



# ANNUAL REVIEW

STENA AB 2015



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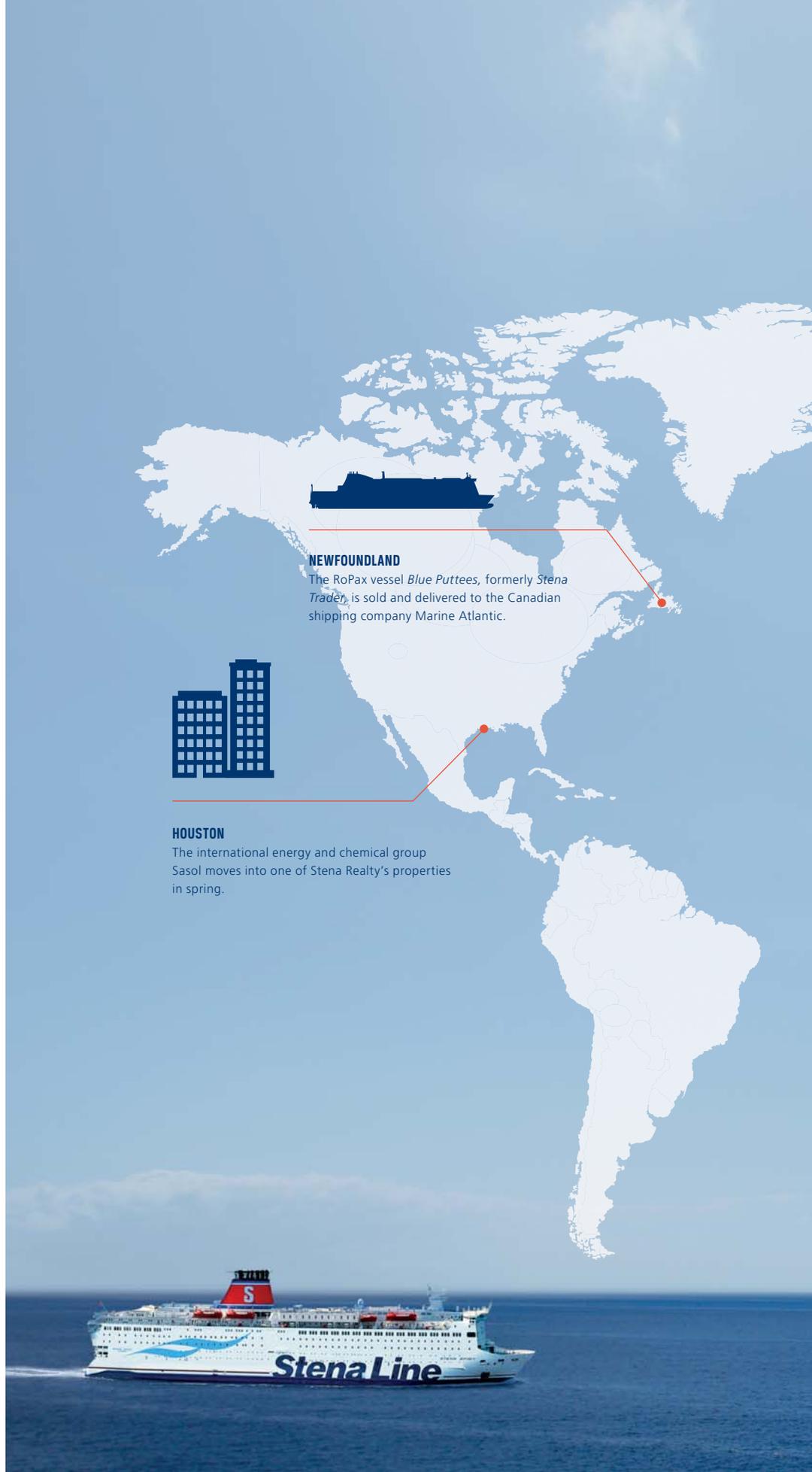
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The cover picture shows *Stena Germanica*, the world's first methanol-powered vessel.



### NEWFOUNDLAND

The RoPax vessel *Blue Puttees*, formerly *Stena Traden*, is sold and delivered to the Canadian shipping company Marine Atlantic.



### HOUSTON

The international energy and chemical group Sasol moves into one of Stena Realty's properties in spring.

# 2015 AT A GLANCE

With care, innovation and efficient performance as their guiding principles, our 15,000 employees around the world work every day to create value for our customers in Ferry Operations, Offshore Drilling, Shipping, Property and Adactum. Here is a selection of events from our operations during 2015.



## STOCKHOLM

The first ground is broken for Stena Property's new apartment building in the historic porcelain quarter of Gustavsberg on 22 September.

## KIEL/GOTHENBURG

The world's first methanol-powered vessel, *Stena Germanica*, is inaugurated on 27 March in Kiel and again a few days later at the dock in Gothenburg.



## GUANGZHOU

Stena Bulk is investing further in three product and chemical tankers of the successful IMOIIIMAX concept. A total of four IMOIIIMAX vessels were delivered during the year.

## VALBONNE

Stena Realty decides on new investments in residential and commercial premises in the Sophia Antipolis technology park.



## ANGOLA

Stena Sonangol Suezmax Pool, which is owned and operated by Stena Bulk together with the Angolan state oil company Sonangol, celebrates its tenth anniversary.

## WELLINGTON

The RoRo vessel *Stena Alegria* begins a long-term contract with the shipping company Interislander in autumn. She sails under the name *Kaierahi* on the route between Wellington and Picton.

# THIS IS STENA AB



REVENUE MSEK  
**36,417**



ACTIVITIES ALL OVER  
**THE WORLD**



**15,000<sup>1)</sup>**  
EMPLOYEES



**173<sup>2)</sup>**  
VESSELS INCLUDING  
NEWBUILDINGS



**26,400<sup>3)</sup>**  
RESIDENTIAL AND  
COMMERCIAL UNITS



**96**  
WIND  
TURBINES

1) Including seagoing personnel  
2) Owned, chartered and managed  
3) Owned and managed

## BUSINESS CONCEPT

By using our competence in, above all, service, trading and ships, to make money in the business areas Ferry Operations, Offshore Drilling, Shipping, Property, new business and finance.

To create new companies for the future.

To take care of our most important asset in the long term, our customers, in such a way that we contribute to their development as well as that of society.

## CUSTOMER RELATIONSHIPS

- Always the customer's first choice
- Leader in quality and quality-assured partners
- Always efficient and effective with our own and others' resources
- Clearly delegated business responsibility

We have committed to comply with the standard formulated by the Logistics & Transportation Corporate Citizenship Initiative of the World Economic Forum.

## GROUP SUMMARY

SEK millions	2011	2012	2013	2014	2015
Total revenue	27,968	27,388	30,240	33,563	36,417
EBITDA, excluding sale of assets	6,512	7,060	7,947	9,646	10,118
Operating profit	4,578	3,401	3,887	4,865	6,801
Profit/loss from investments in associates	60	18	-51	-5	60
Profit before tax	2,779	1,777	2,148	2,799	4,504
Vessels	34,185	40,708	40,956	46,141	46,398
Investment property	25,753	26,658	27,831	29,367	30,617
Other non-current assets	27,494	26,412	28,150	37,070	31,077
Cash and cash equivalents and short-term investments	4,255	3,676	3,747	4,754	3,172
Other current assets	6,909	7,446	7,528	8,485	8,004
Equity including deferred tax liabilities	34,645	34,479	39,214	42,838	47,999
Other provisions	2,332	1,994	1,356	1,335	1,206
Other non-current liabilities	52,382	56,939	55,919	68,422	58,043
Current liabilities	9,237	11,488	11,723	13,222	12,020
Total assets	98,596	104,900	108,212	125,817	119,268
Operating free cash flow including investments	-2,390	-4,872	-1,631	4,375	3,897
Number of employees, average	10,242	10,565	11,348	11,231	10,416
Number of vessels <sup>1)</sup>	106	117	137	151	151

1) Including owned and chartered-in tonnage

### RESPONSIBILITY IN OUR BUSINESS RELATIONSHIPS

By building long-term relationships with our customers, suppliers and sub-contractors, we are committed to delivering high quality and best-value services. We will meet the highest safety standards. Trust is the basis of all our relationships in society.

Our responsibility is to meet our customers' expectations in respect of responsible business practices.

We have high standards of corporate social responsibility, which we share with our business partners. We may withdraw from a business relationship if we feel that the standards we uphold are not being met by a business partner.

*Read more about the financial performance online or in Stena AB's Annual Report.*



SEE STENA.COM FOR MORE INFORMATION

# 2015 WAS A GOOD YEAR, BUT IT LOOKS LIKE TOUGH TIMES AHEAD

People are worried. The less well paid half of the western population has not received a salary increase for more or less twenty years. Digitalisation is transforming the way we communicate and how we act. Robots that communicate with each other are taking over in industrial production and also replacing many workers in service industries. Growth is not sufficiently high to overcome unemployment, particularly for immigrants who need jobs. The manufacturing industry is suffering from a reduced need for raw materials. Against this background, Stena is proud of 2015 – a year in which we have achieved our second-best results ever.

## A STABLE CONGLOMERATE WITH GROWING VOLUMES AND REVENUES

In our ferry operations, volumes for freight and passengers have grown by six and three percent, respectively. World consumption of oil is increasing by two million barrels per day, giving a boost to the tanker markets. Unsatisfied demand for new housing is developing in most European countries, particularly in Sweden, where immigration is creating rapid population growth. Our diversified portfolio of companies in Stena Adactum showed an improved performance. Our exposure to oil drilling and LNG tankers created significant losses,

which were absorbed by other parts of our businesses.

Supporting each other is a fundamental concept of a conglomerate. Our business concept is not to maximise profits every year, but to create value that enables our company to live a long life for the benefit of ourselves and future generations. Stena AB has never made a loss during its 77-year history.

## FRESH START FOR EACH GENERATION

Despite this, our employees must feel that they are the first generation. Every year, every morning is the start of something new.

- It starts here, it starts with you – that should be the agreement! But are our employees really aware of their responsibility and do they have the power to take on this responsibility?
- What promises are to be fulfilled?
- If we are not our customers' first choice – then we are no choice!
- Service is expected – loyalty is earned.

We continue to believe in relationships and earn repetitive business even though some negotiations are extremely tough. Everything starts with questions and finding the right solutions. Audits, inspections and observations ensure that things are measured and get done.

## CARING IS OUR BEST CHARACTERISTIC

In our Ferry and Drilling operations, we have new management teams who care. For each business customer, we collect customer satisfaction reports. For our passengers, we conduct ongoing customer satisfaction surveys, with an emphasis on the share of very satisfied customers. Fortunately, our customers' satisfaction, measured by the index and percentage of repeat customers, is increasing. Stena Property has been named best property owner in Sweden this year thanks to our continuous commitment to relationship management. Stena Drilling's quality of performance and their good relationships give me optimism about the future employment of our drilling units, albeit at lower rates for the period after 2016.

From a Group perspective, we also show care by means of continuous investments and good liquidity in order to absorb future shocks. Capital is the result of previous work. Not having respect for capital is the same as not respecting people's previous efforts, which in turn means not respecting people at all.

Caring is an important expression for us. Care in the form of attention to detail and good business is clear to see. In more general terms, we talk about



*"Every year,  
every morning  
is the start of  
something new."*

## HIGHLIGHTS 2015

### Stable growth

- Revenues<sup>1)</sup> SEK 36.4 billion +8%
- EBITDA<sup>1)</sup> SEK 12.4 billion  
– “all time high” +26%
- Profit before tax  
SEK 4.5 (2.8) billion

### Strong liquidity and credit profile

- Available cash, unused credit facilities  
and financial assets, SEK 25.9 billion<sup>2)</sup>
- Cash conversion cycle 5 (19) days
- Operating free cash flow including  
investments SEK 3.9 (1.5) billion

### Strategic expansion

- Total investments in 2015 SEK 5,7 billion.  
Mainly SPS<sup>3)</sup> and BOP<sup>4)</sup> for Offshore  
Drilling, and new construction for Stena  
Property
- Newbuilding projects:  
– 9 IMOIMAX vessels  
– One drilling unit

### Strong balance sheet<sup>2)</sup>

- Book value of vessel and rig fleet,  
SEK 46 billion
- Market value of property portfolio,  
SEK 31 billion with loan to value 52% (43)
- Net debt excl. property loans, SEK 33 (39) billion
- Net debt to EBITDA excl. property loans,  
3.2x (5.0)
- Equity incl. deferred tax SEK 48 (43) billion

1) Including net income from the sale of assets and changes in the value of investment properties  
2) As of 31 December 2015  
3) Special Periodic Service  
4) Blowout preventer

and measure customer care, financial care and care for employees, partners and society now and in the long term.

Being effective and skilful in terms of costs and resource utilisation in everything we do is an important mindset. Our continuous savings efforts have resulted in 15% lower costs during 2015. The extensive focus on activities aimed at reducing energy consumption and environmental impacts has resulted in a reduction of 3.8% per nautical mile in fuel consumption for Stena Line in the last twelve months. Converting the main engines on our ferry *Stena Germanica* to run on methanol instead of marine diesel oil has meant that sulphur emissions can be eliminated completely, while NO<sub>x</sub> can be reduced by 60% and particle emissions by 90%. With future bio-methanol and renewable methanol, the CO<sub>2</sub> impact on the environment may disappear entirely.

Innovation is another mindset. During the last year, we have focused our innovation on the opportunities that digitalisation can offer us. With 22 ferry lines in Northern Europe, we have an advantage in digital marketing and are in continuous contact with passengers and freight customers. Marketing through algorithms is in an early but important stage for us. Our different business areas do not appear to have suffered any harm from the consequences of digitalisation. Travel is increasing, e-commerce is creating more packages for transport, while our new expanded IT

systems are enabling energy efficiency and improved safety systems for vessels, drilling units and properties, including improved reporting for business management. So, digitalisation has been good for us so far, but we need to accelerate our understanding of its consequences and our ability to adapt to them.

At least one percent of our profit is added directly or indirectly to non-deductible charity measures or cultural development. Sponsorship is roughly in line with our non-deductible expenditure. With a focus on our customers, reinvestment of 89% of our profit plus depreciation and the aim that everything we do must be for the benefit of society at large, we believe that our contribution to society is positive.

With our long-term goals, new management in many areas, and fifteen thousand employees, it is important to safeguard the continuous development of our people. Stena has always invested about SEK 150 million annually in training. This year we have expanded our ambition to include internal leadership programmes for existing and future high potentials.

And not only our people, but also our physical assets need nurturing. So far, no Stena vessel has been sold by us for scrapping. Maintenance of our vessels will keep them employed until technical development creates economically necessary substitutes. It is my hope that we shall still be able to sell our older vessels above book value in the future.

## CARE AND CO-RESPONSIBILITY

As everything is about caring, I feel that we are ready to change and embrace a new commitment. This involves moving from:

- “Take care” to
- “I care – We care”

With these words I would like to thank everyone who works for or supports Stena as an employee, customer or partner. Despite tough times ahead, we believe in both what we do and what we achieve. And most of us appear to love what we do.



Gothenburg, 28 February 2016  
Dan Sten Olsson  
CEO Stena AB



The world's consumers are spending more and more time online. Stena Line has been developing its presence in digital channels for years. As a result, sales have increased and the check-in process has become much easier for travellers.

# THE STRATEGY REMAINS

The shipping industry is volatile by nature. This is how it has always been, and this is how it still appears to be even in the globalised and well-functioning free market in which we currently find ourselves.

As the world becomes integrated, both globally and regionally, trade flows are increasing as over 90% of the goods we consume continue to go by sea. In the last 20 years, both global and intra-European demand for maritime transport has grown almost twice as quickly as the underlying GDP growth. The trend was maintained in 2015 in the shipping sectors in which Stena operates and we expect this to continue in 2016.

Our main challenge is the structural oversupply of vessels, which is largely the result of excess capacity in the shipbuilding industry in Asia. With both established operators and new investors continuing to show a strong desire to participate in what is possibly one of the strongest macro trends of our time, these shipyards continue to have healthy order books. However, the different segments of shipping have widely varying market prospects.

## **SUSTAINABLE EXPOSURE**

Stena's strategy has been to have a diversified portfolio, with the individual parts intended to be partly mutually counter-cyclical. We place a considerable focus on maintaining this strategy and

ensuring that the overall exposure is sustainable, through the different cycles of several sectors.

We can conclude that the very good offshore market we have benefited from in recent years is in a downward trajectory and will not recover until older units are disposed off. On the other hand, the low price of oil has meant that trading in oil, both crude oil and oil products, has increased in tonne-miles. This has resulted in a strong tanker market, despite a relatively large order book at newbuilding yards. In 2015, Stena Bulk reported one of its strongest performances in ship operation since the company was founded. This strong trend has continued in 2016. The low price of oil has enabled Stena Line and Stena RoRo's ferry operations to achieve cost reductions, which in turn have particularly benefited the customers of these companies – mainly hauliers and other vessel operators.

In combination with the underlying increase in demand, a limited order book for new vessels and successful marketing work, Ferry Operations have also started to deliver historically strong results. This trend is expected to continue

in the coming years. Developments in marine services are particularly pleasing, with the company Northern Marine Group expanding with several new customers and contracts in the technologically advanced gas area. Much of the success has been in the competitive Chinese market.

It is of great strategic importance to us to establish a strong foothold in the world's largest shipbuilding nation and in the region that is driving global demand for maritime transport and logistics services.

## **INCREASED CUSTOMER UNDERSTANDING**

In 2016, a great deal of focus will be placed on developing the company's ability to fully utilise the opportunities offered by digitalisation. Based on Stena Line's success in recent years, with approx. 75% of our customer interaction in both freight and passenger traffic being fully automated, we can now focus on our production procedures in all segments. Basing decision-making on empirical data, understanding customers and being able to make decisions quickly are characteristics on which Stena is historically built. To reinforce these



Stena Germanica being converted to run on methanol at the Remontowa shipyard in the Polish port of Gdansk.

forms of behaviour by using technology is both exciting and transformative. In our relatively conservative industry, we are developing a leading position.

#### **METHANOL AND BATTERY POWER**

With constantly increasing trade volumes as an effect of the ongoing globalisation, we are seeing an increase in shipping's overall emissions into the environment. Shipping remains the most environmentally efficient way to transport goods, but we have potential for improvement both as an individual shipping company and an industry. Reducing the energy consumption of our transport is still our main tool. I am pleasantly surprised at our ability to annually exceed our long-term goal of an annual reduction of

2.5% in energy consumption. From the perspective of energy consumption per nautical mile, for example, Stena Line's consumption declined by 3.8% compared with the previous year. This shows that new technology and a persistent focus produce results. A fully loaded suezmax tanker doing 14 knots currently has less than half the fuel consumption it had 15 years ago. Development of methanol as a fuel is proceeding according to plan, although economic conditions have become more challenging with the lower price of oil. However, from an emissions perspective, it remains a very interesting alternative. We will be taking several steps towards battery power for large ferries during 2016. This is an initiative Stena Teknik has been

pursuing for a long time and Stena has been among the industry leaders in this area. We are now endeavouring to give these technical solutions a long-term context that is being developed in each operating company's sustainability policy. With clear goals, it is our ambition for the external environment, our customers and legislators to have better understanding of shipping's opportunities to contribute to the building of sustainable communities and sustainable globalisation.

Carl-Johan Hagman

# A RESPONSIBLE BUSINESS

Stena's sustainability work is based on the Group's core values of Care, Innovation and Performance. It aims to reduce the Group's impact on the environment and ensure ethical conduct, while contributing to economic development.

The Stena Group contributes to society in various ways. Activities in shipping and ferry operations involve the transportation of goods, vehicles, raw materials and passengers. The transportation stimulates increased trade and ensures that some of the global energy needs are met. Stena is also a large producer of renewable electricity and provides many people with safe accommodation in the Group's properties. Stena companies provide work for 15,000 people and are an important customer to many suppliers in the shipping industry, particularly shipyards where newbuilding projects are carried out.

## PRIORITY SUSTAINABILITY ISSUES

Safe, sustainable and environmentally sound operations are of paramount importance, and a cornerstone of Stena's brand. The sustainability matters identified as most important for Stena are those related to the environment, safety, community involvement and our employees.

Environmental sustainability is mainly about energy efficiency measures on land and at sea aimed at reducing consumption and therefore the environmental impact. Shipping is the most environmentally friendly mode of trans-

port in relation to cargo volume, and about 90% of world trade is conducted over the oceans. However, there are major advantages to be gained from improving the efficiency of operations and reducing energy consumption.

Innovation and new approaches are an important part of the environmental work, both at sea and on land. One example is Stena Line's work on reducing food waste on ferries by converting the waste into biogas, which brings both economic and environmental benefits. Another example is the development of new fuels, with Stena having produced the world's first passenger ferry running on methanol.

## RESPONSIBILITY FOR SAFETY

Stena has a vision of zero accidents and makes safety work a priority in order to safeguard the work environment for employees, and also to increase the safety of passengers and transported goods. This also applies to accommodation in the Group's properties. All employees are encouraged to continuously make risk assessments, and to discontinue an operation if there is a danger of accidents. Continuous safety exercises are carried out in all parts of the business.

Stena is involved in, and takes responsibility for, society and development of the industries in which it operates. The goal is to be a responsible company that is part of the community and works in close dialogue with the authorities and societal functions, either directly or through interest organisations, both sectoral and national. Stena participates in different ways in a large number of local activities in the areas where the Group's companies operate and by supporting selected international projects. The focus is on engagement where there is a reciprocal exchange.

Employees are the Group's most important asset. Stena invests heavily in ensuring its employees are developed and emphasises how important it is that they should have the right skills. The leaders of tomorrow are developed through Stena's leadership programme, and a number of activities in fitness and health are conducted in the different business areas. Stena Voice is an employee survey that is conducted regularly, in which employees answer questions about the experience of their work situation.



### REDUCED FUEL CONSUMPTION PER NAUTICAL MILE



Stena's fleet is becoming increasingly efficient. In 2015, fuel consumption per nautical mile was 2.25% lower than in 2013.

### STENA AB SUSTAINABILITY REPORT 2015



READ MORE ABOUT STENA'S SUSTAINABILITY WORK AT STENA.COM

*"Leadership training is a three-course meal."*



READ MORE ABOUT STENA'S LEADERSHIP PROGRAMME IN THE WEB VERSION AT STENA.COM

### SUSTAINABILITY AT STENA IS BASED ON THREE PILLARS:

- financial responsibility, with the aim of contributing to economic development;
- environmental responsibility, where the goal is to reduce the Group's impact on the environment; and
- social responsibility, where the fundamental approach is to act ethically in everything the Group does.



### HEALTH AND SAFETY, LTIF

	2013	2014	2015
Northern Marine Group (NMG)	0.36	0.58	0.41
Stena Roro	0.77	0.39	0.41
Stena Drilling	0.58	0.00	0.29
Stena Bulk	0.18	0.18	0.00
Stena Line <sup>1)</sup>	2.19	1.82	1.80

1) Including service staff for passengers

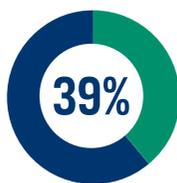
Lost Time Injury Frequency is a measure of workplace safety used for the crew on board. The number of LTI (injuries that leave the employee unable to work the following day) are reported per million hours worked.



# STENA LINE

At year-end 2015, Stena Line operated 22 routes in Northern Europe, with 37 ferries.

Stena Line also owns five ports and is an important part of Europe's trade and infrastructure. Managing this business in a cost-effective, safe and environmental friendly way is a daily challenge for our dedicated employees at sea and on land.



SHARE OF GROUP  
REVENUE



5,100

EMPLOYEES  
INCLUDING SEAFARERS

14,300

MSEK REVENUE

14,900

MSEK CAPITAL EMPLOYED



ROPAX FERRIES

31



RORO FERRIES

6

## A GOOD YEAR FOR STENA LINE

### STRONG GROWTH IN NETWORK CLIENTS

Stena Line showed strong growth during the year with improved profitability and volume growth in a generally weak European market. In a climate of low oil prices, customers have been able to bear the costs of adaptation to SECA<sup>1)</sup> rules. At the same time, the strategic investments previously made in vessels and routes have produced the desired results.

Successful sales in the freight business, with strong growth in network customers (customers who buy several parts of the range and route network), has led to deeper and broader cargo sales. Standardised processes have created cost efficiencies that have exceeded expectations. In the passenger area, the summer

season was strong as a result of successful marketing and the new digital booking dialogue.

### FOUR STRATEGIC CORNER STONES

One of Stena Line's sustainability goals is an annual reduction of 2.5% in emissions. In 2015, the reduction was 3.8% per nautical mile. Bunker consumption work continues alongside work on new technologies and new fuels. The methanol conversion of *Stena Germanica* has proceeded well and logistics chains now need to be created for carbon neutral methanol.

The digitalisation of bookings is contributing to higher volumes, additional sales and higher customer satisfaction. Automation of the check-in process

allows staff to focus on service that creates customer value.

Work to continuously reduce the cost base is still in progress. Special attention is given to port costs and operational procedures in connection with loading and discharging.

Stena Line is further developing its concepts by clearer segmentation, such as cargo, travel and onboard sales. The basic products are efficient and reliable transport services, although the travel created for passengers is also important. Stena Line is associated with good service, low prices and exciting experiences. Efforts are continuously devoted to maintaining and improving the company's safety and quality culture.

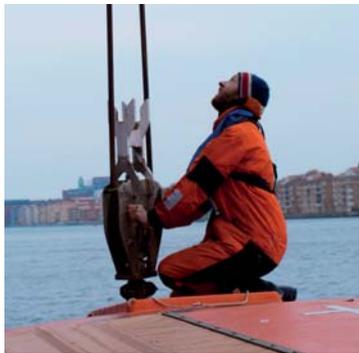
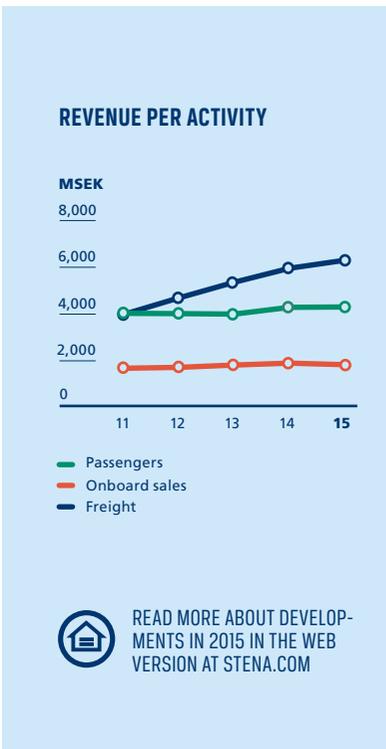
1) SECA stands for Sulphur Emission Control Areas and means areas with particularly tough emissions regulations.



STENALINE.COM



Dan Sten Olsson and EU Commissioner Karmenu Vella in Kiel at the inauguration of *Stena Germanica*, the world's first methanol-powered vessel. The conversion has been supported by the EU's Motorways of the Seas.



*How shipping can be made carbon neutral.*

READ MORE ABOUT STENA GERMANICA IN THE WEB VERSION AT STENA.COM



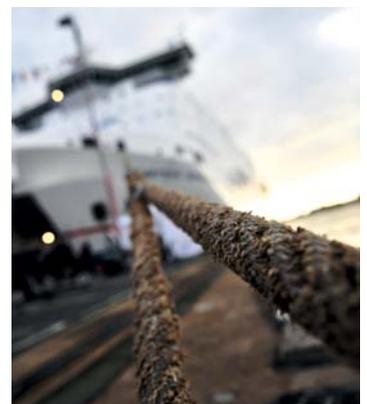
**23%**

**INCREASED TRAVEL SALES THROUGH DIGITALISATION AND MARKETING**



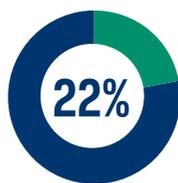
**CARL-JOHAN HAGMAN > CEO**

In 2016, we are continuing to work on initiatives to increase profitability on all routes and improve cost control in all ports, while maintaining a focus on filling our ships by means of active marketing and more competitive pricing. We improve profitability without compromising safety. Lost time incidents are down to 1.2, which is acceptable, but the target for 2016 is 0.8. There is no contradiction between increased profitability and quality – it is the hallmark of a well-run company.



# STENA DRILLING

Stena Drilling is one of the world's leading independent drilling operators. The company operates globally from its head office in Aberdeen, Scotland, with four drillships for ultradeep water and three semi-submersible drilling rigs. With several successful new newbuildings and refurbishment projects, Stena Drilling has been a pioneer in several areas of technological development and innovation in the offshore industry.



SHARE OF GROUP  
REVENUE



1,000

EMPLOYEES  
INCLUDING SEAFARERS

7,900

MSEK REVENUE

33,600

MSEK CAPITAL EMPLOYED



4



3

## NEW CONTRACT DESPITE WEAK MARKET

### MEASURES FOR COST ADAPTATION

The high oil prices during 2010–2014 prompted international oil companies to make substantial investments in exploration, while the cost of exploration increased substantially. When the price of oil plummeted in 2014, the oil companies decided to cut back in their budgets for oil field development.

As the trend continued in 2015, Stena Drilling initiated a cost reduction programme aimed at reducing the company's operating costs by 20% in 2016. A large part of this programme involves reducing personnel expenses and costs of purchased goods and services.

### NEW CONTRACT FOR STENA CARRON

A one-year contract for *Stena Carron* was signed during the year. The contract also includes options for extension and is valid from January 2016. However, market conditions mean that the daily rate is significantly lower than what would have been normal in years of high demand. This is a very important contract for the company and it is very gratifying to see *Stena Carron* back in operation after a year laid up outside Las Palmas.

### CONTINUING FOCUS ON SAFETY

One of Stena Drilling's core values, which we will never compromise on, is safety in our work to achieve "best in class"

performance. We continuously conduct our operations in a safe and efficient manner, constantly striving to ensure that we do not harm people or the environment or damage our assets and equipment. Management and managers are responsible for the safety of our staff and our employees are responsible for working safely by ensuring that all processes that affect their work are fully implemented and fully complied with. Stena Drilling continues to strive for accident-free operations.

The company's first priority is the safety of employees and our surroundings, and Stena Drilling continues to work for zero lost time incidents.



STENA-DRILLING.COM



*Safety is more than a priority.*



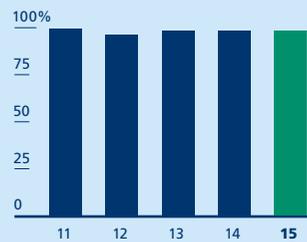
READ MORE ABOUT STENA'S SAFETY WORK IN THE WEB VERSION AT STENA.COM

#### DRILLING CONTRACTS<sup>1)</sup>

Unit	Customer	Expiration <sup>2)</sup>	Options
<i>Stena Clyde</i>	Warm stacked	N/A	
<i>Stena Don</i>	Statoil	Q1 2017	
<i>Stena Spey</i>	Enquest	Q4 2016	
<i>Stena DrillMAX</i>	Tullow	Q3 2016	
<i>Stena Carron</i>	Exxon	Q4 2016	Q2 2019
<i>Stena Forth</i>	Hess	Q2 2017	Q2 2018
<i>Stena IceMAX</i>	Shell	Q2 2017	

1) As of 1 February 2016

#### FLEET UTILISATION



Operational use as a share of total available days.



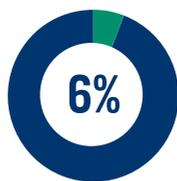
#### TOM WELO > CEO

In 2016, we have good contract coverage and good earnings on the drilling rigs and vessels that are on contract. The focus is on reducing costs and signing new contracts for *Stena Clyde*, *Stena Spey* and *Stena DrillMAX*. There are an increasing number of requests for short contracts and these contracts are crucial to getting through winter in a very challenging market.



# STENA BULK

Stena Bulk is one of the world's leading tanker operators, offering safe and cost-effective transportation of crude oil and refined petroleum products by sea. This requires a holistic perspective – from development and construction to crewing and chartering of first-class tankers.



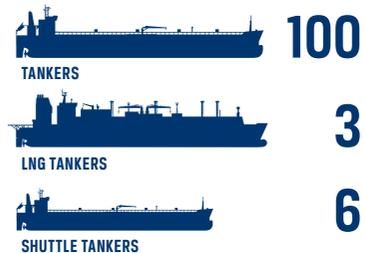
SHARE OF GROUP  
REVENUE



300  
EMPLOYEES  
INCLUDING SEAFARERS

2,300  
MSEK REVENUE

6,800  
MSEK CAPITAL EMPLOYED



## DELIVERY OF THE NEXT GENERATION OF PRODUCT TANKERS

### POSITIVE MARKET DEVELOPMENT

2015 was characterised by very favourable rates in the spot market. Declining oil prices brought improved profitability and increased demand for tanker transportation, particularly in the Suezmax segment, but also in the MR segment. Stena Bulk also benefited from a slower growth rate in the world fleet. The company's fleet is efficient and flexible, which has been conducive to good business.

### EFFICIENT FLEET

Stena Bulk took delivery of four<sup>1)</sup> IMOII-MAX vessels from Guangzhou Shipyard International in China in 2015. Since delivery, the vessels have been employed

in trading in vegetable oils, chemicals and petroleum products. In addition to the six IMOII-MAX vessels ordered but not yet delivered, Stena Bulk also ordered three more in 2015 for delivery in the period 2017–2018.

The LNG market deteriorated significantly on the back of falling oil prices. Stena Bulk operates vessels in the LNG segment in an efficient and safe manner. The oversupply of LNG tankers in the market has presented a major challenge.

### WELL FUNCTIONING PARTNERSHIPS

Stena Weco has developed well and its efficient transport systems, with many long-term contracts, together with very

strong daily rates made the company very profitable during 2015. The fleet currently consists of 60 vessels.

Golden Stena Weco focuses on unique trading in vegetable oils, chemicals and refined products. The cooperation with Golden Agri-Resources continued to be successful.

Stena Sonangol Suezmax Pool, which celebrated its ten-year anniversary in 2015, is functioning very well. There is solid trust in the brand which means that a growing customer base can now take advantage of good long-term relationships.

1) Of which two to Concordia Maritime AB





The great advantage of the IMOIMAX vessels lies in their unique flexibility, both in terms of loading and discharging and the products that can be transported.



## What makes IMOIMAX so competitive?



READ MORE ABOUT STENA'S LATEST VESSEL CONCEPT IN THE WEB VERSION AT STENA.COM



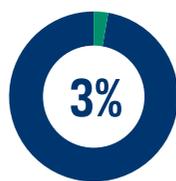
### ERIK HÅNELL > CEO

It is my assessment that freight rates will remain high over the next year, but that 2017 will be more uncertain due to the new vessel deliveries, particularly Suezmax and VLCC. However, Stena Bulk is well-positioned and sees various opportunities for interesting solutions in our vessel deployment for 2016–2018. We monitor the shipping and shipbuilding market to ensure we are in a position to place new shipbuilding orders when the right situation arises. In the long term, we see a need to increase the vessel fleet within the main segments in which we operate, but also in other segments that need high-quality logistics solutions.



# STENA RORO

Stena RoRo provides vessels, innovative solutions and project management. Its customers are operators and shipping companies around the world. The expertise, dedication and financial resources create customer value, growth and profitability, and make it an attractive place to work.



SHARE OF GROUP  
REVENUE



350

EMPLOYEES  
INCLUDING SEAFARERS

1,000

MSEK REVENUE

2,300

MSEK CAPITAL EMPLOYED



RORO FERRIES

10



ROPAX FERRIES

9

## STRONG MARKET AND FULL CONTRACT COVERAGE

### NEW TOUGH REQUIREMENTS

The SECA requirements for cleaner fuel came into force in 2015, and lower oil prices meant that shipping companies were able to bear the increased cost. The price fall also increased demand for RoRo vessels in Europe, particularly for larger tonnage. Previous years' ship scrapping and continuing sale of vessels to Asia have decreased the vessel supply in Europe.

The market has developed strongly and shipping companies are paying higher charter rates. The stronger market means that new RoRo vessels are now planned for. The RoPax market has historically

been stronger than the RoRo market and the difference remains.

### GROWING OPERATIONS IN ASIA

From the office in Shanghai, Stena RoRo is now represented in China, Korea and Japan. A previous time charter contract with Chinese Bohai Ferries has been extended and converted into a bareboat charter agreement.

### A MODERN FLEET OF VESSELS

After an upgrade and refurbishment in Singapore, *Stena Alegria* has been delivered to Interislander, New Zealand. Marine Atlantic, which had *Blue Puttees*

and *Highlanders* on a five-year charter, has exercised its options and took over the vessels in December 2015 and February 2016, respectively. The RoPax vessel *Stena Feronia* has been sold to Strait Shipping, New Zealand.

Stena RoRo has chartered the RoRo vessels *Misida*, *Misana* and *Miranda* from Godby Shipping. The three ice-class medium size vessels have been chartered out to Finnish Transfennica on long-term contracts.

All 19 of Stena RoRo's vessels are chartered out, and new contracts have been signed on favourable terms.



STENARORO.COM



Stena Alegra has been renamed *Kaiarahi* during her employment with Interislander. The vessel runs between Wellington and Picton in New Zealand and has an onboard capacity of 550 passengers and a cargo deck of 1,950 lane metres.

**10 YEARS**  
 NEW SAFETY RULES MEAN THAT ONLY VESSELS LESS THAN TEN YEARS OLD CAN SAIL BETWEEN KOREA AND CHINA



**PER WESTLING > CEO**

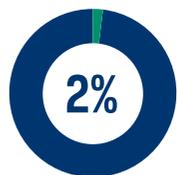
At current oil prices, the next two to three years will be strong in Europe, thanks to strong demand and low supply.

In Asia, the market continues to grow and there is great potential to develop, for example, RoPax traffic between China and Korea. In addition, increasing environmental and safety requirements are accelerating the exchange of old tonnage, which in turn is strengthening the charter market in both Asia and Europe. This gives Stena RoRo a stronger position thanks to a high-quality fleet.



# NORTHERN MARINE GROUP

Based in Glasgow, Scotland, Northern Marine Group (NMG) provides ship management services to the Stena Sphere and selected external clients through our global network of offices in Aberdeen, Glasgow, Gothenburg, Houston, Manila, Mumbai, St. Petersburg, Shanghai and Singapore.



SHARE OF GROUP  
REVENUE



7,800  
EMPLOYEES<sup>1)</sup>

600

MSEK REVENUE

300

MSEK CAPITAL EMPLOYED

## ADDING VALUE IN EACH PHASE OF THE VESSEL LIFE CYCLE

### MANAGEMENT OF STENA LINE VESSELS

During 2015 Northern Marine Ferries completed the Stena Line Irish Sea initiative where the management of all vessels, together with OBS Personnel Management, has been transferred to Northern Marine Ferries.

Northern Marine Ferries continued to provide Stena RoRo with full technical management services and project assistance.

### BUSINESS DEVELOPMENT IN CHINA

Northern Marine Management Shanghai was registered in the Free Trade Area with

a business license achieved for the technical management of Chinese flagged vessels. This was a milestone as previously it was not possible for a wholly owned foreign entity to undertake ship management in China. Northern Marine is the only European company to have achieved such approval.

Tang Li Marine Services was established to allow for a direct supply chain for Chinese manufactured goods. This allows Northern Marine to supply quality products to Stena vessels, third party vessels under management and to wider

customers looking for marine and off-shore ship supplies and spares.

### VESSEL FLEET GROWTH

Northern Marine welcomed the first four of the Stena IMOIIIMAX vessels into management and the managed fleet hence stands at 144 of which 96 are under full management. Of these 96 vessels, 27 are specialised gas carriers, transporting Liquefied Petroleum Gas, Liquefied Ethylene Gas and Liquefied Natural Gas.

<sup>1)</sup> Employees are distributed as follows: Stena vessels 2,600, external vessels 4,700, onshore 500



NMM-STENA.COM



**3,000**

PERSONS PERFORMED  
TRAINING IN 2015

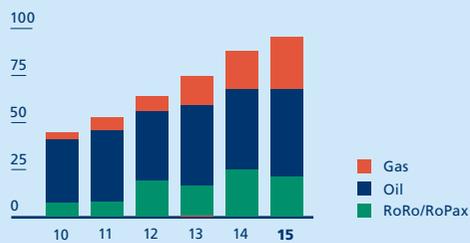
*This is a onestop  
shop for the industry.*



READ MORE ABOUT THE ASIAN EXPANSION  
IN THE WEB VERSION AT STENA.COM



#### VESSELS UNDER TECHNICAL MANAGEMENT



#### HUGH FERGUSON › CEO

The short term future for shipping remains challenging. In 2016 Northern Marine will continue to support the growth of our existing client base by delivering a professional service, adding value to each phase of the vessel life cycle.

By working closely with our clients and understanding their business model, we seek to develop the relationship to the benefit of both parties. As ever, safety, cost and operational efficiencies remain the priorities of Northern Marine.



# STENA TEKNIK

Stena Teknik is a technical resource for the marine businesses of Stena. The broad and extensive knowledge of its employees enable the company to develop solutions that increase the competitiveness of our business areas.



19

EMPLOYEES



2

NEWBUILDING PROJECTS

## INAUGURATION OF THE WORLD'S FIRST METHANOL RUN FERRY

### FUELS OF THE FUTURE

March marked the inauguration of the world's first methanol-powered vessel: *Stena Germanica*. Methanol has the potential to become the ship fuel of tomorrow and reduces emissions of sulphur by 99%.

The first engine has been converted and will be adjusted for optimum performance during the deployment period. The other three engines will be converted when sufficient operating experience has been amassed.

Stena's interest in electric powered vessels has increased as the technology has become increasingly applicable. Rapid development of battery technology is in progress.

### MAXIMISED FUEL EFFICIENCY

Stena's vessels are continuously monitored to maximise their fuel efficiency, both during operation and by adaptation to the current route.

Real time monitoring is a decision-support system that displays current bunker consumption, which gives the crew the opportunity to adapt the speed and route to allow more efficient operation. The system is currently installed and in use on 27 of Stena Line's vessels.

*Stena Transporter* and *Stena Transit* were upgraded with new propeller blades and rudder bulbs during the year. This has resulted in better operating features, with a 3% reduction in fuel consumption. The vessels in Stena's fleet are evaluated

to ensure that the hull design is optimal for their operation.

### DELIVERY OF NEW VESSELS

In 2015, the company took delivery of four IMOIMAX vessels from Guangzhou Shipyard International in China on behalf of Stena Bulk and Concordia Maritime. The vessels have proven commercially successful and are very energy efficient.



STENATEKNIK.COM



*Emissions virtually eliminated.*



READ MORE ABOUT THE CONVERSION OF *STENA GERMANICA* IN THE WEB VERSION AT [STENA.COM](http://STENA.COM)



**HARRY ROBERTSSON** › TECHNICAL DIRECTOR

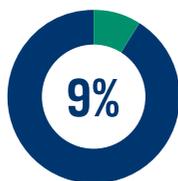
The process of converting *Stena Germanica* continues in 2016. We are making the necessary adjustments together with the manufacturer Wärtsilä and the conversion has so far exceeded expectations. The project planning for the refurbishment of *Stena Danica*'s propellers and bulb has been completed. The work will be carried out in 2016 and is expected to result in a 10% reduction in bunker consumption.

**10%**

**REDUCTION OF BUNKER CONSUMPTION WHEN *STENA DANICA* IS UPGRADED IN 2016**

# STENA PROPERTY

Stena's property operations are managed by Stena Fastigheter in Sweden and by Stena Realty internationally. The total owned and managed portfolio comprises 2.3 million sqm, the majority of which is in Sweden. With tenancy as its form of tenure, Stena Property develops long-term, attractive residential environments and workplaces. The company's goal is to be the first choice of tenants.



SHARE OF GROUP  
REVENUE



300  
EMPLOYEES

3,400  
MSEK REVENUE



RESIDENTIAL

22,800



COMMERCIAL

30,600  
MSEK CAPITAL EMPLOYED

3,600

## BUILDING AND MANAGEMENT FOR THE FUTURE

### MANY APARTMENTS IN THE PORTFOLIO

Stena Property has initiated about 30 building plans since 2010, and these are starting to result in local development plans. At the end of 2015, the company had six new construction projects encompassing almost 1,000 apartments. The target of building 500 apartments per year was not achieved in 2015, but will be exceeded in the years 2016–2018.

A new objective is to upgrade the portfolio to plus standard. When an apartment becomes free, it is renovated to plus standard.

In the Gothenburg region, five properties were acquired and one was sold during the year, including the Pripss site in Högsbo industrial area which the company and Ikano acquired together.

Low interest rates, a warm winter and capital gains made 2015 a good year from a financial perspective.

### RELATIONSHIP MANAGEMENT

Stena Property received two awards for work with young people during the year. The company won the Future Index 2015 and was also named Property owner of the year.

Stena Property continues to support projects such as homework classes and Mathivation. The company offered summer jobs for 300 young people who gain job experience and appraisal they can use when applying for their next job.

The company has also accepted about 50 trainees and interns, and has introduced social clauses in contracts.

Matching of unemployed young people has been a challenge, but the process is being developed.

### INTERNATIONAL OUTLOOK

Two properties in Houston, USA, have been completed and are almost fully leased. In France, the property in Sophia Antipolis has been completed and is fully leased. In 2015, Stena Realty sold a property in Kiel and a property in London.

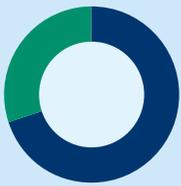
The market in the Netherlands remains challenging and, despite its hard work, the company has high vacancy rates in the portfolio.



STENAFASTIGHETER.SE



#### RENTABLE SPACE BY CATEGORY



■ Residential 70%  
■ Commercial 30%



#### RENTABLE SPACE BY SUB-MARKET



■ Gothenburg 29% ■ Malmö 27%  
■ Stockholm 33% ■ Outside Sweden 11%

*"We want our contractors to involve young people from the local area to give them job experience."*

CHRISTEL ARMSTRONG DARVIK

**8,000**

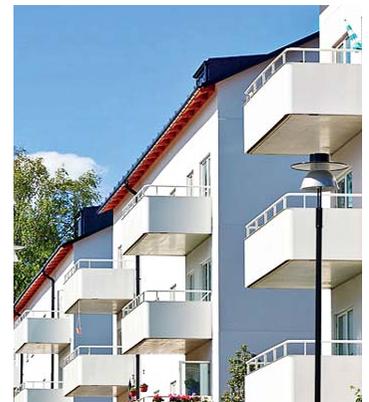
THE NUMBER OF APARTMENTS STENA PROPERTY SHOULD AIM TO BUILD ON ITS OWN OR DESIGNATED LAND



#### CHRISTEL ARMSTRONG DARVIK > CEO

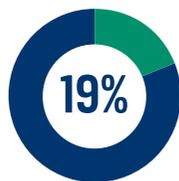
In an already difficult housing shortage situation, immigration accentuates the need for major new construction of apartments. Authorities and municipalities have understood the importance of speeding up planning processes, but the time from concept to moving in is still too long.

In 2016, we welcome one of our major tenants when SCA moves into its new premises in Mölndal. The refurbishment of our hotel in Brunkebergstorg in Stockholm continues. The goal is for Sergel Plaza to become Sweden's most attractive venue with commerce, hotels and restaurants in the same building.



# STENA ADACTUM

Stena Adactum is Stena's wholly-owned investment company which invests in both listed and private companies with a long-term ownership perspective. Through active ownership and financial strength, Stena Adactum builds strong and profitable companies.



SHARE OF GROUP  
REVENUE



2,700  
EMPLOYEES

6,800  
MSEK REVENUE

6,900  
MSEK CAPITAL EMPLOYED

4

WHOLLY OWNED SUBSIDIARIES

2

ASSOCIATED COMPANIES

## FAVOURABLE MARKETS AND ADVANCED POSITIONS

### MARKET OVERVIEW

Developments have been favourable in many geographic markets. In Scandinavia, the retail trade has shown strong growth, while the construction sector has also shown good development.

Other European countries have shown an upward trend while North America has developed strongly.

### DEVELOPMENT OF SUBSIDIARIES

Ballingslöv International shows growth in all its markets, particularly in Scandinavia. An extensive investment programme aimed at further strengthening Ballingslöv's market position has been implemented in the UK.

Envac has also reported increased sales in all markets. The trend has been particularly favourable in the Nordic region and Asia. The order intake has made a strong recovery in the Middle East.

Blomsterlandet (S-Invest) has experienced good sales growth in its stores and profitability has improved during the year. A new store was opened in 2015 and two new stores are scheduled to open in 2016.

Stena Renewable had 10% higher production than in a normal year. The price of electricity ended 2015 at record low levels, but a high percentage of hedged contracts enabled the company to

achieve good results in an industry facing major challenges.

For Gunnebo, the European market has stabilised and continuing cost adjustments have brought increased profitability.

In 2015, Midsona made a major acquisition in the form of the Danish company Urtekram, the largest company in organic colonial products.

Mediatec Broadcast and Mediatec Solutions were sold to the American company NEP, in early 2015.



STENAADACTUM.COM



### REVENUE BY PORTFOLIO COMPANY, %



- Ballingslöv 26%
- Stena Renewable 3%
- Envac 9%
- Gunnebo 43%
- S-Invest 11%
- Midsona 8%

Total revenue in our subsidiaries and associated companies: SEK 14.0 billion  
 Total number of employees in our subsidiaries and associated companies: 8,496



# 10%

HIGHER PRODUCTION FOR  
 STENA RENEWABLE THAN  
 IN A NORMAL YEAR



### MARTIN SVALSTEDT › CEO

Stena Adactum is significantly affected by the development of Nordic electricity prices, consumption growth in the Nordic region and construction activity in our customer markets.

We are mainly expanding through our portfolio companies, which create growth through business acquisitions, new establishments and stronger customer offerings. All portfolio companies are expected to continue to have very good growth potential. Investments in new operations are regularly evaluated and we have created the financial capacity to make

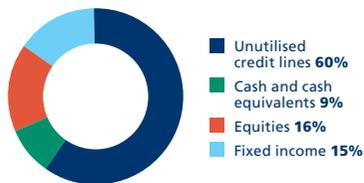
further investments. The aim is to further strengthen our financial position so that we can continue to develop and support the expansion of our operations.

History has shown the importance of being an active, long-term and strong owner. The stability that we are now experiencing and our strong financial position create possibilities for product development, expansion investments and new platform investments. Stena Adactum's main focus is to work on long-term industrial development to build strong companies.

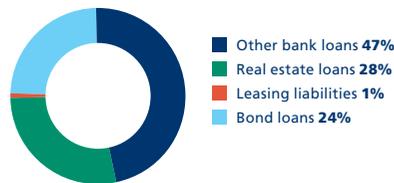
# STENA FINANCE

Stena Finance's main task is to manage the funding requirements of the Stena Group, both short and long term. Stena Finance also manages the operational business units' financial risks in the interest rate, currency and oil markets. In addition, Stena Finance manages the Group's liquidity and financial investments. Another important role is to act as a resource for the operational units when identifying and analysing new business deals.

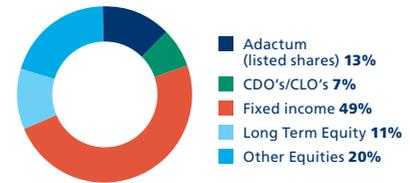
## LIQUIDITY<sup>1)</sup>



## INTEREST-BEARING LIABILITIES<sup>1)</sup>



## INVESTMENT PORTFOLIOS<sup>1)</sup>



## STENA PROACTIVITY BRINGS HIGH LIQUIDITY

### HESITANT GLOBAL ECONOMY

The world economy is still hesitant. Industrial activity during the year felt the pressure of falling commodity prices and a slowdown in China, while low oil prices stimulated consumption. In the United States, which has had a zero interest-rate environment for many years, the Federal Reserve raised interest rates in December 2015. The interest rate increase is interpreted as a strengthening of the economy.

### STRONGER LIQUIDITY

Stena continued its proactive efforts to improve liquidity during the year. Stena Line sold the Helsingborg–Helsingør ferry route to a European infrastructure fund, Stena Property sold properties in Lövgärdet and increased its borrowings. Together with an expanded credit facility, this has strengthened liquidity by SEK 8.2 billion. Stena has strengthened its liquidity to ensure the Group is well equipped when we are affected by a weak oil exploration market due to low oil prices.

### PORTFOLIO INVESTMENTS

In recent years, Stena has reduced its shareholdings in companies active in oil and gas, and has instead taken positions in companies in the healthcare, pharmaceutical and retail sectors. The equity portfolio consists of around 50 companies that are listed on Nordic, European, US and Asian markets. The value of Stena's investment portfolio excluding Adactum increased by 6.0%, compared with a global stock market increase of 1.3% (MSCI World Index).

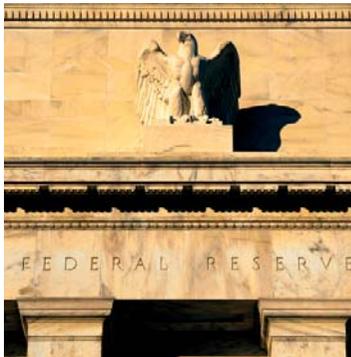
<sup>1)</sup> Stena Group as of 31 December 2015



*Read more about the financial performance online or in Stena AB's Annual Report.*



READ MORE AT STENA.COM



**25.9**

**MSEK IN AVAILABLE LIQUIDITY**



**PETER CLAESSION** › CEO

In 2015, we have seen a more unsettled financial and credit market with falling stock prices and increased margins in the bond market among the consequences. The timing of the capital market activities we conducted in spring 2014 has proved beneficial in hindsight. Our flexibility has been increased by an extension of our amortisation profile and a further strengthening of our liquidity during the year. We reduced our rate of investment in 2015 and will continue to be more selective about new projects in the period ahead. Our high level of liquidity, and back-loaded maturity profile combined with future cash flow leave the company well-equipped to face future challenges.



# OUR VESSELS AND PROPERTIES

Our total fleet consists of 173 ships and drilling rigs, including newbuildings. On land we own and manage a total of 26,400 residential units and premises. A full list of all our vessels and properties can be found in the online annual report at [stena.com](http://stena.com).

OWNED, CHARTERED AND MANAGED

40



ROPAX FERRIES

16



RORO FERRIES

3



LNG TANKERS

100



TANKERS

6



SHUTTLE TANKERS

3



DRILLING RIGS

4



DRILLSHIPS

22,800



RESIDENTIAL

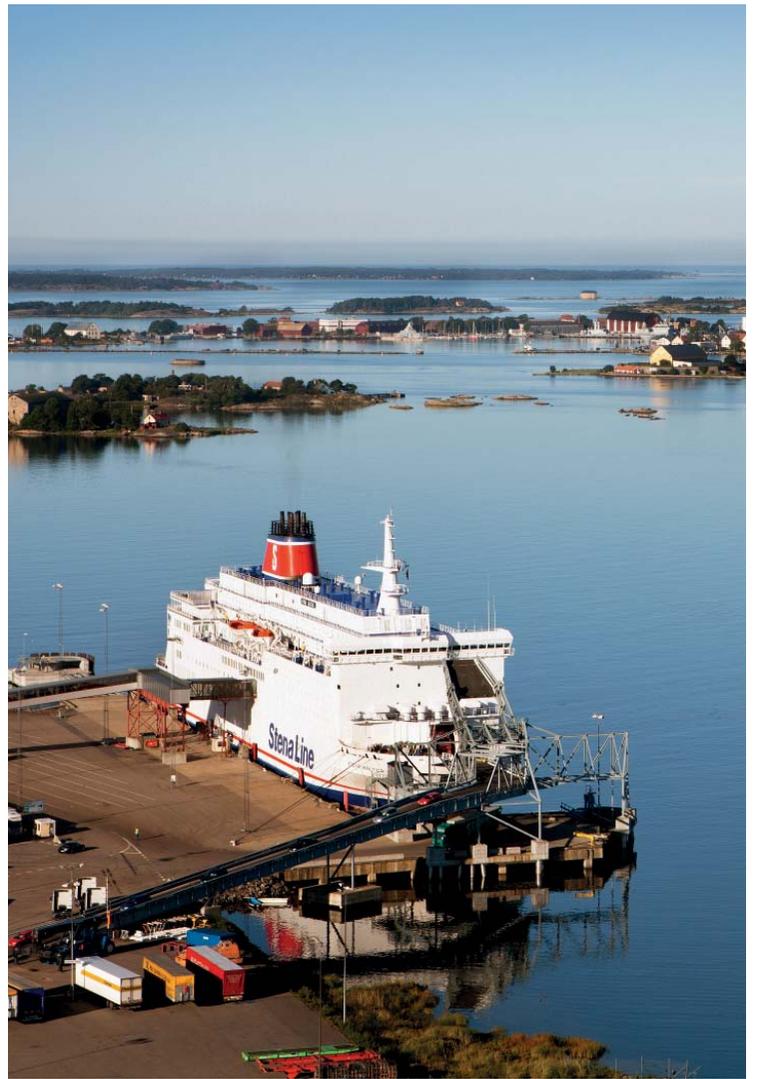
3,600

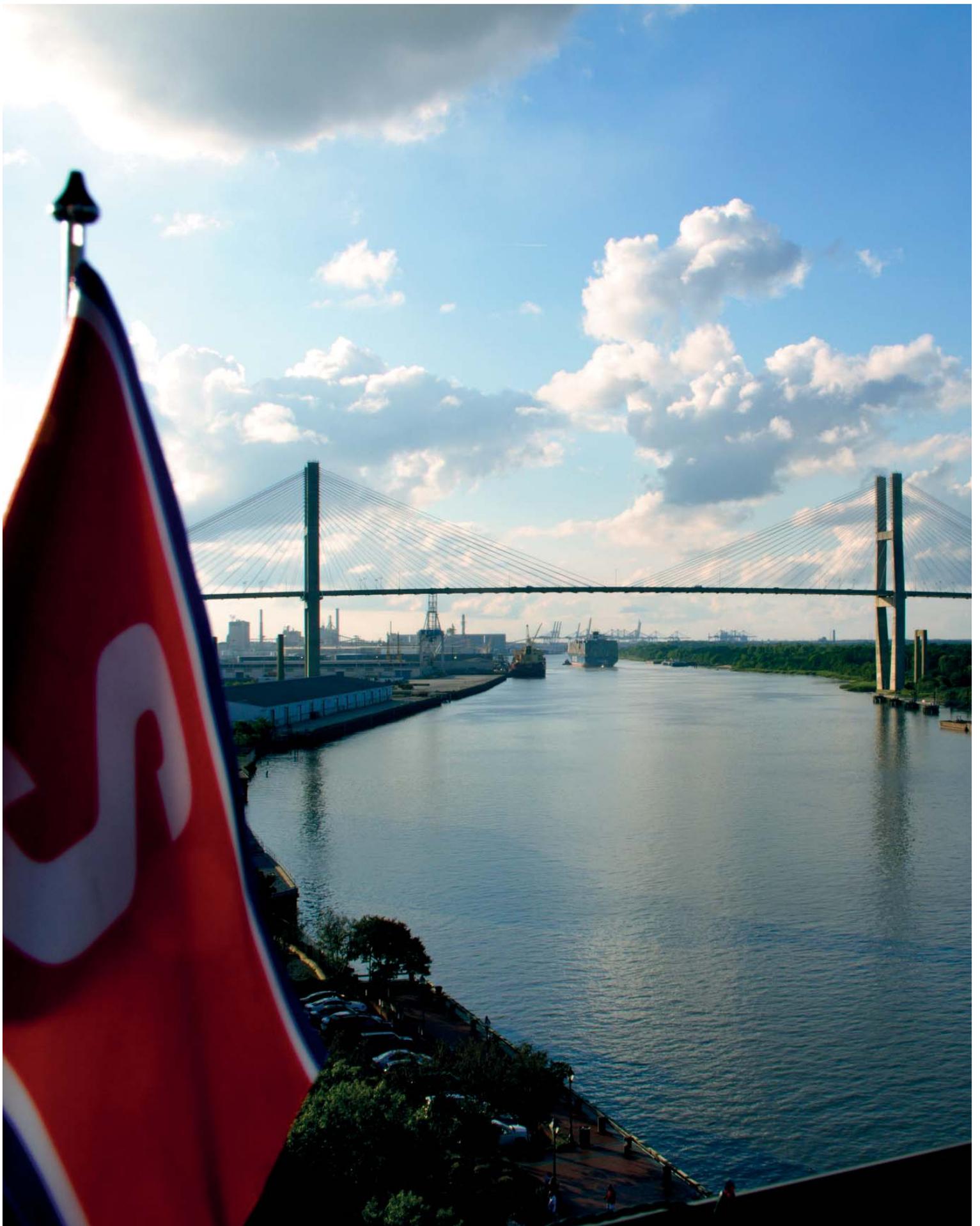


COMMERCIAL



A FULL LIST IS AVAILABLE AT [STENA.COM](http://STENA.COM)

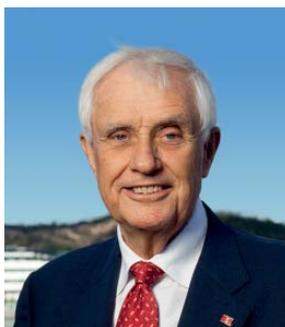




# STENA AB BOARD



Lennart Jeansson  
*Chairman*



Dan Sten Olsson  
*CEO*



Lars Westerberg



Anne-Marie Pouteaux



Gunnar Brock



Christian Caspar



Mia Brunell Livfors



William Olsson



Marie Eriksson



Mahmoud Sif  
*Employee representative*



Alessandro Chiesi  
*Employee representative*



Pia Carlsson  
*Employee representative  
Deputy*

## AUDITORS

**Peter Clemetson** Authorised Public Accountant

**Johan Rippe** Authorised Public Accountant

# STENA SPHERE

The Stena Sphere consists of the Sten A Olsson family's three wholly-owned parent companies Stena AB (publ), Stena Sessan AB and Stena Metall AB, and wholly and partly-owned subsidiaries of these companies. The partly-owned company Concordia Maritime AB (publ) is listed on Nasdaq Stockholm and 52% of the company is owned by Stena Sessan AB. A total of 19,000 persons are employed in the Stena Sphere. Total revenue for 2015 was SEK 54,937 million. Profit before tax amounted to SEK 5,126 million.

STENA SPHERE			
BUSINESS AREAS	STENA AB (PUBL)	STENA SESSAN AB	STENA METALL AB
<b>Ferry Operations</b> Revenue SEK 14,291 million Profit SEK 1,852 million <sup>1)</sup>	STENA LINE		
<b>Offshore Drilling</b> Revenue SEK 7,891 million Profit SEK -574 million	STENA DRILLING, SHUTTLE TANKERS	SHUTTLE TANKERS	
<b>Shipping</b> Revenue SEK 4,803 million Profit SEK 877 million	STENA BULK, STENA RORO, STENA TEKNIK, NMG	CONCORDIA MARITIME (52%)	
<b>Property</b> Revenue SEK 3,366 million Profit SEK 1,869 million <sup>2)</sup>	STENA PROPERTY, STENA REALTY		
<b>New business</b> Revenue SEK 7,139 million Profit SEK 481 million	STENA ADACTUM	MEDA (20.7%) BEIJER ELECTRONICS (29.8%)	
<b>Finance/other</b> Revenue SEK 134 million Profit SEK 629 million	STENA FINANCE		STENA METALL FINANCE
<b>Recycling, environmental services and trading</b> Revenue SEK 19,732 million Profit SEK 481 million			STENA METALL

1) Sale of assets SEK 1,668 million

2) Of which net valuation of property SEK 749 million

## STENA SPHERE - REVENUE AND PROFIT

SEK millions	Revenue		Profit before tax	
	2014	2015	2014	2015
Stena Group	33,563	36,417	2,799	4,504
Stena Metall Group	20,626	19,732	-44	481
Concordia Maritime	531	810	8	90
Stena Sessan	50	347	64	520
Sphere eliminations	-1,900	-2,369		-469
<b>Total</b>	<b>52,870</b>	<b>54,937</b>	<b>2,827</b>	<b>5,126</b>



# STENA SESSAN

Stena Sessan is one of the Stena Sphere's three parent companies and the principal owner of three listed companies. The company also engages in shipping operations and portfolio management.

**Concordia Maritime** took advantage of a strong tanker market in 2015 and the strategy to employ the vessels in the spot market proved correct. Revenue increased by 52% compared with 2014, and profit before tax was SEK 174 (17) million.

**Beijer Electronics** initiated and implemented initiatives and measures to create a platform for future profitable growth. Financially, 2015 was in line with 2014 in terms of both revenue and earnings.

**Meda's** sales grew by 28% during the year despite turbulence and uncertainty in several emerging markets. Profit after tax was SEK 1,192 (402) million.

[stenasessan.se](http://stenasessan.se)

## SUBSIDIARIES



**Sector:** Tanker shipping  
**Revenue:** SEK 810 million  
**CEO:** Kim Ullman  
**Number of employees:** 470<sup>1)</sup>  
**Stena Sessan's holding:** 52.3%  
[concordiamaritime.com](http://concordiamaritime.com)



**470**  
EMPLOYEES<sup>1)</sup>



**15**  
TANKERS

More information and a copy of Concordia Maritime's annual report for 2015 can be found at: [concordiamaritime.com](http://concordiamaritime.com)

<sup>1)</sup> Of which 464 are seafarers and 6 shore-based

## ASSOCIATED COMPANIES



**Sector:** Industrial automation and data communication  
**Revenue:** SEK 1,375 million  
**CEO:** Per Samuelsson  
**Number of employees:** 752  
**Stena Sessan's holding:** 29.8%  
[beijerelectronics.se](http://beijerelectronics.se)

## MEDA

**Sector:** Pharmaceuticals  
**Revenue:** SEK 19,648 million  
**CEO:** Jörg-Thomas Dierks  
**Number of employees:** Approx. 4,500  
**Stena Sessan's holding:** 20.7%  
[meda.se](http://meda.se)

## VESSELS

**Stena Spirit**  
Shuttle tanker<sup>1)</sup>

**Stena Sirita**  
Shuttle tanker<sup>1)</sup>

<sup>1)</sup> 50%-owned

# STENA METALL

Stena Metall is active in recycling and trading. They have operations in more than 200 locations in ten countries where our resource-efficient activities create sustainable value for society and industry. Every day, the recycling companies contribute towards saving large amounts of finite resources such as oil, wood, water and clean air by processing society's waste into new raw materials. The Group's other business areas, process and conduct trading in steel and aluminium. They also trade in oil and metals on the international market and engage in financial operations.



**3,200**  
EMPLOYEES



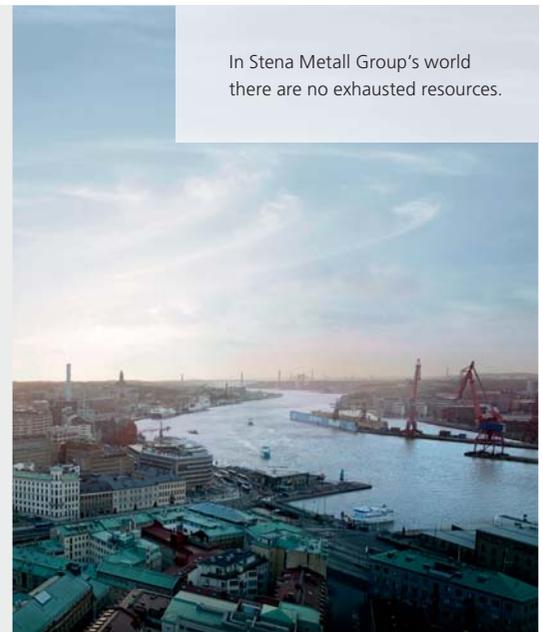
**5,000,000**  
TONNES OF  
WASTE RECYCLED



**MORE THAN 200 LOCATIONS**  
IN 10 COUNTRIES

[stenamettall.com](http://stenamettall.com)  
[youtube.com/stenamettall](https://www.youtube.com/stenamettall)

In Stena Metall Group's world there are no exhausted resources.



# SPHERE ADVISORY BOARD



Samir Brikho



Peter Claesson



Carl-Johan Hagman



Michael F. Hassing



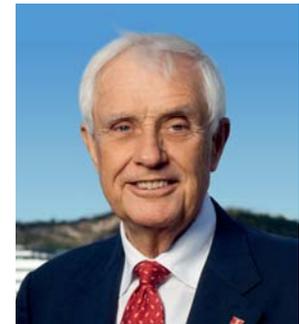
Roger Holtback



Staffan Hultgren



Lennart Jeansson



Dan Sten Olsson



Eivind Reiten

## THE STENA SPHERE ADVISORY BOARD ADVISES ON

- keeping the Sphere together and ensuring value creation
- the consequences of change and its implementation
- management issues and support for the CEO
- evaluating established goals and performance
- balancing risks against opportunities in a short-, medium- and long-term perspective

# COORDINATION GROUP



Christel Armstrong Darvik



Peter Claesson



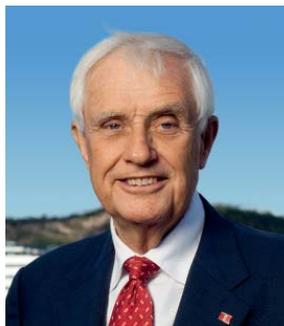
Carl-Johan Hagman



Staffan Hultgren



Anders Jansson



Dan Sten Olsson



Martin Svalstedt



Tom Welo



Eva Hansdotter

## THE STENA SPHERE COORDINATION GROUP REPRESENTS THE MANAGEMENT OF EACH BUSINESS AREA, AND

- is responsible for the Sphere's strategic development
- supports the appreciation of the Sphere's value
- evaluates major investment/divestment proposals from the business areas
- provides information on important events
- ensures the Sphere's development through cross-fertilisation
- maintains and develops the Sphere's shared values

Solberg.

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Care  
Innovation  
Performance



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