# Corporate Governance Report

Haldex AB is a publicly traded Swedish limited liability company with its registered office in Landskrona. The company is listed on Nasdaq Stockholm in the Nordic Mid Cap segment. Haldex applies the Swedish Corporate Governance Code and hereby presents its 2015 Corporate Governance Report. The Report has been reviewed by the company's auditors.



Responsibility for management and control of the Haldex Group is divided between shareholders, the Board of Directors, its elected committees and the President, as shown in the illustration above

## Deviations from the Code

In 2015, Haldex compiled with the Swedish Code of Corporate Governance in all respects except for item 2.4, which concerns the composition of the Nomination Committee. The Swedish Corporate Governance Code stipulates that "neither the chairman nor any other member of the Board may chair the Nomination Committee." According to a resolution at the 2015 Annual General Meeting, the four largest shareholders have appointed representatives to the Nomination Committee and the member representing the largest shareholder in terms of votes is to be appointed Chairman of the Committee, unless otherwise agreed.

The Chairman of Haldex, Göran Carlson, was appointed Chairman of the Nomination Committee for 2015, since he is the company's largest shareholder. The Nomination Committee has stated that the reason for this is that Göran Carlson was considered best suited to lead the Committee's work by the Nomination Committee.

## Shareholders and Annual General Meeting

The shareholders' influence is exercised at the Annual General Meeting (AGM), which is Haldex's supreme decision-making body. The AGM adopts the Articles of Association and at the AGM, which is the annual ordinary general meeting, the shareholders elect Board members, the Chairman of the Board and auditors, and determine their fees. The AGM also decides on the adoption of the income statement and balance sheet, on allocation of the company's profit and on discharge from liability for the Board members and President. The AGM also resolves on the Nomination Committee's appointment and duties, and the principles for remuneration and employment for the President and other senior executives. Haldex normally holds its AGM in April but for 2016 it will be held in the beginning of May.

At year-end, the number of shareholders was 18,179. The largest shareholder was Göran Carlson (through companies) with 5.7 percent of the shares and votes. Swedish ownership totaled 59.8 percent at year-end. Each share carries entitlement to one vote at the AGM. For more information about shareholders and the Haldex share, see pages 27-29 and www.haldex.com/investors.

## 2015 Annual General Meeting

The 2015 AGM was held on April 28, 2015 at Haldex's premises in Landskrona, Sweden. Some 74 shareholders attended the Meeting, either in person or through a representative, as well as several assessors and visitors.

The shareholders in attendance represented 37.2 percent of the total voting rights. The Chairman of the Board, Göran Carlson, was elected Chairman of the Meeting, according to the Nomination Committee's proposal. All Board members elected by the Annual General Meeting were present.

The full minutes and information about the AGM are available on www.haldex.com/investors. The AGM adopted resolutions on:

- Dividend according to the Board's proposal of SEK 3.00 per share for the 2014 fiscal year.
- Reelection of Board members Göran Carlson, Magnus Johansson, Staffan Jufors, Arne Karlsson and Annika Sten Pärson.
- New election of Carina Olson.
- Reelection of Göran Carlson as Chairman of the Board.
- Determination of remuneration of the Board in accordance with the Nomination Committee's proposal.
- Adoption of the Board's proposed guidelines for remuneration of senior executives.
- Approval of the Board's proposal to establish a long-term incentive program, LTI2015, as well as hedging measures in view of the program.

## The Board's work in 2015

The business situation, budget. The business situation, year-end report, sustainability work, HR. DEC JAN Annual Report, preparations for the The business situation. OCT Annual General Meeting, field interim report. inspection of actuators. The Board's The business situation, product recall work SEP and quality work, product Business situation, interim report, quality. development. Visit to MIRA, UK. INTE The business The business situation, strategy, investments,

> situation, interim report.

- In accordance with the Board's proposal, authorize the Board to decide on the acquisition/transfer of own shares on one or more occasions during the period until the 2015 AGM.
- Process for the Nomination Committee's appointment and duties.

#### 2016 Annual General Meeting

Haldex will hold its AGM on Tuesday, May 3, 2016 at 4.00 p.m. at Haldex, Instrumentgatan 15 in Landskrona, Sweden. At 3.00 p.m., shareholders will also be invited to participate in a brief introduction of some company areas, or a guided tour of the plant. Light refreshments will be served after the Meeting.

#### Nomination Committee

The Nomination Committee represents the company's shareholders and nominates Board members and auditors, and proposes their fees

Prior to the 2016 AGM, the Meeting decided that the Chairman of the Board would contact representatives of the largest shareholders based on shareholdings immediately prior to publication of the Nomination Committee's composition. The Nomination Committee is to comprise four members. Prior to the 2016 AGM, the Nomination Committee consists of Göran Carlson (through companies), Elisabet Jamal Bergström (Handelsbanken Fonder), Anders Algotsson (AFA Försäkring) and Nils Bolmstrand (Nordea Investment funds). After the Nomination Committee was formed, Carnegie funds has increased its share of ownership to a larger share than Nordea Investment funds. The parties have agreed that the composition of the committee should remain the same and Nordea will continue in the Nomination Committee until its work

## NOMINATION COMMITTEE FOR THE 2016 ANNUAL GENERAL MEETING

| Name/representing                                | Share of votes<br>2015-09-30 | Share of votes<br>2015-12-31 |
|--|------------------------------|------------------------------|
| Göran Carlson, through companies                 | 5.7                          | 5.7                          |
| Elisabet Jamal Bergström,<br>Handelsbanken Funds | 3.4                          | 3.4                          |
| Anders Algotsson, AFA Insurance                  | 4.8                          | 4.8                          |
| Nils Bolmstrand, Nordea Funds                    | 3.5                          |                              |
| Carnegie funds                                   |                              | 3.6                          |
| Total  | 17.4%                        | 17.5%                        |

has been done. The Nomination Committee has appointed Göran Carlson as Chairman. Combined, they represent about 17,4 percent of the voting rights in Haldex AB at the time the committee was formed.

The Nomination Committee's proposal will be presented in the notice convening the AGM. No remuneration is paid to the Nomination Committee's members. The Chairman of the Board is responsible for informing the Nomination Committee of the Board's future competence profile, working methods and the results of the evaluation of the Board's work.

The company's shareholders are able to make comments and proposals to the Nomination Committee by e-mail or phone, since the members' contact details have been published on the company's website.

## Board of Directors

acquisition, brand.

The Board is responsible for the organization of Haldex and management of the company's affairs. According to the Articles of Association, the Board is to consist of at least three and not more than eight members, with a maximum of three deputies. Board members are elected annually at the AGM for the period until the end of the next AGM.

Following the 2015 AGM, the Board consisted of seven members elected by the AGM. The employees appointed two representatives and one deputy to the Board. The Group's President and CEO, Bo Annvik, and CFO, Andreas Ekberg (until September) and Åke Bengtsson (from October), attend Board meetings. Other employees participate during the meetings when required to report on particular matters. For further information about Board members, refer to pages 72-73 and note 10 for the Group pages 47-48.

#### **Board of Director's independence**

The Swedish Corporate Governance Code states that the majority of Board members elected by the AGM should be independent in relation to the Group and the Group Management, and that at least two of the independent members must also be independent in relation to the company's major shareholders. All members of Haldex's Board are considered independent.

#### The Board's work

In 2015, the Board of Directors held twelve (eleven) meetings. The main issues discussed were financial and market position, strategy, acquisitions, quality processes, product development, the branding platform, and personnel and organizational issues. Attendance at Board and Committee meetings is presented on pages 72-73.

#### Evaluation of the Board's work

Annual evaluations are conducted of the Board's collective work. The Chairman is evaluated on his ability to prepare and lead the Board's work and his ability to motivate and cooperate with the President. The evaluation of the Board's combined activities is conducted via a shared internal review of its activities. The results of the evaluation process for 2015 were discussed in conjunction with the Board meeting in December 2015.

## **Board Committees**

The Board has established two internal committees – the Audit Committee and Compensation Committee. The work of the committees cannot be delegated by the Board, but is viewed as preparatory work upon which the Board, in its entirety, subsequently resolves on.

#### **Audit Committee**

The Audit Committee prepares matters that concern accounting, financial reporting, auditing and internal control. The Committee reviews the principles for accounting and financial control and establishes guidelines for purchasing services other than auditing from the company's auditors.

In 2015, the Audit Committee consisted of Arne Karlsson, Göran Carlson and Stefan Charette (until April) and Carina Olson (from April). Arne Karlsson was the Chairman of the Committee. The Audit Committee held six (seven) meetings in 2015.

#### **Compensation Committee**

Based on the guidelines adopted by the AGM, the Compensation Committee submits a proposal to the Board regarding remuneration and other terms of employment for the President and other senior executives, based on a proposal from the President.

In 2015, the Compensation Committee consisted of Magnus Johansson, Staffan Jufors and Annika Sten Pärson. Magnus Johansson was the Chairman of the Committee. The Compensation Committee held two (two) meetings in 2015.

## Remuneration of Board members

Remuneration of Board members elected by the AGM is approved by the AGM based on proposals from the Nomination Committee. In 2015/16, remuneration will be paid in accordance with an AGM resolution, as set out in the table on pages 72-73. Payment for 2015 is reported in note 10 for the Group. Remuneration of the Board comprises fixed payment only (no variable remuneration is paid). No remuneration is paid to members who are also employed by the Group.

#### Auditors

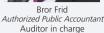
The AGM appoints auditors who examine annual reports, accounting and consolidated accounts, the management of the Board and the President, as well as the annual reports and accounting of subsidiaries, and provide an audit opinion.

Öhrlings PricewaterhouseCoopers AB was elected as the company's auditors for the period until the end of the 2016 AGM. Main

#### AUDITORS

Öhrlings PricewaterhouseCoopers AB







Carl Fogelberg

Authorized Public Accountant

#### REMUNERATION OF AUDITORS, SEK M

| PwC  | 2015 | 2014 |
|--|------|------|
| Audit assignments                            | 5    | 4    |
| Audit activities other than audit assignment | 0    | 0    |
| Tax advice                                   | 5    | 4    |
| Other assignments                            | 1    | 0    |
| Total  | 11   | 8    |

responsibility has the Authorized Public Accountant Bror Frid. Bror Frid is elected auditor of such companies as Bufab, Elos, and Jula. The Board of Directors, in its entirety, meets the auditors once a year, at the Board meeting in February, where the auditor's present their findings directly to the Board, without the presence of the President and the CFO. At least one auditor attends the AGM and briefly describes the audit process and summarizes its recommendations in the Auditor's Report for shareholders.

## Group Management

The President and CEO are responsible for ongoing management of the Haldex operations within the framework established by the Board. The President is assisted by Group Management, comprising the business area managers and staffs.

At the end of 2015, Group Management consisted of ten individuals. In January 2016, John Ducharme stepped down from Group Management. In 2015, Group Management held 16 meetings, of which 11 were teleconferences. The meetings focus on the Group's strategic and operational development, and monitor performance. For further information about Group Management, refer to pages 74-75.

## Remuneration of senior executives

Principles for remuneration of senior executives adopted by the AGM are:

- Remuneration of the President and CEO and other senior executives shall consist of a well-balanced combination of fixed salary, annual bonus, long-term incentive programs, pension and other benefits and conditions concerning termination of employment/severance payment.
- The total remuneration shall be competitive and based on performance.
- The fixed remuneration shall be determined individually and based on each individual's responsibility, role, competence and position.
- The annual bonus shall be based on outcomes of predetermined financial and individual objectives and not exceed 50 percent of the fixed annual salary.
- In exceptional situations, special remuneration may be paid to attract and retain key competence or to induce individuals to

Continued on page 76

## Board of Directors





Arne Karlsson



Staffan Jufors

Magnus Johansson

| Name  | Göran Carlson   | Arne Karlsson  | Staffan Jufors   | Magnus Johansson   |
|---|---|--|--|--|
| Role on the Board                                 | Chairman of the Board since 2011.   | Board member<br>Chairman of the Audit Committee.   | Board member   | Board member<br>Chairman of the Compensation<br>Committee.   |
| Current<br>employment                             | Investor  | Board assignments  | Board assignments  | Advisor and Director,<br>Mejex AB.   |
| Education   | MBA   | MBA  | MBA  | BA in<br>Behavioral Studies.   |
| Elected   | 2010  | 2003   | 2013   | 2011   |
| Born  | 1957  | 1944   | 1951   | 1955   |
| Resident  | Sweden  | Sweden   | Portugal   | Sweden   |
| Other assignments                                 | Vice Chairman of<br>Svenskt Tenn AB.  | -  | Board member of ÅF, Akelius Residenti-<br>al Property AB and Nordens Ark.  | Chairman of the Board in<br>Elektroautomatik AB and Lurn AB.   |
| Dependent   | No  | No   | No   | No   |
| Previous<br>experience                            | Previously President of Ur & Penn,<br>CEO and owner of c/o Departments &<br>Stores and founder of pharmacy chain<br>Medstop AB. | Has held several leading positions in<br>Scania including Exec. Vice President of<br>Scania Commercial Systems,<br>Exec. Vice President of Scania CFO,<br>Senior Vice President of Scania Vehicle<br>Sales Overseas Markets,<br>Vice President of Scania,<br>President of Bus Division,<br>President of Scania do Brazil,<br>President of Scania Argentina SL. | Previously Chairman of the Board of<br>Volvo Buses, President of Volvo Trucks,<br>President of Volvo Penta as well as<br>senior management positions at<br>Volvo Cars. | Human Resources Director SKF,<br>President of SKF Sweden,<br>Human Resources Director Volvo Car<br>Corporation, President of SKF China,<br>Business Development Director for the<br>SKF Group. |
| Shareholding<br>(alone and with<br>related party) | 2,506,365   | 2,000  | 0  | 0  |
| Audit Committee                                   | 5/6   | 6/6, Chairman  | No   | No   |
| Compensation<br>Committee                         | No  | No   | 2/2  | 2/2, Chairman  |
|   | 12/12   | 10/12  | 11/12  | 12/12  |
| Attendance at<br>Board meetings                   | 12/12   | 13/12  |  |  |
|   | SEK 590,000   | SEK 315,000  | SEK 240,000  | SEK 265,000  |
| Board meetings                                    |   |  | SEK 240,000<br>SEK 215,000   | SEK 265,000<br>SEK 215,000   |







Carina Olson





| Name  | Annika Sten Pärson  | Carina Olson  | Fredrik Hudson  | Michael Collin                                 | Per Holmqvist  |
|---|---|---|---|--|--|
| Role on the Board                                 | Board member  | Board member  | Employee representative for IF Metall.                      | Employee representative for IF Metall, deputy. | Employee representative<br>for Federation of Salaried<br>Employees in Industry and<br>Service clubs. |
| Current<br>employment                             | Advisor to digital media startups in the US.  | CFO at Praktikertjänst.   | Tooling engineers<br>Senior safety delegate,<br>Landskrona. | Local Chairman of IF Metall.                   | Global responsibility for technical production issues.   |
| Education   | Degree in Strategic Marketing from Berghs School of Communication.  | MBA.  | Technical high school, electromechanics.                    | Economic high school.                          | Technical high school.   |
| Elected   | 2012  | 2015  | 2011  | 2013   | 2014   |
| Born  | 1963  | 1965  | 1974  | 1974   | 1961   |
| Resident  | US  | Sweden  | Sweden  | Sweden   | Sweden   |
| Other<br>assignments                              | -   | -   | -   | -  | -  |
| Dependent   | No  | No  | -   | -  | -  |
| Previous<br>experience                            | Previously Sales and Marketing<br>Director and head of the<br>consumer division of Com<br>Hem, commercial head of<br>Coop Forum with responsibility<br>for an organization with nearly<br>4,000 employees and SEK 14<br>bn in sales. Board member of<br>Svensk Bilprovning. | CFO of Södra since 2001 and has held the role of CFO in both Södra Timber, and Södra Cell. Parallel to her role as CFO, she also held the position of HR Director. Between 1990 and 2001, Carina held positions including CFO, accounting manager and controller in several companies within ABB Fläkt Industri AB. | -   |  | •  |
| Shareholding<br>(alone and with related<br>party) | 0   | 0   | 0   | 0  | 0  |
| Audit Committee                                   | No  | 4/6 (Elected in April).   | -   | -  | -  |
| Compensation Com-<br>mittee                       | 2/2   | No  | -   | -  | -  |
| Attendance at<br>Board meetings                   | 10/12   | 8/12 (Elected in April).  | 11/12   | 11/12  |  |
| Remuneration 2015/16                              | SEK 240,000   | SEK 265,000   | -   | -  | -  |
| of which Board work                               | SEK 215,000   | SEK 215,000   | -   | -  | -  |
| of which Committee work                           | SEK 25,000  | SEK 50,000  | -   | -  | -  |

## Management Group













| Name  | Bo Annvik  | Åke Bengtsson  | AiChang Li   | Andreas Richter   | Staffan Olsson   |
|---|--|--|--|---|--|
| Current position                                  | President and CEO.   | CFO  | Senior Vice President<br>Asia Pacific.   | Senior Vice President<br>Europe and ROW sales.  | Senior Vice President<br>Global Operations.  |
| Education   | M.Sc in Business and Economics.  | MBA  | M.Sc. Mechanical<br>Engineering.   | Deegre in Mechanical<br>Engineering.  | M.Sc. Industrial Engineering and Management.   |
| Born  | 1965   | 1963   | 1960   | 1965  | 1967   |
| Resident  | Swedish  | Swedish  | China  | Swedish   | Swedish  |
| Other assignments                                 | Board member of AB Handel & Industri.  | -  | -  | Ålabodarnas Hamnaktiebolag<br>Chairman and President.   | -  |
| Previous<br>experience                            | Executive Vice President of<br>Specialty Stainless, Outokumpu<br>2007-2011; President of SKF<br>Sealing Solutions 2002-2007,<br>Senior positions at Volvo Car<br>Corporation, 1994-2002;<br>Management consultant for<br>Arthur D. Little and other<br>companies, 1990-1994. | CFO at Partnertech 2011-2015,<br>CFO at Cardo Entrance<br>Solutions, a division of<br>Cardo AB 2005-2011, CFO for<br>the Nordic operations of Rexam<br>Beverage Can. | President of NORMA in China<br>2006, President of Wabco in<br>China 1996-2006. | Senior Vice President Sales and Marketing 2011-2012, Business Unit manager Disc Brakes 2007-2011, Vice President of Business Development and Marketing Foundation Brake 2005-2007 and other senior positions at Haldex. | Project Director at Scania CV AB<br>2012-2013, Plant Manager Eng-<br>ine Production at Scania CV AB<br>2007-2012, Production Director<br>Powertrain Production at Scania<br>Latin America 2002-2007. |
| Shareholding<br>(alone and with<br>related party) | 6.000  | 3.000  | 0  | 9.000   | 0  |
| Accrued shares in LTI programs                    | 18.910   | 0  | 7.586  | 5.337   | 1.949  |
| Employed  | 2012   | 2015   | 2006   | 1993  | 2014   |
| In current position since                         | 2012   | 2015   | 2011   | 2012  | 2014   |

## CORPORATE GOVERNANCE





Bjarne Lindblad

Per-Erik Kronqvist

| Name  | Catharina Paulcén   | Bjarne Lindblad  | Lena Nordin  | Per-Erik Kronqvist   |
|---|---|--|--|--|
| Current position                                  | Senior Vice President Corporate Communications.   | Senior Vice President<br>Global Sourcing & Logistics.  | Senior Vice President<br>Human Resources.  | Senior Vice President R&D.   |
| Education   | B.Sc., Business<br>Administration.  | Business Administration  | Business administration, organization and leadership.  | M.Sc. Mechanical Engineering.  |
| Born  | 1973  | 1956   | 1964   | 1962   |
| Nationality                                       | Swedish   | Swedish  | Swedish  | Swedish  |
| Other assignments                                 | Deputy Director<br>Compilator AB.   | -  | -  | -  |
| Previous<br>experience                            | Senior Vice President of Marketing and Communications at Enea 2009-2014, Director of Marketing at IBM 2008-2009, Executive Vice President of Marketing & Communications at Telelogic 2004-2008. | Sourcing director Nolato AB 2002-<br>2003, President Nolato Gejde AB 1995-<br>2001, CFO Nolato AB 1987-1994,<br>Controler Haldex AB 1984-1986. | VP Talent Management at Haldex<br>2014-2015, VP Human Resources,<br>Gambro 2006-2014. Vice President<br>Human Resources at Gambro,<br>2006-2014. Previously Manager<br>Competence Development at Ericsson. | Development Director at ADB and<br>ABA at Haldex 2010-2013,<br>Program Manager Volvo Car<br>2001-2010, Development<br>Director at WACO AB 1997-2001,<br>Development Director at Getinge AB<br>1996-1997. |
| Shareholding<br>(alone and with<br>related party) | 2.000   | 1.100  | 0  | 0  |
| Accrued shares in LTI programs                    | 1.001   | 5.496  | 749  | 5.072  |
| Employed  | 2014  | 2004   | 2014   | 2010   |
| In current position since                         | 2014  | 2012   | 2015   | 2013   |

move to new places of service or accept new positions. Such remuneration may not be paid for periods exceeding 36 months and shall be capped at the equivalent of twice the remuneration the executive would otherwise have received.

- The Board may propose that the AGM resolve on long-term incentive programs.
- Pension benefits shall be based on defined-contribution plans and, for employees in Sweden, provide entitlement to pension at the age of 65.

Upon termination of employment by the company, the notice period for the President and CEO is 12 months and for other senior executives up to six months. The Board shall be entitled to depart from the guidelines if there are specific reasons for doing so in individual cases.

For additional information concerning remuneration of senior executives, refer to note 10, pages 47-48.

#### Remuneration in 2015

#### President

In 2015, the President and CEO received fixed and variable salary as detailed in the table below. In addition to a reciprocal 12-month period of notice, the President will, in the event of termination of employment by the company, receive severance pay equivalent to 12-months' salary. Upon termination by the President, no severance pay may be claimed. The President's pension benefits are premiumbased and comprise an ITP scheme and an annual provision for 25 percent of fixed salary exceeding 20 "basic amounts". Retirement age is 65.

#### Other senior executives

According to the guidelines approved by the AGM, the President, in consultation with the Board's Compensation Committee, prepares remuneration issues concerning Group Management, which are subject to resolution by the AGM. Remuneration consists of a fixed and a variable salary portion. The variable portion is based on goals established by the President and the Compensation Committee on a yearly basis and may amount to 50 percent of the fixed annual salary. All members of Group Management have up to a reciprocal six-month period of notice and, in the event of termination of employment by the company, will receive severance pay equivalent to between 6-12 months' salary. Pension benefits are regulated in pension plans adapted to local practice in the countries in question, with a retirement age starting at 65.

#### REMUNERATION OF GROUP MANAGEMENT 2015, SEK K

|                          | Fixed salary incl. benefits | Variable<br>remuneration | Pension |
|--------------------------|-----------------------------|--------------------------|---------|
| President Bo Annvik      | 4,669                       | 391                      | 1,083   |
| Other senior executives, |                             |                          |         |
| 10 persons               | 15,365                      | 188                      | 3,137   |
| Total                    | 20,034                      | 579                      | 4,220   |

#### Incentive programs

The AGMs in 2013 and 2014 and 2015 resolved to implement incentive programs for senior executives and key personnel, LTI2013, LTI2014 and LTI2015. In brief, LTI means that if certain performance targets are achieved during the fiscal year, the participants in LTI are awarded a variable remuneration at the beginning of the following year, of which 60 percent will be distributed in cash and 40 percent in the form of employee stock options which are conditional, non-transferable deferred rights to receive one ordinary share in Haldex for each performance right, automatically after four years, free of charge.

The term of the LTIs is four years. After the expiry of the performance year, allotment of any performance amount will occur. Settlement of any cash amount is expected to occur during the spring of the new fiscal year. Subsequent to the allotment of any share amount, performance rights will be awarded to the participant followed by a deferral period of three years, before final transfer of performance shares to the participant is expected to occur after the AGM at the end of the term (2017 and 2018, respectively), and before the end of June in the same year. Deferred variable remuneration under LTI is not pensionable income.

## Internal control

The Board's responsibility for internal control is regulated by the Swedish Companies Act and in Swedish Corporate Governance Code. Internal control at Haldex is a process that is regulated by the Board of Directors and the Audit Committee and performed by the President and Group Management.

Internal control is designed to ensure, to the maximum extent possible, that Haldex's reporting is appropriate and reliable and that the company complies with applicable laws and other regulations. The process is based on a control environment that provides structure for other parts of the process, including risk assessment, control activities, information, communication and monitoring. It is based on the framework for internal control issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). Haldex already applies COSO 2013 and its 17 principles

This report on internal control and risk management was prepared in accordance with the Swedish Annual Accounts Act and the Swedish Corporate Governance Code and is thus limited to a description of the material elements of Haldex's systems for internal control and risk management with regard to financial reporting.

The Board oversees and ensures the quality of external financial reporting in the manner documented in the Operating Procedures for the Board of Directors, and the Instructions for the President and the Group's Treasury Policy.

It is the responsibility of the President together with the CFO to review and quality-assure all external financial reporting, such as interim reports, year-end reports, annual reports, press releases containing financial information and presentation material in conjunction with meetings with the media, shareholders and financial institutions. The President and CFO presents all interim reports, year-end reports and annual reports to the Audit Committee for review. The Board is responsible for ensuring that the company's financial statements are prepared in accordance with applicable laws, accounting standards and other requirements for listed companies.

The Board of Directors' instructions for the President also include requirements that the Board of Directors must be continuously provided with internal summary reports on financial conditions. These reports, which must include income statements, balance sheets, valuation issues, assessments, forecasts, any changes and their consequences, possible amendments to accounting rules, legal matters and disputes, are reviewed by the Audit Committee and thereafter submitted to the Board.

#### Control environment

The Board has adopted a number of governance documents for the company's internal control and governance. Within the Board of Directors, there is an Audit Committee. The Audit Committee, which prepares matters for the Board considers such issues as the internal control process, monitors reporting issues and discusses accounting policies and the consequences of changes in these

policies. Furthermore, the Audit Committee maintains regular contact with the external auditors. The Committee is responsible for evaluation of the audit process and the auditors' efficiency, qualifications, fees and independence. In addition, the Audit Committee assists the Nomination Committee with proposals for the election of auditors and the procurement of audit services.

## Risk assessment

Haldex's risk assessment with respect to financial reporting, meaning the identification and evaluation of the most significant risks in the Group's companies and processes in relation to financial reporting, forms the basis for risk management. The risks may be managed by accepting the risks or by reducing or eliminating them, subject to the controls and control levels within the framework established by the Board of Directors, the Audit Committee, the President and Group Management. During the year, Haldex carried out a new assessment of the risks faced by the Group. documented in a Group-wide document.

## Policy instruments

Policy instruments that form the basis for corporate governance in Haldex primarily include the Swedish Companies Act, the Annual Accounts Act, applicable regulations for publicly traded companies on Nasdaq Stockholm, the Swedish Corporate Governance Code and other relevant legislation and regulations.

Internal policy instruments include the Articles of Association adopted by the AGM, and documents approved by the Board including Operating Procedures for the Board of Directors of Haldex, instructions for the Compensation and Audit Committees, instructions for the President

of Haldex, the Communication Policy and Treasury Policy. In addition to the above, the Group has a number of policies and manuals containing regulations and recommendations, with principles and guidance for the Group's operations and employees.

The Operating Procedures for the Board of Directors regulate the Board's internal division of duties, decision-making procedures within the Board, the Board's meeting procedures and the Chairman's duties. The Board's work follows a fixed procedure aimed at ensuring that its information requirements are met.

The Instructions for the President establishes the President's responsibility for ongoing operations, forms for reporting to the Board and the content thereof, requirements for internal policy instruments and matters that require Board decisions or that should be addressed to the Board.

## Control activities

Efforts to further develop internal control and governance are ongoing, including continuous documentation, evaluation, implementation of new controls and improvement of existing controls.

## Information and communication

The company has a system for information and communication that is intended to result in complete and correct financial reporting. The company has a reporting system in which all Group companies report monthly according to an established format and fixed accounting policies. In conjunction with reporting, the reporting units perform risk assessments and decide on the need for any provisions. The central finance department produces reports from the Group-wide system, which is structured according to the Group's established reporting format. Responsible managers and controllers at various levels within the Group have access to the information in this system relating to their areas of responsibility.

All of the Group's policy documents for internal control and governance are available on the Group's intranet.

## Monitoring

The company's financial reporting is continuously monitored, in part by management at various levels of the company and in part by the finance organization and controllers in the various business units. Monitoring takes place each month in conjunction with reporting and comprises both analysis and reviews by the relevant controllers and meetings between the relevant business managers and reporting units.

The Audit Committee communicates on a regular basis with the company's external auditors and the CFO, both during and between meetings. The Board receives a monthly report on the operation's performance. More detailed reporting is provided primarily by the President at all Board meetings. The Board regularly assesses the risks relating to financial reporting based on significant and qualitative factors.

Each year, the Board of Directors evaluates the need to establish a special internal audit function. In 2015, the Board did not consider this necessary. The Board considered that internal control is primarily exercised by:

- operative managers at various levels
- local and central finance functions
- through the supervisory control of Group Management Given the company's size, this means that the Board does not currently consider another function financially viable.

# Auditors' statement on the Corporate Governance Report

To the Annual General Meeting of Haldex AB (publ), corporate identity number 556010-1155

The Board of Directors is responsible for the 2014 Corporate Governance Report on pages 69-77, and that it has been prepared in accordance with the Annual Accounts Act.

We have read the Corporate Governance Report and based on that reading and our knowledge of the company and the Group, we believe we have a sufficient basis for our opinions. This means that our statutory examination of the Corporate Governance Report is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden.

In our opinion, a Corporate Governance Report has been prepared, and its statutory content is consistent with the annual accounts and the consolidated accounts.

Landskrona, Sweden, March 14, 2016 Öhrlings PricewaterhouseCoopers AB

Bror Frid Authorized Public Accountant Auditor in charge Carl Fogelberg

Authorized Public Accountant