



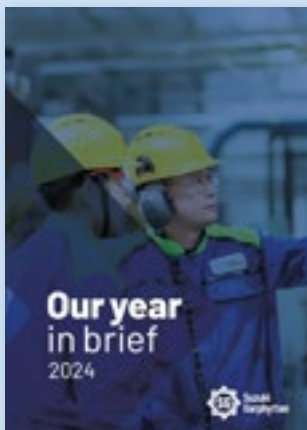
# Our year in brief 2024



Suzuki  
Garphyttan

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**On the cover:**

We take wire hardening technology to the next level with oil- and lead-free hardening. Read the latest update from our site in Suzhou, China on page 18.

# 01. Comments from our CEO

## Innovation, collaboration, and **transformation!**

For Suzuki Garphyttan, 2024 was a year of continued growth. Market changes have led to increased demand in China and lower sales in Europe, which has driven the transformation, especially in Garphyttan and Leeds. At the same time, our operations in Mexico and the US provide stability in the challenging North American market. Staying strong in the automotive industry is critical, and we will continue to improve quality and efficiency.

Through innovation, sustainability and a focus on our employees, we create opportunities and meet challenges. We have strengthened our safety culture, invested in sustainable production solutions, and taken important steps in digitalization. At Suzuki Garphyttan, 2025 will be a year of continuous transformation. Despite a weak end to 2024, we see an opportunity to strengthen our position and build a better future together.



**Ad Raatgeep**  
President and CEO



Watch the CEO video  
on our website

## 02. Highlights 2024



### Wire Düsseldorf

**Collaboration and business opportunities  
in Düsseldorf, Germany**

At the exhibition, we showcased our comprehensive range of spring wire, designed for a broad spectrum of industries.



### ISO 14001

**Site Leeds obtained certification**

Now all our sites are certified to ISO 14001.

# 2.7

Billion SEK in revenue

# 70,800

Metric tonnes of wire produced

# 119

Years of experience



## CO<sub>2</sub>

**We have reduced our CO<sub>2</sub> emissions by 50 percent**

We are very proud to share that our CO<sub>2</sub> reduction target already has been accomplished.




## Innovation

**Next-generation hardening**

Our oil- and lead-free hardening was approved in China.





## 03. Growth and diversification

# Full speed ahead – with one eye on the rear-view mirror

The world around us is changing, and we have decided to be active in the shift that is taking place in the industry. Suzuki Garphyttan has already communicated ambitious business goals regarding our expanded offering and how our ambition is to grow in new segments. We also continue to have a strong focus on our core business to make our current customers feel confident that we will continue as long as there is a market.







Watch video  
material

# Strong position in automotive

Our history also includes the future. When the steel and automotive industries are in transformation, Suzuki Garphyttan is working actively to stay abreast of that change. But we will not leave our current customers in the lurch – on the contrary. Development, in terms of both quality and efficiency, continues within the automotive segment. We want our customers to rest assured that we will still be at their side in the future.





***“We devote much time and energy to development work – which I believe is positive, because I like change, and operators like me being involved in various ways.”***

**Karin Ekhamra,**  
Operator

In pace with increasing electrification, the need for traditional oil-hardened wire products is decreasing in the automotive industry. Suzuki Garphyttan is dealing with the situation in a proactive way, focusing on both new and old customers. New markets shall be met with the same quality for which we have always been known. Well-established products for the automotive industry will continue to be produced in the future – without neglecting development efficiency ambitions. On the contrary. When other companies find adaptation difficult, Suzuki Garphyttan seeks to serve as a guarantor to the automotive industry that its steel wire needs are assured. Accordingly, production of hardened wire will continue at our sites around the world.

“We have resolved that, as long as the market for our products aimed at the automotive industry still lives, we will be part of that business,” says Rasmus Åström, Production Manager at the Garphyttan site in Sweden.

### **Continuous improvements**

He stresses that the decision is not only based on clinging on to old methods and offerings. To grow among existing customers and to attract new customers in the segment, products must be developed continuously – in terms of both efficiency and quality.

***“We have resolved that, as long as the market for our products aimed at the automotive industry still lives, we will be part of that business.”***

**Rasmus Åström,**  
Production Manager

“Needs differ considerably between customers and we must adapt our production to deliver the highest possible value to each customer. Of course, value is not only a matter of quality, we must also meet increasing demands in terms of environmental measures and safety, qualities our customers increasingly appreciate.”

Karin Ekhamra operates a shaving machine and has observed the continued focus on oil-hardened wire in her daily work. Safety initiatives have been taken at her machines, minimizing the risks. Efficiency enhancements have also been introduced, increased production speed and improved drawing dies so that the machine can be used more efficiently.

“We devote much time and energy to development work – which I believe is positive, because I like change, and operators like me being involved in various ways.”

Karin says the company’s leading position among automotive industry customers and its ambition to further develop the area is a frequent topic of conversation in the workplace.

“Well, of course it’s great that we have been in this business such a long time, delivering world-leading wire. Obviously, those of us working here today want to pass this tradition on.”



# A bright example of great teamwork

In 2024, Suzuki Garphyttan developed Bright, a new bright drawn stainless steel wire. This was accomplished by bringing together expertise in marketing, production, and Research & Development (R&D). However, the collaboration has not only taken place internally – the customer perspective has been included from the start. “We have involved customers throughout the development process. We are therefore confident that our product both expands and enhances our offering,” says Ilaria Menti, Application Manager.



Jonas Örtgård, Operator, Carl Stender, Development Engineer and Ilaria Menti, Application Manager.



Watch video material

***“It’s amazing to be part of a process like this – creating something new. It brings a sense of pride in everyone involved and we carry that on with us.”***

**Ilaria Menti,**  
Application Manager



As the market evolves, Suzuki Garphyttan is keeping ahead of the curve. While continuing to support customers in our traditional product segments, we are also welcoming new clients with new needs. Following a period of development, this led to the launch of Bright wire.

“The product is characterized by its clean surface and clear visual expression,” explains Jacob Sennius, one of the project’s R&D representatives. “The name is a good fit in several ways.”

### **Ready for the market**

In her role as Application Manager, Ilaria Menti contributed to the market analysis leading to Bright. She explains that the new product fills a gap in Suzuki Garphyttan’s product portfolio.

“We are a company that wants to help shape our own future, particularly with the market and the segment now shifting rapidly. That’s why the investment in Bright is important – we become a more complete supplier and can work with new customer groups.”

From the outset, customers were included in the product development process. A team composed of marketing, R&D, and production specialists worked closely with customers, who continuously provided feedback on various decisions. Ilaria explains that the wire has been tested in real-world conditions – and the results look promising.

“Bright is ready for the market. We are launching it with confidence, knowing it will meet new customers’ demands. The same superior quality standards have guided the process, just as in the automotive industry, where we are, and have been, market leaders for a long time.”

### **Learning from one another**

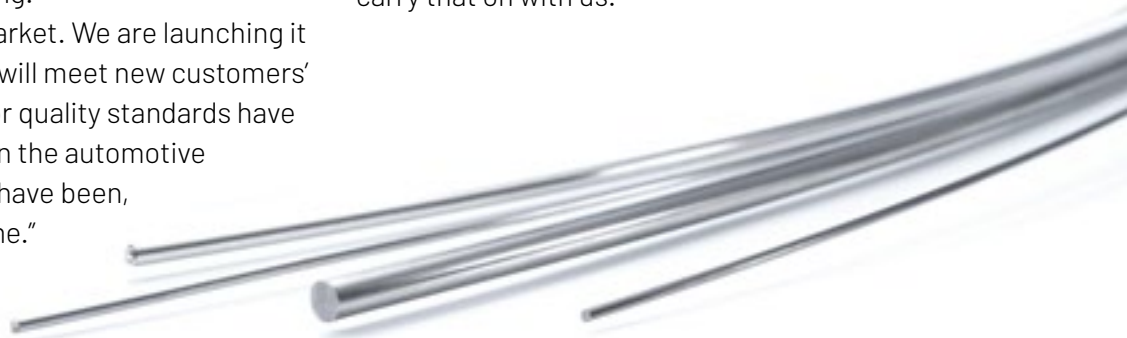
What applications can Bright be used for? This type of wire is an option for customers requiring a clean surface for specific purposes, or a product with an aesthetically appealing appearance. It can be used in various sectors, such as the medical, food, or automotive industries.

“Competition is tough, but we are confident in our offering. We can deliver according to standard specifications, but we also have the ability to adapt to customers’ requirements and specific needs. We have the capacity to drive further development,” says Ilaria.

By launching a new product in a well-established industry, we are part of making history. Those involved describe the project as a team effort – a process in which collaboration, knowledge-sharing, and different perspectives have been crucial in finding the right way ahead.

“We listen to one another and our customers because we know that delivers the best results. With the product ready for launch, we are already moving into the next phase, ensuring that Bright continues to develop,” says Jacob Sennius.

Ilaria Menti nods in agreement. “It’s amazing to be part of a process like this – creating something new. It brings a sense of pride in everyone involved and we carry that on with us.”





### PRODUCT NEWS

## A customer-centric approach for fine size spheroidized wire products

In our ambition to transform, it is more important than ever to understand our customers. When we identified the market need for fine size spheroidized wire products, it also became clear that we had a gap in our product portfolio. Suzuki Garphyttan decided to develop the missing product range with the first focus being on fulfilling the needs of the textile industry. Tony Farley, Sales Manager at Site Leeds, who is also responsible for Business Development for the Suzuki Garphyttan group, was involved from the start:

“One of our existing customers required us to offer a spheroidized annealed product which was smaller than our wire drawing capability in Leeds. Site Garphyttan could meet the dimension requirement but did not have the batch annealing set up”.

### Cross-site and cross-functional collaboration

This new textile fine wire project has been one of the few and first examples of us needing to utilise the different expertise across different departments and sites that have so much experience, knowledge and ideas. In other words, a cross-functional and cross-site collaboration has been the key here – and much

*“It is encouraging to see that our customers are so open to change and to work together with us on continuous improvements.”*

needed in the future if we are to truly speed up our new product development efforts. Tony continues:

“The initiative was dependent on internal collaboration at the start and now, by the transformation of knowledge and new investments, we are building the capability to fully meet our customers’ needs from Leeds”.

This development also had an external dimension when it comes to collaboration. A handful of other potential customers were identified and invited to take fine wire prototypes for trialling purposes.

“It is encouraging to see that our customers are so open to change and to work together with us on continuous improvements. Now it is up to us to be on our toes as a cross-functional team to ensure our operational reality is adjusted according to market expectations”, Tony concludes.

## Voices from our organization and our collaboration partners

*What does collaboration mean to you in your daily work?*



**Jonathan Chappell**  
Product & Project Manager,  
Leeds, UK

“As we strive to diversify and enter new markets, both customer and internal collaboration are essential. Working closely together allows us to fully understand each other's demands and challenges. Together we achieve what none of us can do alone.”

## CAPACITY

### Optimized capabilities for shaped wire products

Building on the global expansion of shaped wire capabilities in 2023, we have further advanced our development over the past year. By refining control over cleanliness and atmosphere in our processes, we are better positioned to meet customers' expectations for mechanical properties and geometries. Our ambition is to provide a wider range of options for the visual appearance of our products.

To optimize our offering for shaped products we have been focusing on installation of re-spooling equipment to provide additional ways to deliver in China and the U.S. This way we are able to offer more sustainable production locally. Providing the same products from multiple sites also mitigates risks for our customers.



## MACHINE DESIGN

### Innovation is in our DNA

Our ambition is to not only offer the world's best steel wire. It is also to create the best methods for manufacturing it, considering factors such as quality and environmental impact. We have had this ambition for a while now and last year we continued our efforts.

With expert knowledge and top-class equipment, we develop our own machines and machine parts to meet customers' quality requirements, strengthen competitiveness, improve workplace environments, and reduce our climate impact. When we develop our own solutions, we ensure that we achieve the best conditions for our processes. We also gain improvements that are positive for our workforce.

At Suzuki Garphyttan we produce world class steel wire. We will continue to do so, partly by taking responsibility for developing the right capabilities in our production to meet market demands today and in the future.



**Per-Erik Berg**  
R&D Technician,  
Garphyttan, Sweden

"Working together is key to getting good results. To make it work, you need honesty and determination. When we team up with colleagues, other departments, and external partners, we come up with better solutions, which brings in fresh ideas and makes the work more fun and fulfilling."



**Enrique Sánchez**  
Sales Manager,  
San José Iturbide, Mexico

"Sharing ideas, knowledge, and perspectives makes us stronger. Caring for each other and all stakeholders, with a team-oriented approach, drives our success. Together, we overcome challenges, deliver better solutions, and contribute to great achievements for our customers and ourselves."

# Transformation through **digitalization**





# New ways of optimizing production

**The digitalization process currently in progress at Suzuki Garphyttan will increase production efficiency. With sensors and advanced analyses, more optimized production comes much closer.**

In 2024, Andreas Rendius, Digitalization Manager at Suzuki Garphyttan, saw the operations achieve considerable progress. "Digitalization can contribute to so many good things. Product development, increased quality and smarter machine maintenance, to name a few," he says.

Andreas describes his and his colleagues' assignment as contributing to a knowledge cycle. Data gathered from the wire-production machines is put to better use when the opportunity for analyzing the materials increases, he explains. Both real-time data from sensors on the machines currently producing wire and older data gathered over the years should result in smarter decisions – improving conditions for greater customer satisfaction.

"With a data analysis platform from Microsoft, we can analyze data and learn a lot about what affects the quality of the wire and the wear on machines, for example. With time, conditions will allow real-time production-adjustment improvements when needed. This is a clear example of the many opportunities we are striving to capture," says Andreas.

## **Appropriate sensors required**

For engineer Nithin Santhosh Kanthaswamy, workdays are pervaded both by history and the future. Or, as he says: "We who work here today stand on the shoulders of engineers whose work began many decades ago. However, the new technology provides us opportunities for refining the old methods."

***"Digitalization can contribute to so many good things. Product development, increased quality and smarter machine maintenance, to name a few."***

His assignment includes finding ways to collect the best possible data from some of the first machines to be part of our digitalization ambitions.

"Since our production is complex, with multiple variables, such as speed, heat and lubrication influencing the end result, it is important to optimize sensors, placement and results processing alike", says Nithin. "From the raw material and the processes in the wire-drawing machines to what occurs in hardening, there is much to learn. We experience quite a few aha-experiences in this work, and I think we are stretching the boundaries."

According to Andreas, the team working with digitalization in production and the steering committees involved are ready to take the next step. "Now that we are beginning to feel secure that the data collection and analysis are working, we will continue to work on a strategic plan. We face stimulating future development, which is important for Suzuki Garphyttan as the market is shifting rapidly. Interest exists among suppliers of both hardware and software involved in digitalization regarding our activities, which truly strengthens us in our ambition to continue."

## 04. Sustainability

# Environmental, social, and financial sustainability integration for **optimal results**

As we look back on the past year, it is clear that sustainability has been a key focus for Suzuki Garphyttan. Our dedication to environmental, social, and economic sustainability not only guides us as a responsible supplier but also reflects our commitment to be an employer of choice.





# Next-generation hardening improves work environment



Our long-term ambition to reduce environmental impacts also affects the working environment. In 2024, we continued our efforts to develop the next-generation hardening process at our site in China. “It’s amazing to have a production line with no oil or lead. Our work environment has improved a lot,” says Jacky Li, who leads the hardening line at Site Suzhou.



Read news  
article



We have begun to phase out traditional hardening with oil and lead for more environmentally friendly alternatives. The first oil- and lead-free hardening line has been in operation for two years. A second line is being installed and will be in operation early in 2025. Significant efforts around the new technology have been made, both at the Research & Development department in Sweden and on-site in Suzhou. The goal is to develop a hardening process that improves the working environment and reduces environmental impact, while maintaining the same superior quality that customers expect.

The Site Manager in Suzhou, Erik Licht, is pleased with the progress. "Production capacity is in principle identical to using old technology. In some areas, we have greater flexibility. Quality-wise, we have used the upgrade to introduce several enhancements, including improved wire straightness and further reduction in hydrogen embrittlement."

### Improvements for employees

Jacky has noticed positive changes along the production line: "The investment entails using less oil and lead, which is positive in itself. But it also reduces the risk of fire. Overall, I see favorable effects on the working environment," he says.

Erik agrees, "The new hardening technology has been very well received by all employees. The improved working environment has been especially appreciated. Such a major change requires the involvement of many employees," he says and continues: "A key support measure in achieving successful implementation has been to address initial issues

***"The new hardening technology has been very well received by all employees. The improved working environment has been especially appreciated."***

that surfaced as quickly as possible. It was certainly challenging, with some surprises and lessons learned. But it was also very rewarding to resolve key issues and start reaping the many benefits."

### Continued development

For production employees, this was a good learning experience. According to Jacky, initial challenges have been tackled, and his team has a positive attitude towards new, more environmentally friendly machines. "We will continue to lead the global wire industry now with this new, environmentally friendly hardening technology. Each coil's data can be controlled, monitored, and reviewed, enabling us to further enhance our wire quality."

Erik shares the same expectation and explains that the customers who have joined the transition to more environmentally friendly technology are satisfied. "When important customers embrace new sustainable technology like this, it paves the way for broader adoption across the automotive industry. We are looking forward to soon having a second oil- and lead-free hardening line up and running."



UN GLOBAL SUSTAINABLE  
DEVELOPMENT GOALS

### **We have reduced our CO<sub>2</sub> emissions by 50 percent\***

We are very proud to share that our CO<sub>2</sub> reduction target already has been accomplished, and we are now busy with setting new goals. Our efforts will not stop. In 2020, our CO<sub>2</sub> emissions were 1,300 kg per ton of wire produced\*. Our initial goal was to reduce this to 650 kg/ton wire produced\*, by 2030, a 50 percent reduction. The most important factor in reducing our carbon footprint has been to increase our use of fossil-free energy. We have switched to fossil-free electricity at several facilities and installed solar panels at our sites in Suzhou, China and San Jose Iturbide, Mexico.

*\* Based on Scope 1 and 2 emissions according to GHG Protocol and also wire rod scrap in the manufacturing process.*

### LIFE CYCLE ANALYSIS

## **Environmental impact of our products**

We are actively working to reduce our carbon footprint and meet the sustainability requirements of our customers and society. In 2024, we initiated our first Life Cycle Analysis (LCA) to assess the environmental impact of our products from raw material extraction to delivery. Our initial results show that the biggest climate impact comes from the wire rod, accounting for 80–90 percent of total emissions. Transport and our own production have a smaller impact, partly thanks to our use of fossil-free electricity.

The next step is to develop a model to analyze all our products while also incorporating more indirect emissions within our value chain (Scope 3). By combining these insights, we gain a clearer understanding of our total carbon footprint enabling us to reduce it and meet the sustainability demands of our customers and the future.



### **Voices from our organization and our collaboration partners**

*What do you do to contribute  
to a more sustainable world?*



**Andrea Xia**  
Senior EHS Engineer,  
Suzhou, China

"Managing Environment, Health, & Safety (EHS) effectively strengthens a company's Environmental, Social, & Governance (ESG) performance. By prioritizing safety, environmental responsibility, and well-being, we contribute to long-term business success and sustainable development within our organization and the surrounding community."



# 50%

Lower CO<sub>2</sub> emissions compared to 2020

# 75%

Reduction of accidents compared to 2023

# 90%

Of our employees participated in module 1 of the global Coworker Program



ACCIDENT-FREE BY 2025

## A year of great progress in safety

2024 was our safest year so far with a 75 percent reduction of accidents compared to 2023. Since 2018, we have used a more strict definition of accidents to increase safety awareness and reporting. In 2024, we aligned this definition with industry standards to better reflect safety deviations, including accidents and near misses. This makes our results more comparable within the industry, while still keeping safety as our top priority.

We have increased our risk reporting for the fourth consecutive year, indicating a stronger safety culture and contributing to improvements in our safety efforts. As we move into 2025, we aim to continue strengthening risk awareness and build a work culture based on care, collaboration, and continuous improvement. Together, we are working towards an even safer future at Suzuki Garphyttan.



**Mika Cancino**

Environmental & QA Coordinator,  
Garphyttan, Sweden

"Sustainability has become a key factor in business success and will remain central to our goals. At Suzuki Garphyttan, we aim to lead our industry by reducing waste, optimizing resource use, minimizing environmental impact, and promoting circular economy practices."



**Hanna Escobar-Jansson**

Communications Director,  
Jernkontoret, Sweden

"As a business association, Jernkontoret works to create the best possible conditions for a competitive steel industry in Sweden, where a key aspect is the conditions for transition and sustainability. Right now, the industry is undergoing a historic transformation, and I am proud to contribute to this important work."

# Transformation through **digitalization**



# Increased security in the IT area

IT infrastructure operating around the clock is a precondition for modern industrial operations. In the past year, a new data center was brought into use to safeguard backup processes and operational reliability in our IT systems. "A power failure or a fire, for example, can be addressed without systems around the group shutting down. Working with such issues represents part of our promise to customers," says Ola Magnusson, head of IT infrastructure and automation.

Suzuki Garphyttan has achieved substantial progress in meeting increased demands for both cybersecurity and operational reliability. Ola Magnusson recalls when, in 2010, a power outage had major consequences for the operations. The objective for the efforts of Ola and his colleagues is that no similar events occur.

"We have now been able to relocate one of our data centers to a new facility, which is an important step. One single project protects us from flooding, fire and power failures," says Ola, who explains that the company has two data centers at separate sites to safeguard redundancy. "Our data centers receive electricity from two different substations and both halls have backup power. Another upgrade involves new sensors to detect smoke and activate optimal fire protection to protect our equipment and thereby our operations."

## Cybersecurity in a changeable world

Much more than contacts with customers and suppliers depend on well-functioning IT. As the digitalization of our production is progressing quickly, many of the processes at the different sites are also affected. In this context, network perimeter protection is one thing – efforts to counter virus attacks and other external threats to digital environments are another. Suzuki Garphyttan applies a "layer-upon-layer" principle, with several methods being

*"We must work proactively and be well prepared."*

used to manage threats, such as phishing attacks and attempts at overloading. "Opportunities to make money through attacks against IT structures stimulates substantial creativity among attackers, and the threats loom ever closer. We must work proactively and be well prepared."

## Methodical handling

According to Ola Magnusson, all IT security work is conducted with a clear focus on the customer. Several of the IT systems in our operations are based on customers' demands, and the company must continuously adapt to meet their needs. Safeguarding continuous IT operations and secure data handling is a part of our promise to our customers. "Things may happen. Our job is to prevent disruptions to the greatest extent possible. Although we have made much progress, in an ever-changing world, work like this will never be finished. From 2010 to today, we have not had any serious downtime and that is also our ambition going forward," Ola concludes.



A man in a blue and yellow safety suit and helmet stands in a factory setting. He is wearing a yellow helmet with a logo, safety glasses, and yellow earplugs. His suit has yellow accents and a name tag that reads "Christian Bräsen". The background is a blurred industrial environment with machinery and structural elements.

## 05. A great place to work

# Competence development – a solid foundation for the future

Everything starts with people. The development of individuals and collaboration between people are crucial success factors in today's organizations. This was our guiding star in 2024. We know what we have to do, and we are prepared to make the investments needed to equip our organization and our employees for the future.



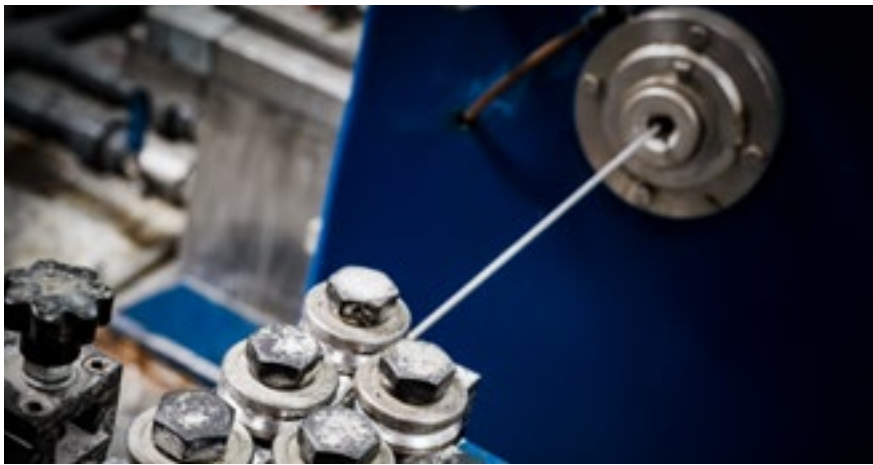


# Tribology – the science on **friction, wear and lubrication**



Mikael Olsson,  
Professor, Materials Technology,  
Dalarna University





Tribology is the science of friction, wear and lubrication between contact surfaces. It is a matter of understanding and optimizing how materials interact to reduce wear and improve performance.

**Without knowledge, development stops. With that insight as its guiding star, a course in tribology was arranged in 2024. Employees within Suzuki Garphyttan got a chance to learn more from one of Sweden's leading authorities in the area – Professor Mikael Olsson.**

Tribology is the science of friction, wear and lubrication. "Many aspects of our daily lives involve tribology," explains Professor Mikael Olsson, showing us around one of Dalarna University's laboratories in Borlänge, Sweden. "When your shoe soles hit the ground, friction occurs. Materials wear against one another. This is an example of a tribological process. What Suzuki Garphyttan works with on a daily basis, drawing and shaping wire, is right at the heart of what tribology is needed for."

Mikael led a course at Suzuki Garphyttan over three, well-attended training events. These were attended not only by employees from the Research & Development (R&D) department but also by production personnel. Olsson calls the Suzuki Garphyttan initiative unique, saying that the full course, with some 30 participants, is a better way of spreading knowledge, than the company sending a few employees on specific courses. "It was fun, because there was a drive and interest in the room that you don't always find in regular teaching," says Professor Mikael Olsson.

### **Continuous development is key**

Johan Norström is a senior metallurgist, and Tomas Berntsson is a development engineer at Suzuki Garphyttan. They were responsible for the training initiative. They have both worked with development issues for many years, in Suzuki Garphyttan and in other industries. "But you never really finish topping up your knowledge," says Johan, and Tomas agrees.

"In conceiving new kinds of wire for new customers, we must be particularly meticulous. That's why tribology is important."

Johan Norström has himself studied under the professor earlier in life and has run into him again in various contexts. Getting in touch with Mikael seemed natural for various reasons. "Over the years, our niche has been in products with extremely good fatigue properties. In many cases, new products also demand a similar focus on properties of wear. These are areas in which Mikael has extensive expertise," says Johan.

Johan and Tomas have previously been involved in courses on, for example, stainless steel and heat treatment. Demand for this initiative was unusually high, however. "The ambition has been to identify themes where young new employees can learn completely new things, but themes that are also stimulating for those of us who've been around a while. We got it right on that score with tribology," says Tomas Berntsson.

### **From theory to practice**

According to Professor Mikael Olsson, Suzuki Garphyttan is well-equipped to continue developing its knowledge on tribology. "It is a company working with old and new products, developing its processes and technologies, always adapting its production and taking into account the effects of tribology. I believe the considerable interest in the course reflects an urge to translate new knowledge into practice."

On one of his screens, the professor shows a highly magnified view of part of Suzuki Garphyttan's production equipment. Pointing, he explains how only minimal adjustments to equipment and in speed and lubrication can have tribological effects potentially increasing efficiency and quality. "The industries that take this knowledge in earnest are best equipped to meet their challenges," Mikael concludes.

# A dynamic and inclusive workplace through **competence development**

**By investing in both technical and personal development, a stable foundation is built to meet future challenges. At Suzuki Garphyttan we focus on equipping our employees to navigate in a world characterized by change. Competence development is an investment for the future.**

Our ambition is to create a workplace where people thrive and can work together to achieve common goals, regardless of where they are geographically. In today's rapidly changing business landscape, competence development is more crucial than ever to safeguard the skills needed for tomorrow. This is especially important in a global organization where employees work on different continents and come from different backgrounds.

## **Suzuki Garphyttan Academy**

During the year, the work of building up Suzuki Garphyttan Academy has started. The initiative will facilitate ongoing employee development and ensure that the company remains competitive.

Suzuki Garphyttan Academy now covers four important areas, such as leadership, colleagueship, basic programs and specialist training. The latter two are currently aimed at operators and technicians/engineers. These trainings enable a broader under-

standing of the organization as a whole and create the conditions for more people to be able to contribute with improvements and innovations.

"In the training portfolio, we have deliberately included colleagueship and leadership, which provides a good basis for collaboration and understanding of different roles in the organization. We then added courses focusing on technology, such as basic programs for operators and technicians/engineers," says Malin Hallberg, Head of Academy at Suzuki Garphyttan. The academy is partly about identifying, developing and offering the various courses that are needed, but it also includes a platform for providing education digitally. When the courses are best suited as classroom training, key people will be identified and trained in a "Train the Trainer" concept to make it possible to offer the courses at all sites.

## **Focus on employees**

By understanding each other and collaborating, new ideas and solutions can emerge. This also strengthens the organization's ability to adapt to change and retain long-term competence. A few years ago, the work started to build a comprehensive Leadership Program and create a stable foundation to stand on. Based on the Leadership Program, the Coworker Program was developed, which is something that all employees participate in worldwide. The groups are mixed cross-functionally between different professions within the company, which is a prerequisite for creating an inclusive culture of trust and confidence between each other. "How we express ourselves, treat each other and learn from our differences affects the work environment and efficiency. By including different perspectives and the understanding of others' roles and missions, you can create a more dynamic and inclusive workplace," Malin concludes.



Malin Hallberg,  
Head of Academy

## COLLABORATION

### A vital connection to the talents of tomorrow

At Suzuki Garphyttan, we see collaboration with various universities and organizations as an important part of our development and our commitment to society. Through these types of initiatives, we open up a way into our company, but we also contribute to research, innovation and competence development through thesis in specialist areas. We participate in trainings, share knowledge and offer internships.

We also see great value in supporting initiatives such as Tegelbruket in Örebro, Sweden. Here we work together to build relationships and open doors to employment. A road that is not always straightforward. The collaboration is a long-term commitment that means that we offer teenagers and young adults various forms of support, work-place visits, mentoring, on-the-job training, internships and employment.

As we continue to grow, we will need a wide range of skills. Bringing in people with diverse backgrounds and experiences is important to us. It gives us new perspectives, strengthens our business and contributes to our development going forward.



Anesa Gacic, Josefine Lange and Ellinor Andersson, worked on a project in Sustainable Production Development, together with our site in Garphyttan during the fall of 2024. They are three driven students from Örebro University – who are pursuing a Master of Science in Industrial Engineering and Management.

## Voices from our organization and our collaboration partners

### *What does personal development mean to you?*



**Ulf Quadflieg**

Business Area Manager EMEA,  
Düsseldorf, Germany

"Personal development comes along with lifelong learning when finding yourself in challenging situations, both in the job and private life. This ever-changing world offers so many opportunities and this is what keeps me engaged and brings fun and spice to my life."



**Dave Rogers**

Quality & Engineering Manager,  
South Bend, US

"I believe personal development starts with a vision and a shared goal. When we have clear directions, our teams provide the knowledge and tools to help us move forward. We bring plans to life. Being part of this collaboration is both engaging and exciting."



**Thomas Rasmusson**

Operations Manager,  
Tegelbruket in Örebro, Sweden

"Together with Suzuki Garphyttan and other partners, we give young people from diverse backgrounds the opportunity to grow both their interests and as individuals. Through our collaboration, we help them on their way into the job market and provide them with tools for the future."



# Transformation through **digitalization**

## OneShare



# Successful launch in Mexico

**In 2024, Suzuki Garphyttan's site in San José Iturbide, Mexico, successfully implemented the OneShare business system. Implementation has thus been completed in Sweden, Germany and Mexico. "With the process having been smooth in San José Iturbide, it feels good to continue the work," says Tomas Nyström, Principal Project Manager.**

The new business system is being introduced as a stage in the ambition of building a more efficient organization. OneShare supports key processes, from customers placing orders, through to delivery. Processes include quality requirements, warehousing and production planning, to mention just a few. In addition, OneShare offers new, improved conditions when working with, for example, financial management, HR processes and planning within the group.

The project's steering committees ensure buy-in and serve as a sounding board in the ongoing work.

"Implementation began at the Garphyttan site in Sweden, nearly three years ago. Many lessons have been learned as to what works and what does not, both in terms of the actual system and how it can be phased into the operations. This was valuable when the Mexican site's turn came around," Tomas explains.

The software builds on a reputable systems solution from the IFS brand. The name OneShare, used internally for the version adapted for Suzuki Garphyttan, has been shown to signal its purpose. More shared data – improved integration between the different parts of the operations.

"The system is flexible and adapted to the specific needs of our operations," says Tomas Nyström.

## Cross-functional focus

For the project team implementing the system, it is important to identify appropriate conditions for the various parts of the operations. This requires close contact between the group and representatives of the functions affected. Åse Skrubbeltrang is Solution Owner at Suzuki Garphyttan. Accordingly, she is the contact for the "superusers" around the sites. They are experts in the processes that will be supported by the system. The superusers are an important group, ensuring that implementation and continued development are on the right track.

***"Following the good work in Mexico, the sites see that it is possible to focus on the benefits of the system and new approaches."***

"Over time, we have been able to reduce the engagement of external consultants, as our own skills increase. The superusers have been crucial in reaching that point," she says.

In 2025, the ongoing process of developing OneShare will continue alongside implementation preparations and initiatives at additional Suzuki Garphyttan sites. "Following the good work in Mexico, the sites see that it is possible to focus on the benefits of the system and new approaches," Åse concludes.

## Contact

Tel. +46 (0)19 295 100

Address: Bruksvägen 3

SE-719 41 Garphyttan, Sweden

[www.suzuki-garphyttan.com](http://www.suzuki-garphyttan.com)



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better tomorrow

Suzuki Garphyttan is a world-leading  
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