there, you don't miss all the manual work," says Monica, who currently has salaries, bookkeeping and contracts on her desk.

"I did go on an excursion for a few years when I felt that I had finished as a mechanic. At that time, I trained as an MBA and worked at some other companies. But when Finnvedens Lastvagnar was to expand with a credit function, I went back and helped build up this function," says Torgny, who is now credit manager.

"HEATED" AND MEMORABLE PROFILES


Peter was content with about seven years as a mechanic and then advanced to master mechanic. He is now Service Manager at Finnvedens Lastvagnar.

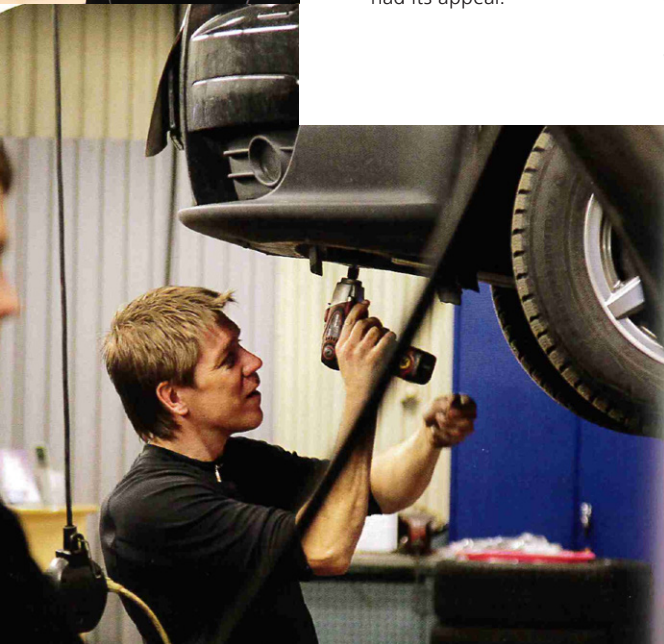
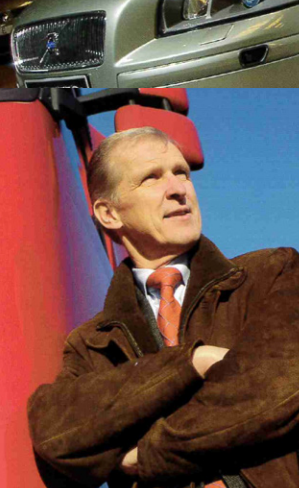
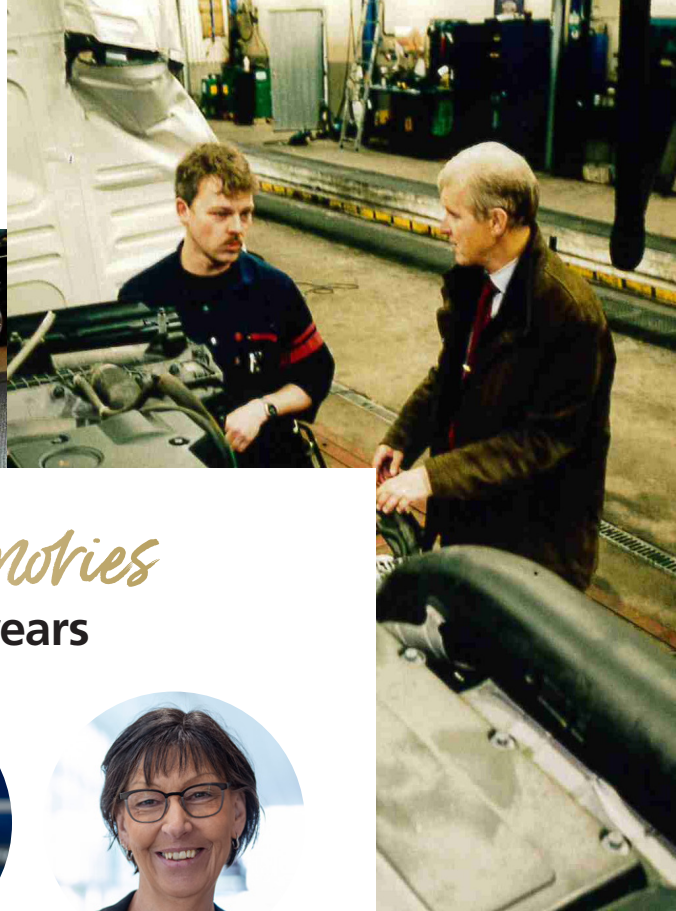
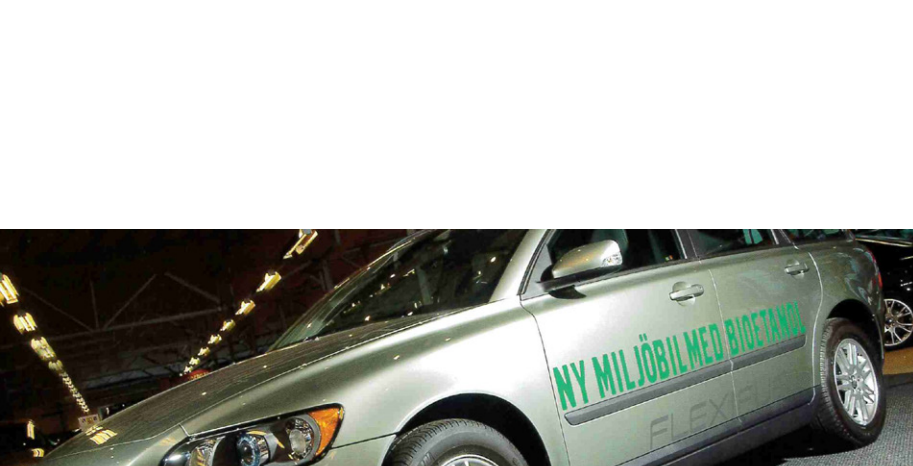
"There's no real major difference between the two titles. For me, as a technology nerd who likes the rapid development of the trucking industry, it has been a perfect professional role. Today, there are also completely different kinds of muscles within the group than when I started. Opportunities for collaboration are a big difference compared to how it used to be."

The trio also highlight all the personalities and strong wills that existed on the customer side, and they remember that the discussions during the 80s could be "heated".

"It's a bit more balanced today, but at that time the customers were fewer, and there were often fairly straightforward conversations where no one hesitated to say what they thought," confirms Peter.

Many years have passed and many memories have been made. But there are still opportunities for new lessons.

"I'm in for the long haul now because I'm 65 years old, but I don't think they should have to drag me out of here. The plan is to work for another year, and the idea was probably not to have to find out about anything new in the last year. But now we have a new finance system, so I didn't escape that," Monica laughs. 



Selected memories from Liljedahl years



Peter:

"What I remember most is the wonderfully colourful profile among the customers in the past. They were the kind of hard-working truck and lorry owners who got up at four in the morning and worked until late in the evening. If they didn't get their way, there could be a threat of lawsuits, and you really had to be educated, but we almost always got them on our side in the end. It was a straightforward environment to work in that really had its appeal."



Torgny:

"When I had just returned as a credit manager, Bengt was going to Malta for a conference, but he was unable to attend and asked me to go in his place. On the ground floor, I ended up next to the Volvo Trucks' Nordic manager – I had no idea who he was. I asked, 'What are you working on then?' It was a bit embarrassing when he told me who he was, but after that trip, he always came in and talked to me when he visited Finnveden. So the conclusion is that five days in Malta is the perfect start as a new employee."



Monica:

"My first job at Finnveden is hard to forget. I was a punch operator and sat eight hours a day hammering on a machine that spewed out long strips that we sent on to Volvo's data department. They then processed the strips and in return we received lists with sales figures of our spare parts. A very monotonous job, but you have to start somewhere was my attitude."

The story of Finnvedens Bil goes much further back than 1982, when Bengt Liljedahl came into the picture. The company was founded in Smålandsstenar back in 1936.



Rear-view mirror and front window

Vehicles from Finnvedens Bil have been rolling out for more than 80 years. The company is also synonymous with the starting point for Liljedahl Group. CEO Robert Larsson knows the importance of operating in a strong business region – not least in times of change.



CHARLIE CHAPLIN'S FEATURE film *Modern Times* premieres, Sweden's obligatory 6-year elementary school is extended by one year and Lee Falk's comic strip "The Phantom" is published for the first time.

The same year, 1936, Finnvedens Bil was also founded, with Smålandsstenar as its headquarters.

In other words, there was no newcomer to the automotive industry that became Liljedahl Group's first acquisition in 1982, which marked the start of what has evolved into seven wholly-owned holdings.

A long history and a long-term investor – How is this reflected inside the walls of Finnvedens Bil? The question is answered by Robert Larsson, who is in his twelfth year as the company's CEO.

"There's a healthy mindset and culture that characterises how Liljedahl Group and Finnvedens Bil drive things. Nothing is done without justification, and decisions and investments are made with a long-term analytical approach. When the calculations show that it is the right time to move forward, only then do we act." →



“There is a healthy mindset and culture that characterises how Liljedahl Group and Finnvedens Bil drive things.”

ROBERT LARSSON, CEO, FINNVEDENS BIL.

 Finnvedens Bil

 **Finnvedens Bil**





“The car has been the means of transport in our area since Finnvedens Bil was founded, and we believe it will continue to be so.”

ROBERT LARSSON, CEO, FINNVEDENS BIL

→ **“A SUCCESS STORY** is, of course, a source of pride. But to choose the right way forward, it’s important to look ahead more often than back,” believes Robert Larsson CEO, Finnvedens Bil.

“The car has been the means of transport in our area since Finnvedens Bil was founded, and we believe it will continue to be so. But we must never try to control the range, we must constantly adapt and predict what the customers will be asking for and what added value they want. We’re not talking about 5–10 years ahead, but more about 20–30 years. Now it’s digital-purchasing solutions and electrification that are important, and we need to have all the tools in place for this. This adaptability has been one of Finnvedens Bil’s most important recipes for success.”

ANOTHER RECIPE FOR success has been the strong local presence – and the support for Volvo, which Finnveden has sold

since its inception. The importance of safeguarding it was demonstrated not least in a survey conducted a few years ago.

“We investigated how many people in the area are employed in companies that in one way or another are subcontractors to Volvo. It turned out to be about 3,000 people, so there’s a strong link between the product and the car that many buy,” says Robert Larsson.

He also notes that the business climate in the locations where they operate could not have been better.

“The entrepreneurial spirit that exists in the region is unique, it has to be said. Whether people stay in the same company, start a new one or find new constellations and collaborations, they always help each other in different ways. This has been a very favourable prerequisite for the development of Finnvedens Bil throughout the years.”



“I am proud to work
at Ravema, proud of
what we do.”

MADELEINE PETTERSSON, SPARE-PARTS EXPERT, RAVEMA

“The small victories – I can live on them for a long time”

A great feeling that lingers. A real cut above the rest at work. Meet Madeleine Pettersson – Ravema’s spare-parts expert who loves to evolve.

“IT TAKES ABOUT 20–30 seconds. Just one moment. When that feeling takes over your whole body – that’s when you get paid for all the hard work, every month of training. It’s hard to put in words, but everyone who has a burning interest in something knows what I’m talking about says Madeleine Pettersson, Ravema’s spare-parts expert.

Our conversation starts with horseback riding. Since childhood, the stable has been Madeleine’s second home, her lifestyle.

It was there that she developed her forward-thinking spirit, her drive – the skin on her nose.

“Having your own horse requires enormous commitment. Equestrian sport is tough, it has strengthened me and helped me to be quite fearless. I’ve learned to stand up for myself, to put my best foot forward and never give up,” says Madeleine, adding:

“I’ve taken all this with me into my working life.

NEW CHALLENGES

Madeleine Pettersson has been employed at Ravema in Värnamo for five years. For five years she has serviced customers and maintenance engineers with spare parts and equipment for machine bodywork.

Her boldness in the face of new challenges – that famous “skin on her nose” – has, over time, led to more and more high-profile assignments.

“Initially I worked exclusively with spare parts, but now I also manage deviation costs in projects and certain quality issues in direct dialogue with our suppliers Mazak and Hoffmann. I have succeeded in expanding my role to a more varied position by

asking for more responsibility and then delivering accordingly.”

Madeleine also finds that familiar sense of payoff – of succeeding at something that requires a lot of effort and commitment – at work.

“When I manage to solve a machine breakdown with a customer in a smooth and innovative way, by quickly helping to pick out the correct spare parts and communicate effectively, that feeling is present – and it often lasts for a while. I live on the small victories for a long time. They boost my self-esteem and probably also make me a better colleague.”

PROUD OF THE JOB

For some, development and challenge can be synonymous with changing jobs and trying out their wings elsewhere. But not for Madeleine. If nothing unforeseen happens, she will be happy to remain with the company for a long time.

“I am proud to work at Ravema, proud of what we do. Colleagues are a major factor in my enjoyment here; we are a really good team who help and support each other when necessary.”

The open and welcoming culture within the company is another reason why Madeleine enjoys working at Ravema.

“Team spirit here is really good, even between different departments. There are also stimulating development opportunities within the company – if you just put your best foot forward and take the chances that come your way.”



“Equestrian sport is tough, it has strengthened me and helped me to be quite fearless. I’ve learned to stand up for myself, to put my best foot forward and never give up.”

MADELEINE PETERSSON

The cornerstone of the Group's growth

Lovely Ravema.

The perfect example of good business sense.

The perfect example of the benefits of highly valued supplier relationships – adding value for both customers and staff.

IT ALL STARTED with Finnvedens Bil.

But without Ravema, the story of Liljedahl Group would definitely have been different. With the acquisition of Ravema in 1993, Bengt Liljedahl began the company's impressive broadening of the industry – and the actual construction of the Group began to take off.

“My view is that Bengt saw great value in the suppliers that Ravema had. Even though the company was severely weakened and out of balance after the financial crisis in the early 90s, there was a great potential upside in the supplier portfolio and the large customer base that Ravema had built up over the years,” says Jörgen Fredsson, CEO of Ravema since 2013.

He builds on the argument:

“As owner of Ravema, Bengt was quick to invest in a customer-focused approach with a large after-market department. Thanks to the long-term perspective and the initiatives Bengt Liljedahl took, Ravema has enjoyed a successful and profitable journey.”

MAZAK – FAMILY-OWNED LILJEDAHL

It is hardly possible to describe Ravema without thinking of Mazak, the Japanese machine supplier who has been working side-by-side with Ravema for a long time – and still forms the basis of the company's customer offering.

“Bengt was very skilled at building on the relationship with Mazak. He also realised the value of specialising in one strong supplier, getting a good



JÖRGEN FREDSSON, CEO,
RAVEMA.

return when the market turned upwards again.”

Some things have changed since 1993. But a lot is the same. Mazak remains a strong main supplier, while technical sales have increased significantly at Ravema.

“The focus on solutions is clearer today, and we are increasingly talking about automation and a holistic approach with our customers. Over the past 15 years, we have also developed a stronger tool platform, where

we have had a good spin on the entire business area in close collaboration with the main supplier Hoffmann.”

Jörgen Fredsson continues:

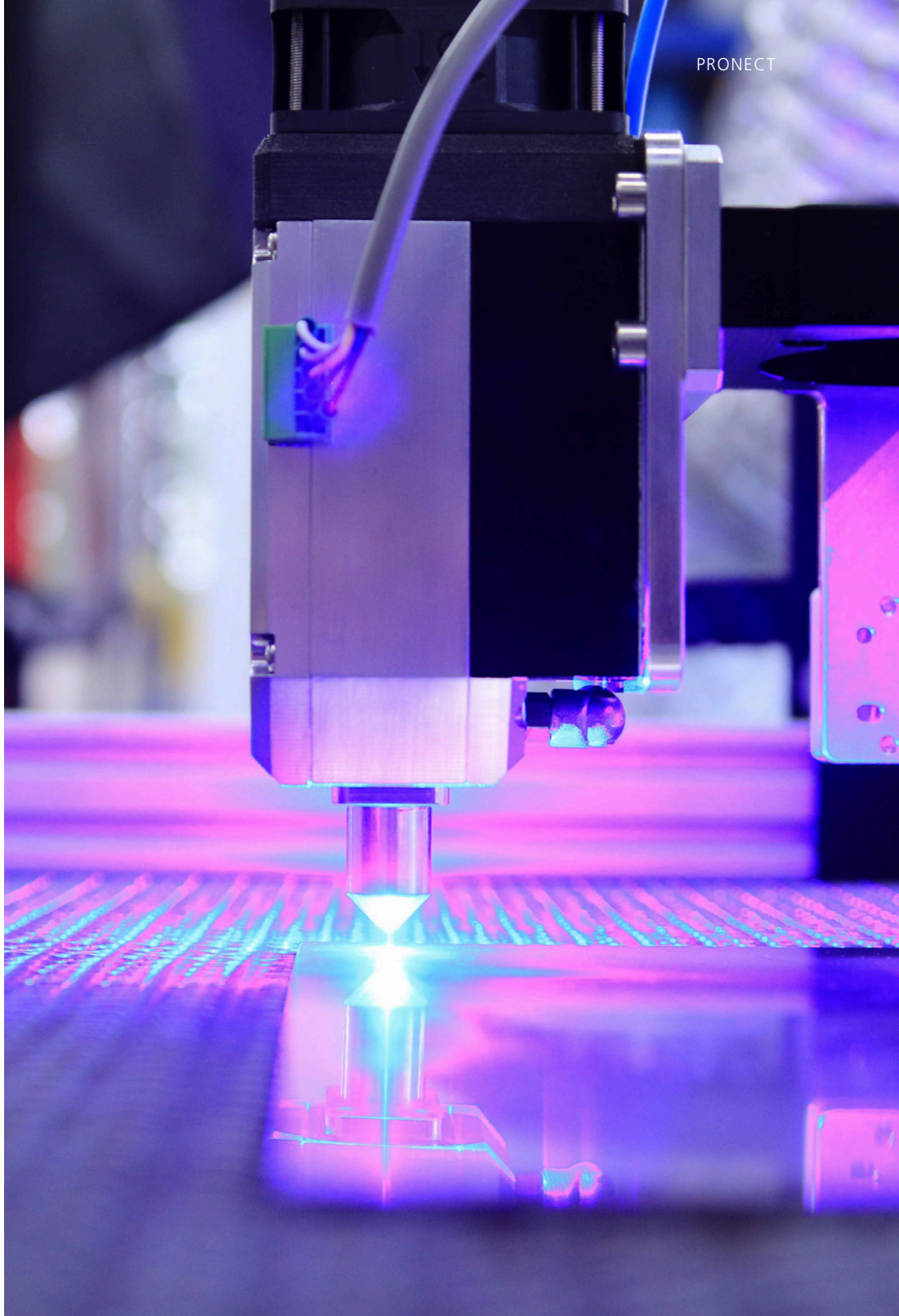
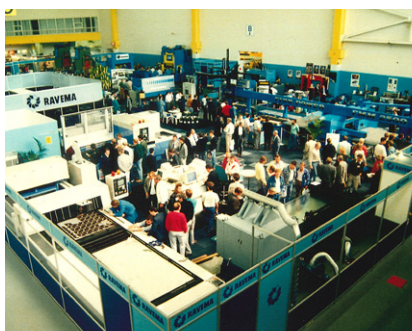
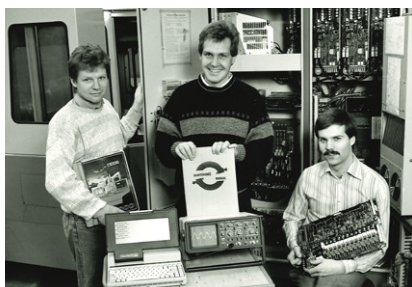
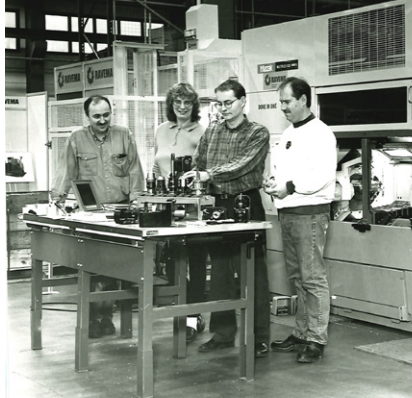
“Bengt has always rewarded engagement and partnership. The relationship with Mazak has been very important to us. In addition, Mazak is a family business, just like the Liljedahl Group.”

CELEBRATING EMPLOYEES

Committed, very loyal and, above all, solution-oriented.

Jörgen Fredsson hardly holds back when he describes the attitude of the employees at Ravema – and perhaps the secret is what Ravema and Mazak call “together success”.

“Working together is an obvious success factor. Our entire business model is based on a strong supplier – but without strong employees who are responsive to our customers' needs and are able to manage the technical solution we sell, we wouldn't be able to say anything.”



This is Ravema

Since 1993, Ravema has been part of the Liljedahl Group, where the company is now organised under Pronect. Ravema is the general agent in Sweden and Norway for Japanese Mazak, the world's leading manufacturer of high-performance cutting machines. Ravema is also the general agent in Sweden, Norway and Finland for Hoffmann Group – Europe's leading supplier of quality tools.



PRONECT/PLM GROUP

Creativity contributes to sustainable industry

Through its three companies, Pronect is a market-leading technology trading group that serves more than 7,000 industrial customers throughout the Nordic and Baltic regions. The basis of the business is sales of production machinery and software for product development. All in all, Pronect's operations create the conditions for making Sweden's industry more sustainable.

IMAGINE A HUGE meeting room where an entire organisation can gather around the design table – together with both customers and suppliers. A place where you can look at CAD models at an early stage, for example, and through the combined expertise, also optimise product development.

This is roughly how you could describe the digital innovation platform that Pronect offers through its PLM Group. This is just one of several smart devices that give the Group's customers the right tools, knowledge and inspiration to develop existing and new products.

"The basis for a thriving spirit of innovation is that there is transparency and openness within the business," says Jan Lundström, CEO of PLM Group.

"It's also extremely important to give recognition to creativity and commitment – and that there's a clear structure for how to handle new ideas within an organisation. All that is captured in the platform we offer our customers. PLM Group can almost be described as a catalyst for innovation and product development through the various tools and competences that we provide."

EFFICIENCY

In the changing world we live in today, with soaring technological development, Jan believes that it is crucial for companies to work actively on innovation and product development. It's about understanding what the market is asking for and predicting trends – but also being able to meet contemporary needs.

Sustainability should of course also be high on the agenda, something that permeates all of Pronect's operations.

"Our sister companies – Ravema and Din Maskin – use their smart production machines to help their customers streamline their production. And by enabling PLM Group to digitalise product development and integrate 3D printing, our customers can develop completely new products, shorten lead times and reduce both material consumption and costs," says Jan, summarising:

"As a whole, I would say that Pronect contributes to creating a more sustainable industry in Sweden. The business is thus in line with Liljedahl Group's values – long-term perspective and commitment." 

PRONECT/DIN MASKIN

The start of a new era

Once partners — always partners?

Din Maskin in Värnamo has taken a varied journey to become part of Pronect, together with Ravema and PLM Group, under Liljedahl Group's ownership.

A new era is also beginning for the company – with CEO Per Selskog at the helm.



PER SELSKOG, CEO OF
DIN MASKIN.

DIN MASKIN IN Värnamo was formed as a spin-off from Ravema, when Din Maskin chose to focus on sheet metal processing and Ravema on cutting – an initiative that would prove successful for both companies.

Fifteen years later, in 2008, Bengt Liljedahl knocked on the door of the four guys who founded Din Maskin and asked if he could buy the company.

He got it. This meant that Ravema and Din Maskin were reunited under a new ownership.

"I actually have my background in Ravema as Business Area Manager. When I was asked to step in as CEO of Din Maskin, it was of course a huge thing, both for me and for the organisation," says Per Selskog.

"A huge thing" refers to the fact that Per Selskog's access coincided with the last of Din Maskin's founders leaving the company.

"At the same time, we're a stable company that employs 50 people, where the core business is and remains the same regardless of who the CEO is. I certainly come in with new eyes, with thoughts and ideas on how we can further develop, for example, the sales process to strengthen our market position – but I also have a lot to learn."

FOCUS ON THE TEAM

Per Selskog sees great opportunities for development in the machinery industry, where sibling companies in Pronect have a lot to contribute.

"Especially if we look at PLM Group. This is where we can find inspiration and lessons learned, particularly in digital and sales-driven marketing, which means that we can take great strides. I am also passionate about promoting and testing ideas from experienced employees. Many companies within Pronect possess tremendous expertise."

Per is particularly passionate about employee issues.

"We put a lot of effort into team-building personnel activities and transparent communication within the company. And actually we have the same approach for our customers: In the end, good relationships often lead to good business. We don't just sell machines, but complete production and logistics solutions. This is why we see ourselves a bit as production consultants who want to work in the long term, for example on the development and optimisation of our customers' production."

What has it meant for Din Maskin to have Liljedahl Group as owner?

"Our entire history is a description of Liljedahl's fantastic owner. We are allowed to run our respective operations with great freedom in accordance with set goals, under a structured entrepreneurship that is characterised by clear policies, sound values and a well-developed leadership programme."

Per Selskog pauses and then continues:

"Being part of Pronect and Liljedahl Group is an incredible strength for us. The opportunities for networking in the Group are an asset and definitely a success factor." 📌



Niklas Gunnarsson, Johan Svensson and Ulrika Ström, Din Maskin.

This is Din Maskin

Din Maskin focuses on sales of production equipment for sheet-metal processing. The company sees each contract as a long-term partnership agreement, a commitment to deliver production equipment that creates opportunities to fulfil obligations to customers at the next stage. Din Maskin's watchword is to always be available.



“I can’t just close the door and go home.”

There is a slight breeze over Finnvedsvallen. The calendar shows a mild September, with autumn taking over a rapidly fleeing summer.

On the mezzanine, Bengt Liljedahl – the organisation's leader, successful entrepreneur and family father – walks while pondering life's next phase.

It's almost time. Soon it will happen.

Operational responsibility for the Group will be handed over to the next generation of Liljedahl.

WE'LL GET THERE eventually.

But first: football.

“I'm worried. Varberg doesn't suit us very well. They have a lot of big guys; it's going to be a difficult game. They have a tactic that differs greatly from how we in Värnamo want to play.”

At the time of writing, there are just over 30 hours left until kick-off in the 23rd round of the Swedish football league. The meeting between IFK Värnamo and Varbergs BoIS, on the grass of Finnvedsvallen, has long been on Bengt Liljedahl's calendar.

“It feels very uncertain in advance. But it's the thrill of sport.”

It is almost inevitable that the conversation immediately slides into football. The environment plays its part, but without exaggeration, sport has followed Bengt Liljedahl as a trusted companion throughout his life.

That's where he comes from. From football.

“I grew up in Motala. Dad was a bookseller and sold office supplies to companies and major industries. At the same time, he was very involved in football as a leader in Motala AIF. At that time, players were offered jobs – or found jobs if there were no suitable

ones at the time. Dad had good contacts at Motala Verkstad, so many good football players were placed there.”

Did you play football as a youngster yourself?

“Absolutely, I was a goalkeeper in BK Zeros, the second club in Motala, until I was 18–19 years old. At the top, we played in the then division three. Sport was the only thing I had in my head as a child. If it wasn't football, it was bandy, ice hockey, tennis or something else. My whole social life was about sports, about winning with my friends. As a team.”

WITH A FAMILY full of entrepreneurs and driven entrepreneurs, hardly anyone raised their eyebrows when the young Bengt in his teens decided to apply to the Stockholm School of Economics after upper secondary school.

But... Maybe someone should have reacted. Studies weren't something Bengt Liljedahl prioritised during his childhood.

“I didn't manage to do my homework; sport always took precedence. I know my mum was angry with me many times, but I found school easy and still did pretty well up to high school.”



My most beautiful sporting memory

"During the 1958 World Cup, the Swedish national team was based at Lillsved out on Värmdö, and my father's cousin Sten-Otto Liljedahl was the national team doctor at the time. On one occasion Sten-Otto was going to pick up the big star Niels Liedholm, and I got to go along in the car and sit next to him – one of my biggest idols! He was like a god for me, an untouchable star. It was big news when I returned home to Motala – that I could tell my friends I had been travelling in the car with Niels Liedholm."

→ "Once I had decided that I wanted to study at Handels [the Stockholm School of Economics], I really had to make an effort to meet the admissions requirements."

Was it obvious that you would become self-employed?

"Well, I guess I inherited the attitude and desire to create something of my own from my dad. When I was little, I often accompanied him to work, and if he did a few good deals, it was noticeable to the whole family in the evening. We were all affected. It's only natural."

WHEN THE YEARS at the Stockholm School of Economics were over and Bengt Liljedahl was finally able to hold his Master of Science in Business Administration, life's next chapter began: working life.

At that time, however, he didn't know that his future employer would, in some ways, follow him for the rest of his life.

"I started at Volvo with the ambition to work in marketing and finance, but soon I took a trainee job instead and sold cars in Stockholm for some time. When I came back to Volvo, I became Regional Manager for the Swedish market."

Bengt was happy with life, but at the same time there was something uneasy about his situation.

"I felt that I got so far away from the business itself. Back then I liked being close to the business, close to the staff."

But instead of getting closer, his job as Regional Manager drove him further away from day-to-day operations. The restlessness grew – and soon he changed his job as Regional Manager to the CEO position at Skånebil in Ängelholm.

Once there, life would soon take another turn. In 1982, the offer came to take over Finnvedens Bil in Värnamo, to try to reverse the company's negative trend.

The hook had been thrown out; an opportunity presented itself.

Bengt Liljedahl took the bait.

What was it like to go from CEO to owner?

"Completely new. I was no longer a member of the team. I also needed to make a lot of changes that didn't go down well with everyone. So the first few years were tough in many ways. Just picking up the family and moving to Värnamo had its challenges. I worked a lot, but it was necessary to try to turn the company around if possible."

The hard work paid off. After just under two years, Bengt Liljedahl had turned the corner, and transformed Finnvedens Bil into a profitable company.

"Then we had a fantastic year. In 1986, we built a large car showroom that remained in place until 2021, when the new facility was built. It was emotional when the old showroom was demolished. I actually went out of my way to avoid seeing it."

TODAY, 40 YEARS later, Bengt Liljedahl is the owner of a multinational group of companies with a turnover of several billion Swedish kronor – and employs just over 1,500 employees across Europe.

Much has undeniably changed since 1982.

"It's like night and day. But I've always had the ambition to grow, and curiosity has been my driving force. It's been a long way, I've made many mistakes, but that's how it is – as long as you don't make the same mistake twice."

Sure, it is certainly possible to find both errors and inconsistencies in Bengt Liljedahl's long career as a business owner. But overall, the good decisions win on knockout. In the aftermath of the financial crisis in the early 1990s, a business opportunity emerged that would lay the foundations for the entire growth of Liljedahl Group.

"Our biggest customer at Finnvedens Bil was Ravema, which was then owned by Skåne-Gripen and had become insolvent during the crisis years. At some point I asked what would happen to Ravema, and I was offered the opportunity to take over the business." →



“I’ve always had the
ambition to grow, and
curiosity has been my
driving force.”

➤ Said and done. Bengt took the bait again.

The deal was completed in 1993 – at the same time as the whole of Sweden turned upwards again. The economic success was a fact, despite many doubts.

“There were very few who believed that a car dealer like me could run a machine company with the associated service organisation. Even the bigwigs at the main agency in Japan were hesitant, but they wished me all the best on the grounds that ‘the Zodiac signs were right’. And in hindsight, they were.”

You seem to have made many wise decisions at exactly the right time. How did this happen?

“I’ve seen opportunities where others have seen problems. When Volvo divided its operations into cars and trucks, many people found the truck part complicated and unglamorous. And they were right: Trucks are a hard business, not much ice cream and balloons.”

But did you see development opportunities?

“Absolutely! I have also always liked the customer clientele on the haulage side. They are nice, genuine people. So for me, the investment in trucks was obvious, and over time it also became economically very favourable.”

Looking back at life, what are you most proud of?

“That my heart has always been involved in making the big decisions.”

Bengt Liljedahl was silent for a bit, and then continued:

“I am proud of our journey, of the next generation, of my family. I am proud that we have managed to achieve something together.”

Over the years, you have sponsored the local culture and sporting life a lot...

“Yes, it’s also something I can feel proud of. The rich cultural life in Värnamo brings attractiveness to

the whole region. Obviously, it has cost me a bit of money to get IFK Värnamo elevated to Allsvenskan – but when I see how much the association means to the local community, and to all the committed people, it’s been worth every penny. We have also been a major sponsor of HV71 for more than 20 years.”

YOUR OWN 75TH birthday was celebrated. Liljedahl Group’s 40th birthday, too. For Bengt Liljedahl, the next phase of his life is drawing to a close.

His own life’s work will be warmly handed over. At least the operational responsibility.

“The company stays with the family. Anna and Fredrik have declared that they want to take over and we have discussed how this will be done. My goal is to be replaced within a couple of years, but the baton must be handed over gradually. I can’t just close the door and go home.”

Will you let go completely?

“No, I’m so terribly interested in entrepreneurship and development, so I look forward to working a little more in the background as an adviser and mentor. And I will remain on the board of the Liljedahl Group. It feels a bit like a new beginning to be able to support the development in other ways than what I am used to – when I’m no longer at the front of the line.”

Do you have any plans for your “new” life?

“No more than looking forward to a more enjoyable life. I’m interested in art and design, and I like talking to people who don’t think like me. It brings new perspectives to life. By the way, I’ve never been to Australia, so there might be a trip there.”

But you won’t give up sports, will you?

“No way. All the encounters that sports offer keeps an ageing mind alive.” 🏆

My fondest memory as a business leader

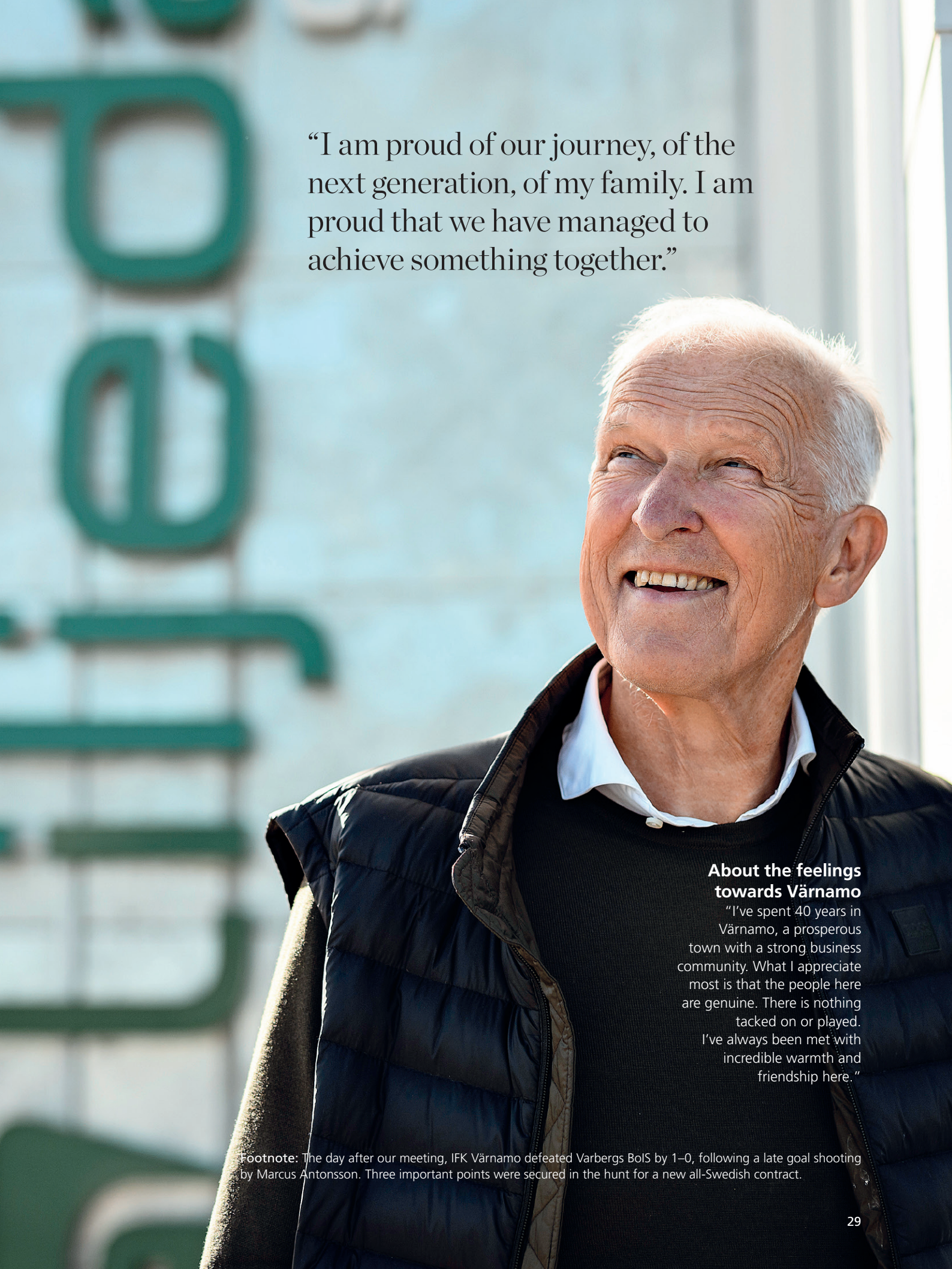
“Once I had taken over Finnvedens Bil, moved to Värnamo with Gunnel, Anna and Fredrik – it was time for the first year-end accounts. It was a tremendously nervous and anxious wait, but once the year-end accounts were ready and we were able to show black, positive, figures, I felt: This adventure will go well! We celebrated with a small celebratory meal at home that evening, the whole family. I’m sure that even Anna and Fredrik will remember.”

About the relationship with Volvo

“Volvo is very close to my heart. Of course, I can have opinions about one and the other, but I would never consider driving anything other than a Volvo. The latest XC90 was a great boost for the whole brand.”

About the interest in literature

“I’ve always enjoyed reading, mainly literature. For a while I devoured everything by Ernest Hemingway. He has a fantastic style, an incredible writer! I’ve also read Selma Lagerlöf with great pleasure.”



“I am proud of our journey, of the next generation, of my family. I am proud that we have managed to achieve something together.”

About the feelings towards Värnamo

“I’ve spent 40 years in Värnamo, a prosperous town with a strong business community. What I appreciate most is that the people here are genuine. There is nothing tacked on or played. I’ve always been met with incredible warmth and friendship here.”

Footnote: The day after our meeting, IFK Värnamo defeated Varbergs BoIS by 1–0, following a late goal shooting by Marcus Antonsson. Three important points were secured in the hunt for a new all-Swedish contract.

The common thread in a long partnership

Partnerships and long-term relationships are two key factors in Hörle Wire's operations.

One very clear example of this is the collaboration with Winkhaus, which began back in the 80s.

THE FINAL DESTINATION for the steel wire that Hörle Wire manufactures and processes are, among other places, the automotive, power transmission and pulp industries, but the products are also found in doors and windows.

One of Europe's leading players in the latter sector is Winkhaus. The history of the German group dates back to 1854 and, today, system solutions for doors and windows, as well as access control, are three of the main product areas.

Winkhaus' quality and innovative technologies have made them a valued supplier to both end-users and customer

groups, such as component manufacturers, builders and architects.

DETERMINING WIDTH

Marcus Garthe is responsible for purchasing at Winkhaus Group and has been active within the Group for 32 years. This is almost as long as Winkhaus' collaboration with Hörle Wire has been going on.

"Hörle Wire and Hüsecken Wire have been partners with us for over 40 years and have become known as flexible and reliable suppliers," says Marcus Garthe.

In 2021, Hörle Wire delivered steel wire in about 40 different dimensions

to Winkhaus. They are used in all of the Group's products, but in particular for locking systems for exterior doors and window-mounting systems.


"Hörle is one of the most complete suppliers on the market and I don't think any of our competitors have that breadth of range. Naturally, this presents great opportunities for us as our client."

DEVELOPMENT FOR OPTIMAL MATERIALS

Marcus Garthe believes that the long-term relationship between the two parties is largely based on close collaboration beyond mere product deliveries:

"In our markets, product development must meet new challenges and wishes, not least from the many users who need to replace old windows. As part of this work, we've worked hard to save costs by optimising the materials in our products, and in this respect we know that we're getting really good solutions from Hörle."

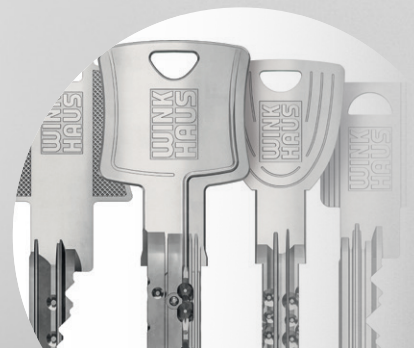
He's now looking forward to a continued fruitful collaboration between Winkhaus and Hörle.

"We hope and believe, of course, that they will continue to offer a stable supply chain, as well as quality and flexibility that match our requirements." 



"Hörle is one of the most complete suppliers on the market."

MARCUS GARTHE, PURCHASING MANAGER FOR THE WINKHAUS GROUP.



The right wireless connection for every customer and product

Product development in close relation to customers is an essential factor for growth in the Hörle Wire Group. The companies' respective CEOs see major benefits in development partnerships in close collaboration with customers:



Anders Andersson, CEO of Hörle Wire Group

"The earlier in the development phase we get to be involved, the better the conditions for finding cost-effective solutions for ourselves and our customers. That's why it's important to always have your ear to the rail, so that you can offer your customers added value in the processing chain – in addition to the actual wire product. Our solid experience and material expertise mean that we can often present a number of product alternatives to our customers, in terms of choice of materials and the like."



Thomas Wallau, Managing Director of Huesecken Wire GmbH (Germany)

"We have strong customer relationships that stretch back more than 200 years. These relationships are characterised by unwavering trust between customers and us as a supplier. In both technical and quality-based issues, we see one other as partners – this how we want it and will work to find the right wireless connection for each individual customer and product solution."



Norbert Széll, CEO of Hörle Wire s.r.o (Slovakia)

"Over the years, we have developed many products step-by-step together with our customers, based on professional discussions and tests with a high focus on results. For more specific technical enquiries, the sales team involves our technical department – a support that many customers appreciate. For several years in a row, our customers have ranked us as a 'Class A supplier.'"

This is the Hörle Wire Group

The Hörle Wire Group consists of the companies Hörle Wire AB (Sweden), Hörle Wire s.r.o. (Slovakia) and Huesecken Wire GmbH (Germany). The three facilities have a combined workforce of about 150 employees and a total production volume of 70,000 tonnes.

The problem solver with a knack for tinkering

Team leader, general manager and appreciated support for both employees and customers at Finnvedens Lastvagnar in Växjö. Meet Roger Nilsson – the master craftsman who knew how to tighten a spanner since childhood.

“VOLVO 240 IS an ingenious design. It’s simple, smooth and safe. Overall, I prefer older cars without so many electronics – then there’s room for a lot of custom solutions. I’ve tinkered with a lot of old scrap over the years.”

When you grow up in the country among agricultural machinery, tractors and a fundamental belief that “good men can take care of themselves”, it probably comes naturally to evolve into a qualified problem solver.

From that world come a lot of handy DIYers, clever farmhands and all-round fixers – with self-confidence on par with their knowledge and commitment.

Roger Nilsson also comes from that world.

“I grew up on a farm outside Hjortsberga in the Alvesta municipality. Vehicles have always been my thing. From an early age, both my brother and I helped our father when he repaired cars and other things at home on the farm.

“Even today, as an adult, there is still a lot of hobby tinkering work to be done.

“Among other things, I have a small excavator at home that I dig a hole with every now and then, and it needs a little care sometimes – otherwise it can easily become a bit surly.”

Practical problem solving has always been Roger’s style, both in his free time and in his professional life.

“It’s nice to be able to use your brain a little bit more sometimes. I feel proud when I solve a problem, and if I can also save myself a little money – or save money for a customer – it feels even better. The absolute best feeling comes when I manage to solve a problem that others, perhaps another workshop, have failed to solve.

It increases one’s confidence to do things that others haven’t done.”

SWEDISH CHAMPIONS

Roger Nilsson arrived as a mechanic at Finnvedens Lastvagnar directly after his military service via vehicle school in Växjö, with a focus on heavy vehicles.

Since then, he has remained a mechanic: first as a mechanic, now as a master mechanic.

“My job is basically problem solving and supporting the mechanics. No two days are alike; we constantly face new challenges. I assist where necessary and take overall responsibility for the work in the workshop.”

So-called overall responsibility, Roger also took over the team, which can now call itself Swedish champions, thanks to an impressive national victory in VISTA.

VISTA stands for the Volvo International Service Training Awards – a competition for service teams organised by Volvo and held every two years since 1957. Under the team name “Frans Jäger”, Roger’s team secured the Swedish Champions title, and at the grand finale in Gothenburg, the team also fought to an honourable eighth place.

“Of course it could have gone even better in the World Championship final, but we must definitely be satisfied with eighth place. The whole team worked very well together.”

Was the Swedish Championship victory celebrated? “Yes, it was.”

“We ordered cake and ate together at work. Just the right celebration for my taste”, confirms Roger Nilsson. 🍷

This is VISTA

VISTA stands for the Volvo International Service Training Awards and is the world’s largest competition for after-sales staff. In addition to Roger Nilsson (master mechanic), Annie Magnusson (administration), Morgan Svensson (mechanic) and Henrik Lövenmyr (mechanic) were part of the “Frans Jäger” team, which won the Swedish Championship title in 2022.

“I feel proud when I solve a problem, and if I can also save myself a little money – or save money for a customer – it feels even better.”

ROGER NILSSON, WORKSHOP FOREMAN, FINNVEDENS LASTVAGNAR IN VÄXJÖ.



The mechanic's profession has really changed since 1997, when Finnvedens Lastvagnar was founded. Nowadays, much of the "mechanic's jobs" are carried out using computers and IT solutions.

FINNVEDENS LASTVAGNAR

Strong development **puts high demands on new skills**

Are noisy workshops – full of oil-stained mechanic's overalls – perhaps just a nostalgic memory from a bygone era?

Welcome to an industry where electronics are now combined with mechanics.

Welcome to Finnvedens Lastvagnar.



“This development will be rapid, we need to be on our toes at an early stage.”

ANNA LILJEDAHN, CEO OF FINNVEDENS LASTVAGNAR.

WHAT DOES A mechanic really need to do his job nowadays?

An entire set of torque wrenches? An impressive socket wrench set? A few rubber bands and a good dose of ingenuity and resourcefulness?

Sure, proper tools are always an asset – but how about spicing up the classic equipment with a state-of-the-art computer, a well-founded digital understanding and a training certificate in automotive information technology?

These are certainly new times in the truck industry. All these developments – driven by new technology, connected vehicles and an increasing proportion of electronics – are in turn driving a shift in the skills of mechanics. Not least the transition to more sustainable transport, with an increasing share of fossil-free fuels and electric trucks, places new and more advanced demands on employees.

New tasks and new digital requirements have quickly become everyday life.

“That’s how it is. The number of purely mechanical jobs our employees perform is becoming ever fewer – and almost all types of jobs now require them to connect the truck to a computer. It was never really like this before,” confirms Anna Liljedahl, CEO of Finnvedens Lastvagnar.

“WE NEED TO BE ON OUR TOES EARLY ON”

It is often said that advanced technology requires simple solutions – but in reality there is also a need for real competence.

It requires understanding, actual knowledge and execution skills.



Fortunately, the transport industry’s major players – together with high schools in automotive technology – have realised the importance of targeted initiatives to keep up with the transition.

“At Finnvedens Lastvagnar, we are well-equipped to face the entire industry’s change, partly thanks to our close collaboration with Volvo, which provides various types of training packages and platforms for our mechanics. It’s a very great asset. We also work closely with upper-secondary schools to ensure that students’ education is in line with the knowledge requirements they meet in working life,” explains Anna Liljedahl.

She adds emphatically:

“This development will take place quickly, as we have to be on our toes at an early stage.”

TRANSPORT INDUSTRY 2.0

Yes, it’s sure to happen fast – the wheels of change are already in motion.

The development of new fuels to replace fossil fuels, together with the accelerating development of electric vehicles on the truck side as well, are some of the factors that are driving progress broadly across the profession.

In a way, Transport 2.0 is already here.

“Of course it’s a challenge for us, but at the same time it’s inspiring that developments are moving forward. It’s exciting to be part of a major industry change,” says Anna Liljedahl and continues:

“We are sure to see the industry evolve as many new ideas come to fruition in the coming years. And as I said, it will happen very quickly – but we’re ready to keep up!”

Harvest the fruits of long-term ownership

Proximity, understanding and transparency.

Håkan Svensson, CEO of Dahrén Group, knows what it takes to build strong customer and supplier relationships – and how to reverse a negative trend.

“THE KEY IS to be on hand for technical advice and to support development projects. Especially when working with long cycles and lead times, such as when we help our customers to develop new electric motors for cars or transformers for harsh climates,” says Håkan Svensson.

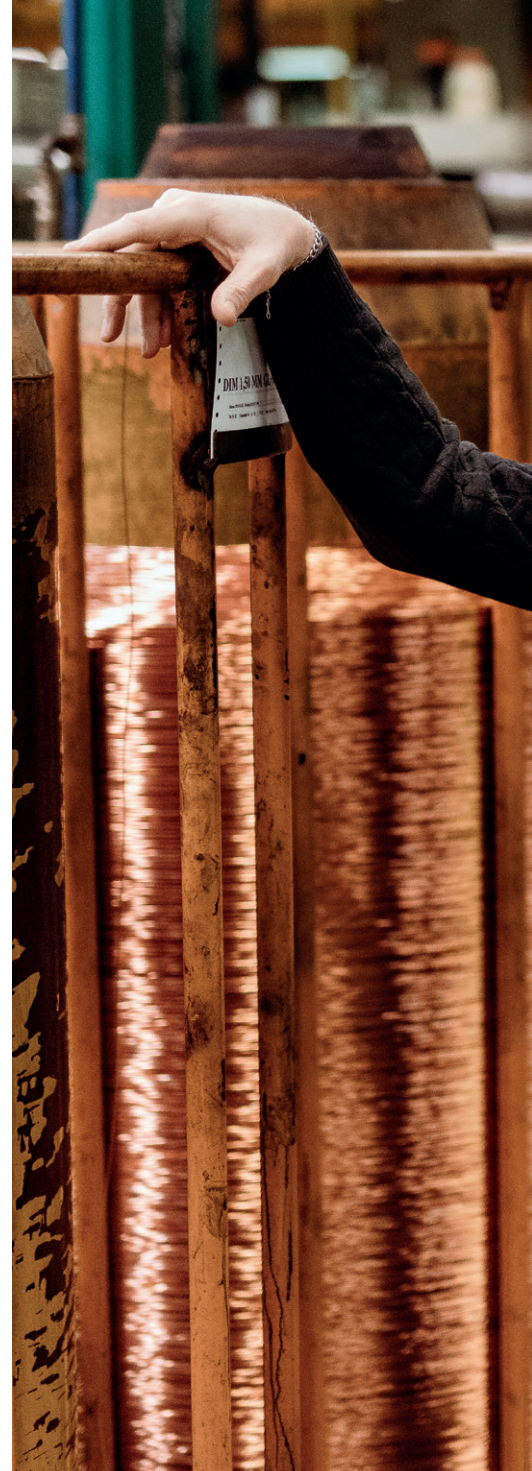
On the supplier side, sister company Elcowire dominates the inflow of copper wire to the Dahrén Group. Naturally, there are strong upsides in doing business within the Dahrén Group – among other things in terms of transparency and security of supply.

“Of course it makes things easier than if we were to trade all copper wire on the European market.” In general, well-functioning business cooperation is

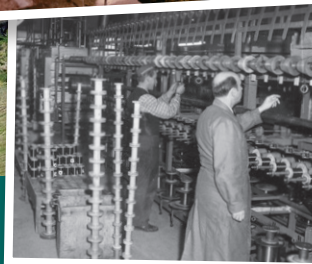
characterised by sound understanding and respect for each other’s business model; it is important to maintain a ‘win-win situation’ with your customers, allowing them to earn money. This creates trust.

The 2010s were a tough decade for the Dahrén Group. An adaptation of the business suit was necessary, and a relocation of production volumes was the salvation – together with Liljedahl Group’s long-term ownership philosophy.

“We should be pleased that we have a strong owner who was prepared to tackle the dog years. We were struggling with poor returns for a long time, but fortunately there was understanding from the owners. And now it’s paying off, as the trend has turned upwards.”



Dahrén Group now and then





“We should be pleased that we have a strong owner who was ready to tackle the dog years.”

HÅKAN SVENSSON, CEO, THE DAHRÉN GROUP.



“It’s clear that we’re a genuine family business”

Hi Fredrik, tell us about your job at the Dahrén Group!

“I make sure that we produce what we are supposed to at the right time and with the right quality. We run five shifts and production runs 24 hours a day, seven days a week. So everything has to flow!”

You are involved in the work of converting to electrification in several industries. Tell us about it!

“Basically, we manufacture round and flat wire that is processed and treated in different ways. In recent years, we have delivered large quantities to the automotive industry, which uses the wire for its electric motors. We also supply wires to solar panels and wind power companies.”

Which vehicle manufacturers do you work with?

“BMW, for example – we deliver several tonnes of wire to them every month. And now that BMW is developing the next generation of electric motors, we’re part of the conversation. We also carry out regular tests together with Volvo and Koenigsegg, for example.”

What’s the best thing about your job?

“That the decision-making paths are short and that I have a mandate to test new ideas. I’m also proud that we have such good cohesion, it’s clear that we’re a genuine family company.”

Name: Fredrik Berggren

Company: The Dahrén Group

Title/Service: Production Manager, Coil Coating

Number of years in the company: “At 18 years old, I started as a summer worker.”

PHOTO EMILIA DALÉN





The Assistant Original from Ankarsrum is a Swedish institution.

The iconic design of the machine has remained the same for decades – but the technology inside has taken great strides.

Inside each household assistant is an electric motor, whose coil is wound with copper wire from the Dahrén Group.

THE DAHRÉN GROUP

Breathes life into beloved assistant

FOR MORE THAN ten years, the Dahrén Group has been supplying high-quality copper wire to the small mill town of Ankarsrum in northeastern Småland. The town's history dates back to 1655, but it was only in the second half of the 20th century that Ankarsrum became synonymous with every Swedish housewife's best friend: *The Original Assistant*.

Even today, the household assistant – whose popularity only seems to grow over the years – is manufactured in Ankarsrum. However, the development of the machine's universal electric motor is now organised in a separate company, which, since 2020, has been owned and operated by Carl Sigfridsson.

Since the takeover, he has managed to reverse the company's development

towards a strong positive direction.

Of course, much of our growth is due to the fact that we supply engines for a popular product such as the Ankarsrum assistant, but we've also invested a lot in product development and made wise investments," says Carl Sigfridsson, adding:

"And not least, we've invested a lot in our employees. When I took over the company, we established a new culture and values, based on teamwork, commitment and security. A confident group simply performs better together, which quickly turned out to be true when we already exceeded our budget in the first year."

SWEDISH-MADE COPPER

Ankarsrum Electric Motors has an impressive customer portfolio that spans the world's oceans and continents. Every year, the company manufactures more than 250,000 electric motors, consuming over 50 tonnes of copper wire from the same supplier: The Dahrén Group.

"That's right, we run single source and buy a wide range of wire dimensions and qualities from Dahrén. We are also aiming to double our production over a three-year period, so soon I hope to be able to buy 100 tonnes of wire a year."


A special aspect of the collaboration with the Dahrén Group that Carl



"We buy a broad range of wire dimensions and qualities from Dahrén."


CARL SIGFRIDSSON,
CEO, ANKARSRUM ELECTRIC MOTORS.

Sigfridsson appreciates is directly linked to the company's sustainability ambition.

"The fact that we can supply electric motors with Swedish-manufactured copper that has been refined in Swedish factories, and that has been delivered to us with minimal transportation, gives us incredibly high credibility for our long-term goal of becoming a sustainable electric motor manufacturer." 



Ankarsrum Electric Motors sells electric motors with Dahrén wire to the whole world.



ELCOWIRE

Elcowire produces and supplies binder ¹⁾ and contact wire ²⁾ of durable copper and these products are part of the catenary system.

ELCOWIRE

Copper of the future – a long-term solution

Have you heard of “Low-carbon Copper”, copper with a low-carbon footprint? Not yet? It’s probably just a matter of time. The Helsingborg company Elcowire has in a short time, through acquisitions, gone from 200 to 400 employees – with a clear focus on sustainability in the production of the copper products of the future.



PAUL GUSTAVSSON,
CEO, ELCOWIRE.

OFF THE EAST coast of England is the world's largest offshore wind farm. It is called *Dogger Bank C*, and at the time of writing, the third phase of the plant is being completed.

Transferring the energy generated in the offshore wind farm requires a reliable cable solution along the seabed and all the way into the mainland – a cable that also needs to meet high-sustainability ambitions, worthy of a modern energy player.

Fortunately, the solution is already here. Called “Low-carbon Copper”, it has been developed in close collaboration between raw material producer Boliden and Elcowire, which has had a breakthrough with cable manufacturer NKT.

“As a leading European supplier of copper

products, we are naturally committed to sustainable copper supply. Copper is and will be absolutely crucial for sustainability work going forward, as demonstrated not least by the investment in 'Low-carbon Copper' in this project,” says Elcowire's CEO Paul Gustavsson.

7,700 PASSENGER CARS

So what does copper with a low-carbon footprint mean in practice, and can it really make such a big difference?

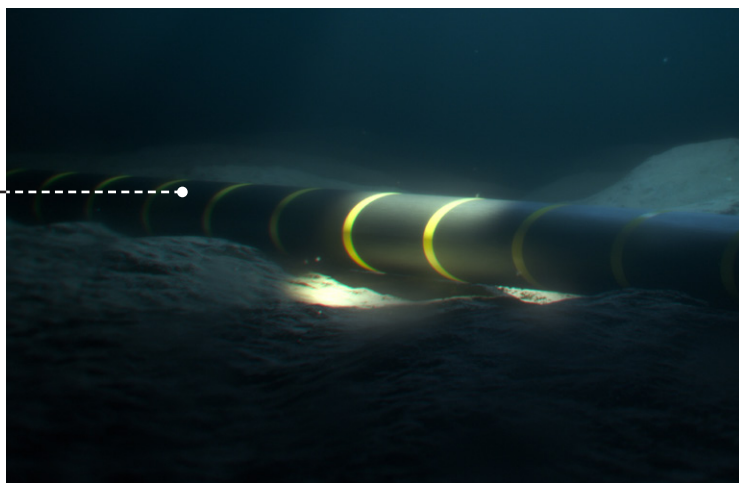
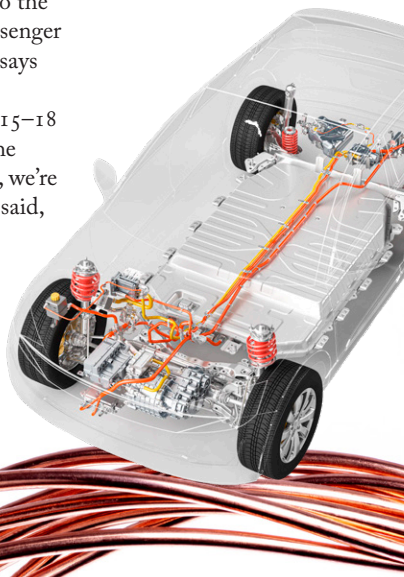
The simple answer is yes, with consistently halved CO₂ emissions throughout the entire manufacturing chain; from the production of raw materials at Boliden, through processing at Elcowire, to completed manufacturing at NKT.



Copper with a low carbon footprint will be a decisive factor in the drive to achieve the “green transition” in many industries.

“The reduction in emissions with the use of “Low-carbon Copper” for the high-voltage bow at Dogger Bank C is roughly equivalent to the emissions from 7,700 petrol-powered passenger cars over a year. That’s not a small thing,” says Paul Gustavsson, adding:

“In a 10-year-old car there are around 15–18 kilos of copper in the form of cables and the like. But for a newly produced electric car, we’re talking about 75–80 kilos of copper. That said, electrification of the automotive industry helps to reduce emissions, but to be truly sustainable, it depends on copper with a low-carbon footprint. And from a broader perspective, innovations like these are incredibly important in our pursuit of a zero-emissions vision.”



This is ElcOWire

ElcOWire is a Swedish company with operations in Helsingborg and Hettstedt, Germany, which employs about 400 employees and has an annual production of about 300,000 tonnes of copper for customers all over the world. ElcOWire contributes to the global transition in renewable energy and supplies copper wire, copper lines, profiles and conductor materials made of copper, copper alloys and aluminium. The company’s solutions enable efficient transmission of energy and can be found in everything from electric vehicles to power transmission within and between countries – above and below ground.

“Good relations can resolve most things”

Hi Dörte, tell us about your job at ElcOWire!

“I work in Customer Service. For example, we have customers with annual agreements who regularly come back and place new orders; I receive their orders and communicate with planning and logistics so that customers get what they have ordered – and when the material has been loaded, I also send the invoice!”

How do you work specifically with your strong customer focus?

“All of ElcOWire’s customers have a fixed-contact person. In this way, we build trustworthy, personal and close relationships with our customers. We also hold so-called customer requirement reviews and follow-up meetings with the relevant departments, to ensure that all customer requirements and needs are met.”

What’s the best thing about your job?

“That I never know what the working day will look like! My job is greatly affected by both customers and our own production. Some days it can be really high tempo already as early as 8 am, with lots of challenges that need to be solved – when something happens, I always have an ongoing impact analysis in mind for our customers’ sake. Sometimes, tricky situations arise, but over the years I have learned that good relationships can help to resolve most things.”



Name: Dörte Fristedt

Company: ElcOWire AB, Helsingborg

Title/Service: Customer Service employees

Number of years in the company: “15 years.

I started in 2007 and I’ve stayed here ever since.”

“A fantastic culture with an incredible drive”

In 2016, Liljedahl Group became the principal owner of the listed company Bufab. Since then, Bufab has continued its global growth journey – now presented by a newly appointed CEO with great faith in the company’s business model and owners. “Ledford’s ownership philosophy was a major contributory factor in why I chose to accept the job,” confirms Bufab’s CEO Erik Lundén.

LONG-TERM PERSPECTIVE, COMMITMENT and – above all – a really strong business acumen. This is how Erik Lundén summarises his view of the Liljedahl Group.

And there’s certainly weight behind his words.

“The long-term perspective is expressed in the way in which those as principal owners work with a clear long-term strategy, regardless of the stock market climate and quarterly reports. This creates good conditions for us in management to develop the business and create value for our shareholders. This commitment is reflected in all dialogues with Bengt and Anna (Liljedahl). They not only want to invest well, but also fully understand the business, contribute their knowledge and are active owners of Bufab.”

Long-term perspective and commitment are all very well – according to Erik Lundén, it is business acumen that makes Liljedahl Group stand out from the crowd.

“Bengt Liljedahl is a real businessman. And not just him – Anna and other board members are easy to discuss decisions and challenges with. This is a great asset for me as CEO.”

What has Liljedahl Group contributed to Bufab, as the main shareholder?

“Stability and trust to work in the long term. This has been a prerequisite for the excellent growth journey that Bufab has achieved globally. It would have been much more difficult – and not as successful – with a more fickle owner who easily loses his composure,” says Erik Lundén and continues:

“Stable ownership also makes it easier to attract capital and people from outside the company. I can only speak for myself – I left a nice company and an exciting career at Sandvik to be part of the Bufab journey.”

Over 140,000 items are stored in roughly 30 warehouses around the world for quick and reliable deliveries.

WHOLEHEARTED COURAGE

From Erik Lundén’s outside perspective on the Liljedahl Group, and the journey the company has been on since 1982, the courage and investment strategy are particularly impressive.

“It’s powerful to succeed in so many diverse industries. The key is probably to surround yourself with good people and dare to do what you do wholeheartedly – and of course to earn the money before you invest it. Having a secure organisation behind you makes it easier to dare to take calculated risks.”

Which challenges and ambitions are highest on Bufab’s agenda going forward?

“We are only at the beginning of our growth journey and want to continue to grow globally. We have a fantastic culture with an incredible drive – one challenge will be to maintain and develop our core values, as we grow all over the world,” says Erik Lundén, adding:

“Our business model is strong and we offer a simple yet ingenious solution for customers. We just have to keep investing wisely, believe in what we do and continue to develop as an organisation and partner for our customers. With our organisation – and with the Liljedahl Group as our principal owner – we have all the prerequisites for success.”



“Our business model is strong and we offer a simple yet ingenious solution for customers. We just have to keep investing wisely and believe in what we do.”

ERIK LUNDÉN, CEO, BUFAB.

This is Bufab

The company was founded in 1977 by entrepreneurs Hans Björstrand and Roland Johansson, under the name Bult Finnveden. The company has been listed on the Stockholm Stock Exchange since 2014. The Liljedahl Group acquired the first shareholding in the company in 2016 and thus became the principal owner. Since then, the Liljedahl Group has increased its ownership on several occasions. Bufab is a retailer offering a one-stop solution as a Supply Chain partner for purchasing, quality assurance and logistics of C-parts (screws, nuts, washers, etc.).



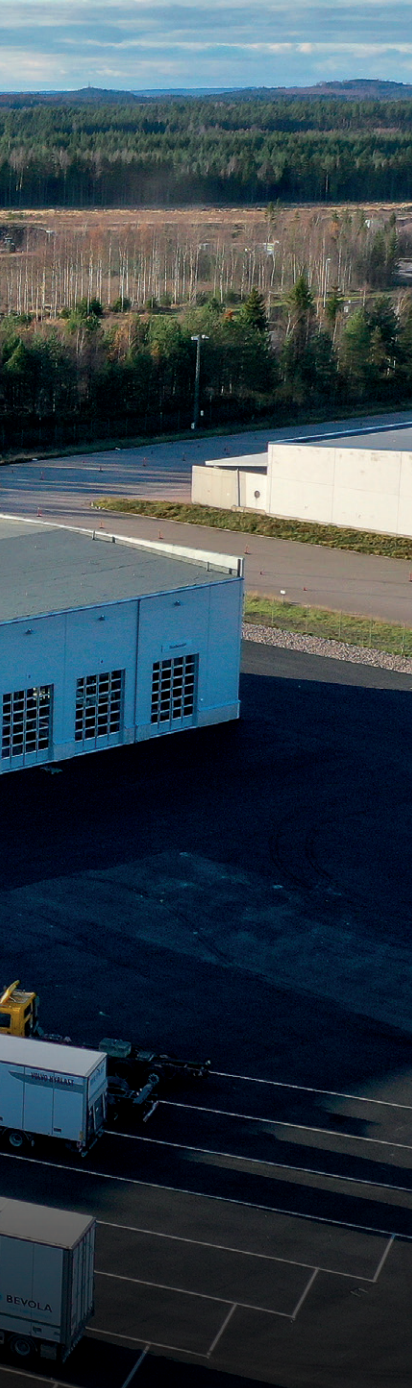
“That’s the great strength of an internal property company, we can be long-term and take responsibility in earnest.”

JONAS HALLBERG, CEO, THE LILJEDAHL GROUP FASTIGHETER.

THE LILJEDAHL GROUP FASTIGHETER

The real estate company that brings ideas to life

What is the role of a real estate company in a multinational corporation? Jonas Hallberg has the answer. Since 2016, he has been CEO of the Liljedahl Group Fastigheter, whose main task is to ensure that the Group’s properties function properly and can be used effectively by the sister companies.



Liljedahl Group's own property portfolio consists of 22 properties with a total rentable area of approximately 202,000 square metres.



Jonas Hallberg, CEO of the Liljedahl Group Fastigheter, has been part of the company since its start in 2016.

"THE ASSIGNMENT IS broad; it can be anything from maintenance to new construction. Everything is done on commercial terms, but of course we also support our colleagues in all conceivable issues that touch the properties in some way," explains Jonas Hallberg.

At the end of 2021, the real estate company completed two major projects: New construction of a full-service facility for Finnvedens Lastvagnar in Växjö and a major modernisation of Finnvedens Bil in Värnamo.

"The Växjö project was a pure new construction project. We acquired land, designed it, drew it all up and procured the contract. In this type of project, the property company takes the developer role, and all decisions are taken in close cooperation with the tenant, in this case Finnvedens Lastvagnar."

For Finnvedens Bil, a strong driving force was to meet Volvo Cars' demands for Swedish dealers, with regard to properties and premises. But an equally important internal driving force was to improve the business's flows in everything from customer reception to delivery – the well-being factor for staff was added to the deal.

REAL RESPONSIBILITY

Major sustainability investments were made in both projects. At the Växjö plant, ground-source heating, solar panels and LED lighting were installed – and for "new" Finnvedens Bil they invested in solar panels and high levels of property installations, such as efficient heat recovery.

"It's the great strength of an internal property company; we can be long-term and take responsibility in earnest," says Jonas Hallberg and continues:

"It's easy to agree internally and much easier to maintain, for example, high sustainability ambitions. If the different businesses had instead rented their premises from external companies, such issues and initiatives would probably have been much more difficult to work with."

Chronica*

IF YOU WANT TO build something big, you have to dare to lay the first stone.

If you want to create success over time, you need to be patient enough to wait for the right moment – and then act when the perfect situation arises.

Some might call it intuition.

Others, business acumen – and some might just call it luck.

We are pleased to humbly state that we have managed to make the right decisions at the right time many times during our first 40 years.

IN RETROSPECT, reverence strikes. Together we have taken a fantastic journey.

The development we've had, the challenges we've taken on – both going forward and in the past – together.

Finnvedens Bil. The venture with Ravema – the gamble that paid off, which became the platform for the growth of the entire Group. Finnvedens Lastvagnar.

Then the Hörle Wire Group – another industry leader in the company portfolio. The Dahrén Group and Elcowire. Two more. Electrical engineering at the top of the agenda – right on time.

And not least Bufab.

ONE THING UNDOUBTEDLY LEADS to another – and nothing comes naturally.

Courage, curiosity and humility have been with us all the way. In all times, throughout the years.

We have believed in our path, believed in what we have done. We have dared when others have doubted.

IT CAN CERTAINLY hurt to grow – but experience makes the tenacious bold and wise.

For those who dare, there is no other way but forward. Onwards. Upwards.

Towards the future, towards the next phase.

This conviction and determination encompass a long-term approach, commitment and responsibility. Everything that constitutes our core values. All that the Liljedahl Group stands for.

NOW LET'S FIND OUT what the rest of the story looks like.

Let's experience more initiatives, more anniversaries, new opportunities and more inspiring challenges together.

We have seen a lot, and we have gained experience – all of us who have made this journey together.

Finally: Thank you for all your time, support and commitment. See you on the other side of 40 – with your ear to the rails and your eyes on the future.

Bengt, Anna and Fredrik

THE LILJEDAHL GROUP

*Chronica is a direct translation from Latin "chronicle", or even more precise "writing a chronicle". In its original sense, "the chronicle" has the task and intention of commenting on a chronological event and elevating its most important parts to a higher level.



*Thank you for 40
fantastic years!*

liljedahl
group



