



Alcadon Group

The Alcadon Way

# Enabling Digitalization for a **better** world



# 2024

ANNUAL REPORT

# Content

Annual Report 2024

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# The year in brief

## Events during the year

- Alcadon Group acquired Wood Communications Ltd, one of Ireland's leading distributors of network products, and took possession on 2 April 2024. To partially finance the acquisition, a directed share issue of approximately 2.1 million shares was carried out, which raised approximately SEK 75 million before issuance costs.
- Former President and CEO Sonny Mirborn left Alcadon on 30 September and was replaced by Fredrik Valentin who took office on 7 January 2025.
- Incoming CEO Fredrik Valentin has subscribed for 200,000 warrants, with the accompanying right to subscribe for a maximum of 200,000 new shares, within the framework of an incentive programme.
- Pierre Fors was acting President and CEO during the period 1 October - 6 January and stepped down as Chairman of the Board at the same time but remained a member. Jonas Mårtensson, Vice-Chairman, took over as Chairman of the Board during the same period.
- Net sales increased to SEK 1,604 (1,573) million. In unchanged currency rates, sales increased by 1.3 percent.
- EBITA adjusted for unrealised exchange rate gains and losses and reversal of contingent consideration increased by 2.7 percent to SEK 105 (102) million. The adjusted EBITA margin strengthened slightly to 6.4 (6.2) percent.
- Cash flow from operating activities amounted to SEK 125 (137) million, corresponding to SEK 5.24 (6.36) per share.
- Earnings per share amount to SEK 1.54 (1.76).
- The equity ratio increased during the year to 52 percent from 44 percent.

## Historical overview

	2024	2023	2022
Net sales, SEK million	1,603.8	1,572.8	1,110.4
Gross margin, %	25.3	24.4	25.5
Operating profit before amortisation of intangible assets (EBITA), SEK million	94.4	106.8	68.6
Operating profit before amortisation of intangible assets (EBITA), %	5.9	6.8	6.2
Net profit or loss for the year, SEK million	36.9	37.9	37.1
Earnings per share, SEK	1.54	1.76	1.86



# A word from the CEO

## GOOD BASIS FOR PROFITABILITY IMPROVEMENT AND STRATEGIC GROWTH

In 2024, we have demonstrated that Alcadon Group can continue to generate strong operating cash flow despite a challenging market. In addition, through the acquisition of Wood Communications in Ireland, we have broadened our geographical spread and strengthened our offering in the important data center segment. With a stable and diversified group of eight subsidiary groups, we will increase our focus on profitability growth going forward, both through continuous improvement of existing businesses, selective organic volume growth as well as continued strategic acquisitions. Prioritising strong cash flows will continue to be a guiding principle for our companies.

Net sales increased by 2.0 per cent to 1,604 (1,573) million. Adjusted EBITA increased by 2.7 per cent to SEK 105 (102) million and the EBITA margin increased slightly to 6.6 per cent (6.5). Cash flow from operating activities amounted to SEK 125 (137) million, corresponding to an operating cash flow per share of SEK 5.24 (6.36). Operating profit over working capital (P/WC) increased to 36 (33) per cent through both an increase in adjusted EBITA (P) and a decrease in working capital (WC).

Net debt increased to SEK 363 (350) million, of which SEK 75 (79) million is lease liabilities. Net debt/EBITDA, including and excluding leasing, amounts to 2.8 (2.8) and 2.6 (2.5) respectively, which is within the framework of the Group's target.

In Q1 2024, an agreement was signed to acquire Wood Communications in Ireland with closing at the beginning of April 2024; a deal that was financed primarily through a new share issue and through payment with shares in Alcadon Group. The acquisition of a reputable network infrastructure business in Ireland brings us closer to key decision makers in the data center sector, given Ireland's

almost unique position in terms of material decisions for the construction of major data centers in Europe. The capital injection that took place in connection with the acquisition of Wood also helps to bring us closer to a desirable situation where acquisitions are made more programmatically using own cash flows and leverage.

### MARKET DEVELOPMENTS AND TRENDS

Increasing data volumes continue to drive the need for solid network infrastructure in the form of broadband/fibre networks, data centers and commercial property networks.

After a number of years of declining volumes in broadband and fibre rollouts due to increased financing costs, we have seen some recovery in a number of markets in late 2024. At the same time, it remains at historically low levels, partly influenced by past over-deployment. With a gradual improvement in investment appetite, we continue to see good potential in several of our markets, where household broadband penetration remains low and underlying demand remains high.





Partly driven by a sharp increase in artificial intelligence (AI) in society and a need for energy-efficient storage facilities, the data center segment has grown strongly in recent years, with everything from giant cloud-based data centers to co-located data centers and down to smaller corporate data centers. This is a trend that we believe will continue and we are well positioned for the continued expansion and development of data centers.

Commercial property networks have historically been a stable customer segment in both boom and bust cycles, generating a stable cash flow over time.

Through a flexible distribution operation, working closely with several of the world's leading manufacturers, we are keeping pace with technological developments and adapting to current trends in network infrastructure. With an increased focus on profitability and capital allocation, we are ensuring strong cash flow to underpin future growth.

## CONCLUDING REMARKS

Alcadon Group ended 2024 in a continued challenging market environment. At the same time, we delivered a slightly improved operating margin compared to the previous year and have a continued strong operating cash flow. The year has brought a mix of both successes and challenges in our portfolio of companies, which today operate in eight countries. We are winning new customer contracts in areas such as data centers, while at the same time we are experiencing continued restraint regarding major investments, especially in broadband, and noted a slightly more cautious attitude among a number of installation customers towards the end of the year. Although we see slightly positive signals in several markets, we need to prepare for a scenario of continued moderate demand even in 2025 in order not to lose profitability.

The Group has grown rapidly in recent years through acquisitions and we now have established market positions in several segments across northern Europe and the UK/Ireland. Our well-reputed companies with experienced, competent and committed employees form a stable base for Alcadon Group's future earnings development.

Together with our subsidiary managers, we have during the last quarter anchored a common ambition to prioritise improvements to the operations we already have through continued efficiency improvements, as well as an even clearer focus on profitability and profitable growth.

We need to work more actively with both margins and tied-up capital to strengthen cash flow and enable continued acquisitions in our interesting niche. Here, our already established profitability measure 'R/RK' will become an even more important parameter for controlling capital allocation and focus.

I perceive a strong consensus from the subsidiaries on these priorities and we look to the future with confidence. Alcadon Group's offer is right on time and I look forward to an exciting journey.



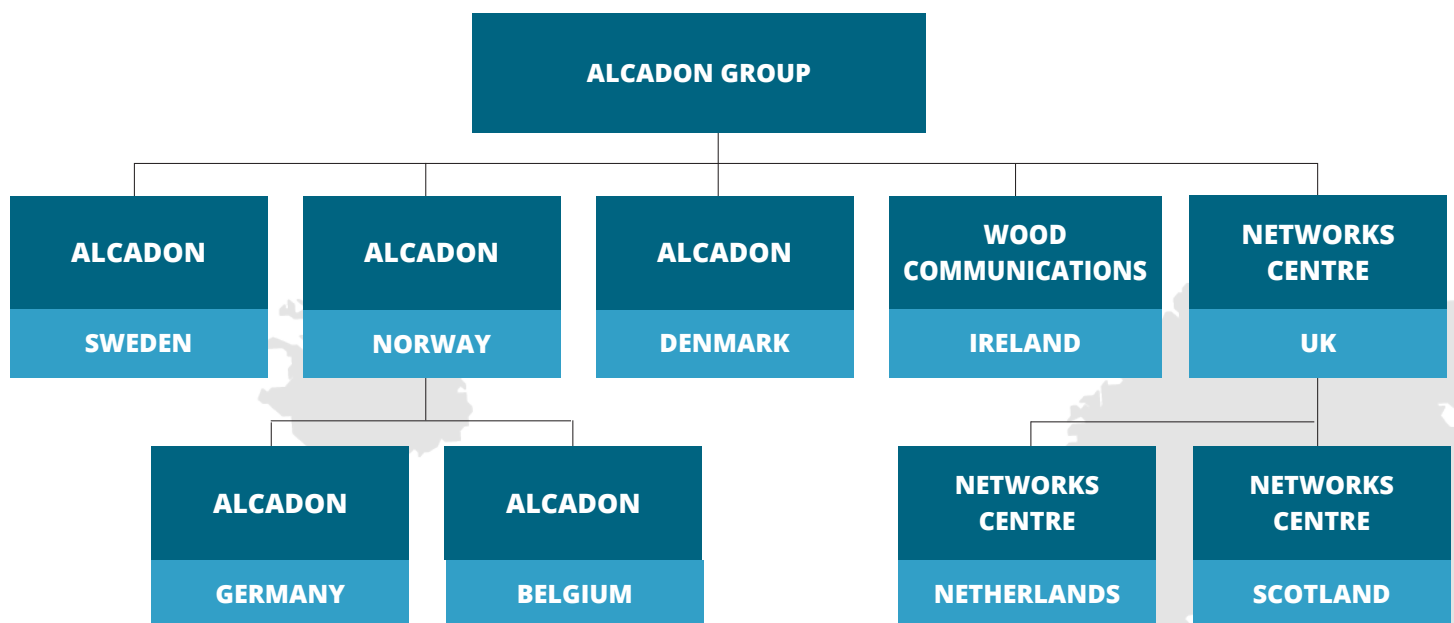
**Fredrik Valentin**  
President and CEO  
Alcadon Group AB

# The Alcadon Way...

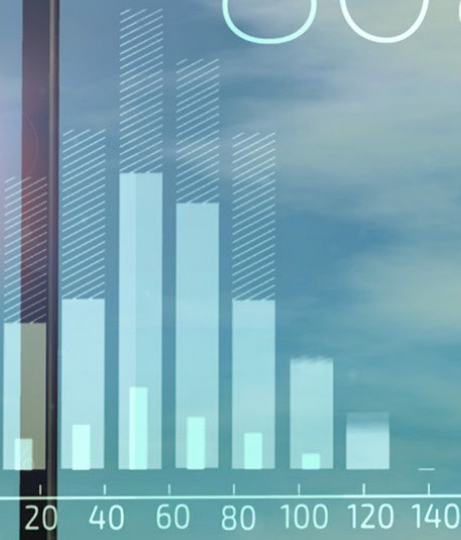
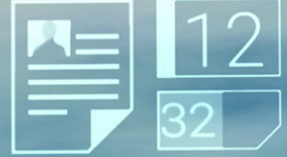
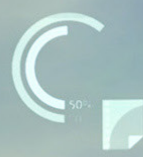
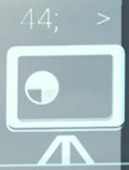
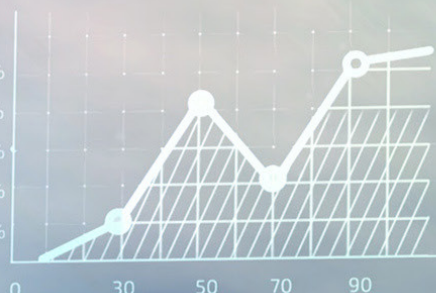
...Is all about enabling digitalization by being one of the industry's most trusted indisputable competence centres and solution provider

At Alcadon we see ourselves as part of something larger as we take part in the digitalization of the world.

## ALCADON GROUP TODAY







5.9223

**75%**

**120%**



# Alcadon in brief



## BUSINESS CONCEPT

Alcadon's business concept is to meet the market's requirements and needs for products and systems for data communication, and to be a natural partner for companies that install and build network solutions for current and future needs.

To offer a wide range, high availability and a high level of delivery security at a reasonable price.

To maintain a high level of expertise with sound knowledge of market developments in order to offer goods and services that improve customers' business opportunities.



## OUR VISION

Alcadon will be a reputable European premium partner operating in carefully selected business areas related to the digitalization of society.



## WE ARE HERE!

Since our inception in 1988, we have established Alcadon across northern Europe.

The head office is located at Stora Essingen in Stockholm. From our companies' various central warehouses in Sweden, Norway, Denmark, Belgium, the Netherlands, Germany, the UK and Ireland, we can ensure fast deliveries to our customers.

## BUSINESS AREAS



### NETWORK FOR COMMERCIAL PROPERTIES AND DATA CENTERS

- Structured cabling systems for offices, industry, municipalities and county councils.
- MPO<sup>1)</sup> systems and data center solutions.
- Active communication equipment, such as switches and routers.



### FIBER NETWORKS

- Complete solutions for fiber networks, including FTTH/B/P<sup>2)</sup>, FTTX and 5G.
- The offer includes fiber solutions for, among others, energy companies, city networks, and operators.



### RESIDENTIAL NETWORKS

- Smart home solutions for connected homes
- Complete solutions for electricity and communication in residential properties.



### SERVICES & TRAINING

- Training
- Network design
- Troubleshooting
- Fiber welding
  - Measuring instruments, copper/fiber
- Fiber blowing equipment
- Rental

<sup>1)</sup> MPO (Multi-fiber Push On) is a universal cabling system for fiber networks.

<sup>2)</sup> FTTH/B/P – Fiber to the Home/Building/Premises





# Alcadon Group

## – An introduction



Alcadon was founded in Sweden in 1988 with the sole purpose of providing top of the line premium products for network infrastructure and data communication. Through value-added distribution, representing world leading manufacturers, the stage was set to enable the digitalisation of society.

During the early nineties Alcadon established own product development capabilities with an evolved strategy of becoming a competence centre within network infrastructure. ECS, European Cabling System, was developed with in-house product development and outsourced production. ECS, to this day, remain the market leading cabling system in the Nordic premium segment.

With a business model characterised by a mix of value-added distribution and product development Alcadon participated, and took a leading part, in the Swedish and Norwegian 3G, and later 4G, rollouts drawing benefit from several years in related fields.

In the early 2000s, Alcadon ventured into the field of active equipment to complement an already strong portfolio of passive systems. In the early 2010s, Alcadon further enhanced its capabilities in related fields and ventured into FTTH and the data center segment. Two fields that have grown in importance over time and within Alcadon's fields of core competence.

In 2016 Alcadon was listed, with strong, long term ownership and a significant employee ownership which lasts still today. The acquisitions of CableCom in Norway and Dataconnect and Svagströmsmateriel in Sweden strengthened the Group's geographical footprint. Residential Networks, a business area closely related to the Group's existing core competence was also formed through the acquisitions and new strong partner relationships were forged. This enabled Alcadon's strong presence in the Nordic FTTH roll-out in 2010s. The acquisition of Alcadon ApS (formerly 6X International), with operations in Denmark and Germany, in 2021 followed the Company's modernisation in 2019–2020. The acquisition of Alcadon ApS was transformative in bringing Alcadon to Europe. This was also the start of the Group's European growth agenda which took yet another transformative step with the acquisition of Networks Centre in the UK and the Netherlands in 2022 and the acquisition of Wood Communications in Ireland in 2024.

Until this day, Alcadon has always been profitable, maintained strong market positions and have quickly adapted to changing market environments. Customers and employees alike have shown a great loyalty to Alcadon Group over time and forged close bonds while creating a strong culture with clear traits.

With our true stars, our employees, we have always focused on being trustworthy and solution-oriented, working closely with our partners and making sure Alcadon is the best long-term choice.

We aim to continue our journey in the same manner.

## OUR HISTORY

<b>2024</b>	Acquisition of Wood Communications in Ireland, which strengthens the data center offering and broadens the offering to a further geographical market. New CEO appointed with a focus on continuing the development of the Company and the group to strengthen its position as a leading European player in network infrastructure.	
<b>2023</b>	A year characterized by strong operating cash flow and continued strong development outside the Nordic region. The data center segment in particular is developing very strongly throughout the Group. An agreement was signed with Belgian Fiberklaar where Alcadon assists in the broadband rollout in the Belgian market.	
<b>2022</b>	A subsidiary in the Netherlands is established. Acquires Networks Centre based in the UK with subsidiaries in the Netherlands. Acquires the remaining 20% of Alcadon in Belgium (formerly 6X International).	
<b>2021</b>	In December, Alcadon acquire 80% of 6X International in Belgium, a company with a solid market position within network infrastructure. Alcadon also acquires 6X International ApS Denmark and 6X International GmbH Germany and Susanne Stengade becomes co-owner of Alcadon and SVP Central/Western Europe.	
<b>2020</b>	Partnership with Siemens. Focused efforts to strengthen product management capabilities and improve logistical function by creating a central logistics unit in Stockholm.	
<b>2019</b>	New CEO and CFO take up their positions. New management team. Efficiency programme launched to improve go-to-market capacity and reduce costs.	
<b>2016</b>	Alcadon Group AB listed on First North.	
<b>1997</b>	MRV Communication, USA (NASDAQ) acquires Alcadon and significantly strengthens Alcadon's capacity in the active segment. Part of DistIt during a period where much focus was directed towards the fibre rollout in Sweden and Norway and the development of the data center segment.	
<b>1995</b>	ECS (European Cabling System) Alcadon's structured cabling system is being launched with the aim of becoming the market's number one premium solution.	
<b>1988</b>	Established on Lilla Essingen, Stockholm, Sweden.	



# THE ALCADON WAY...

...IS ABOUT ENABLING DIGITALISATION BY BEING ONE OF THE INDUSTRY'S MOST TRUSTED INDISPUTABLE COMPETENCE CENTRES AND SOLUTION PROVIDERS.

AT ALCADON WE SEE OURSELVES AS PART OF SOMETHING LARGER AS WE TAKE PART IN THE DIGITALISATION OF THE WORLD.



## OUR PURPOSE – WHY WE EXIST

We are passionate about enabling the digitalization of the world as we believe a connected world is a better world.

By connecting people and ideas, we can enable problem solving and advance society as a whole.

By enabling digitalization, our efforts facilitate sharing of data and thus makes the world around us smarter, more adaptive and responsive.

Our commitment to this cause aims to improve the life for everyone involved in building the Gigabyte society of the future, or enjoying its benefits in a sustainable and secure way.

### OUR VISION

Alcadon will be a reputable European premium partner active in carefully selected business areas related to the digitalization of society.







## OUR VALUES AND GUIDING PRINCIPLES

Our values define how we act, approach life and our mindset in all situations. If we stay true to who we are we will continue to develop in a sustainable manner whilst maintaining a strong reputation in the market.

We overcome obstacles and explore opportunities together with our partners based on mutual trust and benefits. Our core values and mindset will guide us and constantly remind us of the long-term goal and what we are trying to achieve.

<b>Competence</b> in all we do	<b>Solution-orientation</b> no matter the challenge	<b>Trustworthiness</b> ensures long term value creation
At the core of what we do and who we are is a great pride in offering premium solutions through inspired and committed employees, constantly trying to exceed expectations. Simply speaking, a competence centre for our partners.	Our agile, entrepreneurial mindset and focus on customer-oriented solutions creates value for everyone. By employing stars from various industries, each with an infinite mindset and a diverse background, we can reach our common goals.	By placing trust in each other as individuals and as an organisation we do not only create a tight knit community but also ensures that our partners and stakeholders trust us to create value with them.

# OUR STRATEGY – HOW WE WORK

Renowned for our ability to add value by being a competence centre and a solution-oriented partner in the premium segment we constantly strive to develop and evolve. Focus on our strengths will guide us when venturing into new markets and growing in existing ones, always with a clear purpose of enabling a premium digital infrastructure that adds value for everyone.

<b>Profitable Growth</b> adds value and potential	<b>Decentralization</b> creates ownership	<b>Agility</b> ensures constant development
Growth is at the core of our focus and it needs to be profitable. Besides a constant focus on organic growth initiatives, acquisitions will be a significant part to realize our strategy to expand in Europe. Acquisitions will be chosen based on cultural and strategic fit, profitability as well as strength and stability of their market position. By growing, opportunities become plentiful, and our potential is fully explored.	A decentralized environment fosters rapid decisions, a sense of ownership and inspires individuals to thrive. Each individual, department and subsidiary within the Group displays a strong sense of entrepreneurship, making decisions freely in the best interest of everyone.	Only by being alert to our customers' needs can we create the most efficient solutions. With a business model entailing both Distribution and Product Development we ensure both flexibility and differentiation with locally adapted solutions and technology leadership. It is our belief that success stems from simplicity and speed in combination with a focus on quality. To thrive, one must be prepared to constantly adapt and develop







## ACQUISITION STRATEGY

### - HOW WE CREATE GROWTH THROUGH ACQUISITIONS

Acquiring capacity or market presence is one of several methods to grow and should be chosen wisely. At Alcadon, we have extensive experience in acquiring companies in our industry and integrating them successfully. This has been an important part in the creation of the Alcadon Group.

Acquisitions must demonstrate a clear cultural and strategic fit, an enduring profitability or clear path to profitability as well as strength and stability of their market position.

In terms of the level of integration of acquired companies, full flexibility depending on what makes commercial sense and deemed best for all parties from time to time is used. Absorption or symbiosis are both valid methods to utilize synergies. Decentralisation is, however, important to be truly agile over time and is the overall guiding principle.

It is our view that the integration process, to be optimal for everyone involved, must start pre-deal. An integration process is a process of getting to know each other, setting expectations and a mutual path forward. This is where value is created.

Honesty, open-mindedness and a long-term view guide us in our discussions with potential targets. It must be clear that together, we will be stronger.

## BUSINESS MODEL

Alcadon's main niche in data communications is network infrastructure. Our business model is to develop systems and products and act as a value-adding distributor to installers, providers, construction companies, integrators, municipalities, data centers, and major end users.

The success factors are customer focus, the staff's extensive skills and long experience, efficient logistics management, high-quality products, and prompt service of a high standard.

## PRODUCTS

Alcadon offers a wide range of high-quality products and components for data- and telecommunications from leading manufacturers. In addition, we offer market-adapted private label brands such as ECS (European Cabling Systems), for commercial property networks, and DC Line, which is primarily targeted at residential networks.

The strength of Alcadon's business concept lies in extensive expertise and experience in network solutions and technological developments in the field, combined with a strong focus on quality and service. This makes it possible for Alcadon to offer well-functioning total solutions for network infrastructure to a broad customer base of network installers.

## CUSTOMERS

Alcadon sells to companies with installation operations, system integrators, and companies and other organisations that operate and/or own data and telecommunications networks.

## SUPPLIERS

Alcadon has chosen to focus on a smaller number of market areas to stay at the forefront of the market development. The products are developed in cooperation with world-leading manufacturers and suppliers in Europe, the United States and Asia, with close attention to developments relating to product standards and to the different needs of customers in the market.

## LOGISTICS AND WAREHOUSING

Alcadon maintains central warehouses in each respective country of operation and smaller local store backrooms. Our central warehouses allow us to ensure a high delivery precision across all markets.

Our centralised warehouses also provide high storage capacity and efficiency, which is in line with our growth ambition. Alcadon has extensive experience of efficient purchasing and logistics planning, which is of great importance as the delivery time for some products amounts to several months. The risk of obsolescence in the warehouse is considered low.

## PERSONNEL

As of 31 December 2024, Alcadon had 189 (164) employees. The number of employees was 47 (46) people in Sweden, 17 (17) persons in Norway, 17 (17) persons in Denmark, 6 (4) persons in Germany, 8 (6) persons in Belgium, 76 (68) persons in the United Kingdom, 4 (6) persons in the Netherlands and 14 (-) persons in Ireland.

The majority of Alcadon's employees have extensive experience in the industry. The senior management and Alcadon's other employees are shareholders and therefore take a long-term approach to the continued development of Alcadon.

## COMPETITIVE ADVANTAGE AND GROWTH STRATEGY

Alcadon's main competitive advantage is the extensive expertise and long experience available within the organisation. Alcadon offers cost-effective solutions with first-class service and support.

The staff helps customers find the right products and comprehensive solutions, taking future network technologies into consideration. We also offer training in the installation and use of our systems.

Quality is a clear priority for Alcadon, which competes through high product quality and service levels rather than price.

A further significant competitive advantage is the private label brands ECS and DC-Line, which are developed in-house and adapted to the market. The combination of proprietary brands and brands from leading manufacturers gives Alcadon flexibility and uniqueness.

Alcadon's aim is to grow further both organically and through strategic acquisitions that can complement existing operations.

Alcadon is continuously identifying prospective acquisitions that would contribute to further expansion in Alcadon's existing markets and other related markets. Potential acquisition targets are those that can add value from similar products that fit in with Alcadon's current activities, or products that enable the Company to expand into new market segments.



## SOME ACQUISITIONS AT A GLANCE

### DataConnect 2017

#### At a glance:

- Strong position in Swedish FTTH roll-out
- Developed a niche position in residential networks over several years
- Professional distribution and own brands in combination
- SEK 142 million in net sales

#### Rationale:

- Strengthening all existing offices in Sweden
- New adjacent business areas
- Complementing supplier base with world-leading manufacturers in specific fields

### Svagströsmateriel 2017

#### At a glance:

- Strong local market position in Örebro region of Sweden
- A local player with similar product and customer focus as Alcadon
- Professional distribution
- SEK 23 million in net sales

#### Rationale:

- Establishing local footprint in an interesting region
- Synergies in cross-selling by launching Alcadon's full scale portfolio in Örebro leading to margin enhancement and strengthened customer offer for Svagströsmateriel

### Networks Centre Ltd and BV 2022

#### At a glance:

- One of the strongest players in the British cabling, data center and FTTx segments
- Professional Distribution with some of the world's most renowned brands
- Established successful presence in Scotland and the Netherlands.
- GBP 42,6 million in net sales

#### Rationale:

- Establishing footprint in an interesting region which will further strengthen Alcadon's organic growth profile
- Significant potential in cooperation between Alcadon and Networks Centre concerning supplier cooperations and strengthening product portfolios in key segments

### Cable Com 2018

#### At a glance:

- Strong position in Norwegian FTTx market
- Present in the Norwegian residential networks segment
- Professional distribution with well-known global brands
- NOK 96 million in net sales

#### Rationale:

- Complementing product offer in Norway
- Expanding geographical footprint in Norway
- Deepened cooperation with manufacturers Alcadon represented in Sweden

### 6X International ApS and GmbH 2021

#### At a glance:

- One of the strongest players in the Danish FTTx segment
- Professional distribution in combination with assembly operations and own brands
- Established successful presence in Germany, one of Europe's most interesting growth region in FTTX
- Initialized focus on new segments: Industry, Commercial Networks including Data centers and radio solutions
- DKK 126 million in net sales

#### Rationale:

- Establishing footprint in an interesting region
- Significant potential in cooperation between Alcadon and 6X concerning new product launches and approaching new segments

### Wood Communications Ltd 2024

#### At a glance:

- One of Ireland's leading distributors of network infrastructure in commercial buildings and data centers.
- EUR 10.5 million in net sales

#### Rationale:

- Establishment in a new region of interest
- Strengthening our data center offerings
- Complementary brands and synergy potential
- Increasing volumes with existing brands



## OUR ANNUAL TARGETS OVER A BUSINESS CYCLE

Our targets cover both organic and acquisitive growth and are intended to reflect our ambitions in terms of growth, profitability, capital structure and other relevant parameters.

### Financial targets over a business cycle

- **Growth** - Annual net sales growth of 20 percent, including acquisitions
- **Profitability** - EBITA margin above 10 percent
- **Leverage** - Net interest-bearing debt/EBITDA R12 adjusted (proforma) between 2 and 3

### Other objectives

- **Customer loyalty** - Net Promoter Score (NPS) above 30
- **Employee engagement** - Employee Net Promoter Score (ENPS) above 30

**Growth** - Alcadon should achieve an annual average net sales growth of at least 20 percent over a business cycle. Sales growth to be generated organically and through acquisitions.

**Profitability** - Alcadon's annual average EBITA margin should exceed 10 percent over a business cycle. EBITA is defined as operating profit before amortisation of intangible assets.

**Debt** - Alcadon's long-term debt should be between 2 and 3 times EBITDA. EBITDA is defined as operating profit before depreciation, excluding acquisition costs, including proforma from acquisitions.

**Customer loyalty** - measured by Net Promoter Score (NPS) which gives a measure of how willing customers are to recommend Alcadon. NPS is measured by customers ranking Alcadon on a scale from 1-10, where the number of ambassadors is then compared to the number of critics. Ambassadors are considered to be everyone who answered between 9-10, while critics are considered to be everyone who answered between 1-6.

**Employee engagement** - measured through the Employee Net Promoter Score (eNPS) which provides a measure of how willing the employees are to recommend their workplace. Employees rank Alcadon on a scale from 1-10 where the number of ambassadors is then compared to the number of critics. Ambassadors are considered to be everyone who answered between 9-10, while critics are considered to be everyone who answered between 1-6.

# Corporate governance report

A limited company whose transferable securities are admitted to trading on a regulated market shall prepare a corporate governance report. The corporate governance report has been reviewed by the Company's auditors in accordance with the contingent considerations of the Swedish Annual Accounts Act, and the auditor's opinion is included in conjunction with this report. Application of the Swedish Code of Corporate Governance ("the Code") is at present not compulsory for companies whose shares are traded on Nasdaq First North. The Board of Directors of Alcadon Group AB intends to apply those sections of the Code that are considered relevant to the Company and its shareholders, taking into account the scope of operations.

Alcadon Group AB (publ), reg.no. 559009-2382, is a Swedish public limited company governed by Swedish law. During 2024, business operations were conducted in Sweden, Norway, Denmark, Germany, Belgium, the United Kingdom, Ireland, and the Netherlands. The operating subsidiaries are: Alcadon AB (Sweden), Alcadon AS (Norway), Alcadon ApS (Denmark), Alcadon GmbH (Germany), Alcadon B.V. (Belgium), Networks Centre Ltd. (the United Kingdom), Networks Centre Ltd. (Scotland), Communications Centre International Ltd. (the United Kingdom), Wood Communications Ltd (Ireland), and Networks Centre B.V (the Netherlands).

The corporate governance report has been prepared in accordance with the Swedish Annual Accounts Act. The corporate governance of Alcadon Group AB is based on Swedish legislation, primarily the Swedish Companies Act, the agreement with the First North marketplace, and other relevant rules and guidelines. Since 14 September 2016, the Company's share is listed on Nasdaq First North under the ticker ALCA.

The bases for governance of the Company and the Group are, among other things, the Articles of Association, the Swedish Companies Act, and the Stockholm Stock Exchange's regulations for listing on First North.

Since Alcadon Group's share is not listed on a regulated market, the Code does not apply to the Company. Nevertheless, Alcadon Group's corporate governance is, to a great extent, inspired by the code. Since 2017, a Nomination Committee has been in place which fulfils the guidelines regarding independence as stated in the

Code.

## SHAREHOLDERS

Alcadon Group's share is listed on Nasdaq First North. Companies listed on Nasdaq First North are required to have a Certified Adviser with, among other things, responsibility for supervision. Alcadon Group's Certified Adviser is Svensk Kapitalmarknadsgranskning AB (SKMG).

The number of shareholders in Alcadon Group amounted to 5,368 on 31 December 2024. For further information on shareholders and ownership structure, please refer to page 69.

## ANNUAL GENERAL MEETING OF SHAREHOLDERS

The Company's highest decision-making body is the Annual General Meeting, where the shareholders' influence in the Company is exercised. Shareholders who wish to attend the Annual General Meeting, in person or by proxy, must be entered in the share register no later than Wednesday, 23 April 2025 and notify the Company in accordance with the notice.

Notice of an Annual General Meeting is given by advertisement in Post och Inrikes Tidningar and on the Company's website ([www.alcadongroup.se](http://www.alcadongroup.se)). At the time of the notice, shareholders are informed that notice has been given through an advert in Svenska Dagbladet.

At the Annual General Meeting, the shareholders decide, among other things, on the election of the Board of Directors and auditor, how the Nomination Committee is to be appointed, and on the discharge of the Board of Directors and the CEO for the past year. Decisions are made also on the adoption of the financial reports, appropriation of retained earnings, and fees for the Board of Directors and auditor.

## ANNUAL GENERAL MEETING 2024

The 2024 Annual General Meeting was held on 26 April 2024 in Stockholm. For information about the Annual General Meeting and the decisions made, please refer to the Company's communiqué from the Annual General Meeting, which is available on the Company's website [www.alcadongroup.se/investors/company-groups/](http://www.alcadongroup.se/investors/company-groups/)

## ANNUAL GENERAL MEETING 2025

The 2025 Annual General Meeting will take place in

Stockholm on Tuesday 29 April 2025 at 10:00 am. Shareholders wishing to have matters considered at the meeting must submit such proposals to the Chairman of the Board, Pierre Fors, well in advance of the publication of the notice of the meeting, which is expected to be published at the end of March 2025. More information on the 2025 Annual General Meeting can be found on page 74 of this Annual Report.

## THE BOARD OF DIRECTORS

According to the Articles of Association, the Board of Directors shall consist of a minimum of three and a maximum of ten members with a maximum of five deputies. The five members elected by the General Meeting were appointed at the 2024 Annual General Meeting for the period until the next Annual General Meeting. In accordance with the Swedish Corporate Governance Code. There is no rule on the maximum time a member can serve on the Board. The average age of the members is 59 years and one of the members is a woman.

Four of the members are considered by the Nomination Committee to be independent in relation to the Company, the Company management and the Company's major shareholders. Pierre Fors is considered by the Nomination Committee to be independent in relation to the Company's major shareholders. As a former employee of the Company and also a major shareholder in Alcadon Group AB, Pierre is not considered independent of the Company and its management. Alcadon Group thus fulfils the requirements of the Code regarding the independence of the Board of Directors in relation to the Company, company management and the Company's major shareholders. For information on the members elected by the Annual General Meeting, please refer to page 70.

### The work and responsibilities of the Board of Directors

On 26 April 2024, the Board of Directors of Alcadon Group adopted rules of procedure for the Board of Directors with instructions regarding the division of work between the Board of Directors and the CEO and instructions for financial reporting. The Board of Directors is responsible for ensuring that Alcadon Group's organisation is designed so that accounting, asset management and other financial conditions are controlled in a satisfactory manner.

### The Board of Directors shall assess the financial situation of the group on an ongoing basis.

The Board of Directors' Rules of Procedure state that prior to releasing a notice, the Chair of the Board, in consultation with the CEO, shall draw up an agenda for each meeting and determine the decision-supporting and general documentation necessary for the matters currently at issue. The Board of Directors is called to a statutory meeting after the Annual General Meeting and, in addition, at least four ordinary meetings per year.

The four ordinary meetings coincide with the dates of the external financial reporting. In addition, a regular meeting is held in June for a strategic and governance discussion and a meeting in December to review the budget and business plan for the following year.

At the board meeting where the annual accounts are presented, usually in February, the auditor takes part in order to convey any observations from the audit for the previous year. In addition to the ordinary meetings, the Board of Directors is called to extra meetings when the situation requires. During the year, the Board met 15 times, including one statutory meeting.

### Board attendance rate in 2024

Name	Position	Elected	Depen- dence	Attend- ance
Pierre Fors	Chairman	2016	Yes <sup>1)</sup>	15/15
Jonas Mårtensson	Vice Chairman	2016	No	15/15
Marie Ygge	Member	2019	No	15/15
Lars Engström	Member	2020	No	15/15
Mikael Vaezi	Member	2024	Yes <sup>2)</sup>	7/8

<sup>1)</sup> As the former CEO of the Company and a member of the Board of Directors and a major shareholder in Alcadon Group, Pierre Fors is to be regarded as dependent in relation to the Company and its management but independent in relation to major shareholders.

<sup>2)</sup> Dependent in relation to Spiltan, which is the Company's largest shareholder, but independent in relation to the Company and its management.

The Chairman leads the work of the Board of Directors and is responsible for ensuring that the other members receive the information necessary to maintain the quality of the Board's work and to exercise it in accordance with the Companies Act. Together with the CEO, the Chairman represents the Company in ownership matters.

The Board of Directors oversees the work of the Executive Director and is responsible for ensuring that the organisation is fit for purpose.

The Board of Directors establishes Alcadon Group's overall goals and strategies, decides on budget and business plans, processes and approves annual accounts and interim reports, and defines key policies and regulatory systems. The Board of Directors shall follow the financial development, ensure the quality of financial reporting and internal control, and regularly monitor and evaluate operations based on the objectives and guidelines set by the Board. The Board of Directors shall also decide on major investments and changes in Alcadon Group AB's organisation and operations.

### Fees of the Board of Directors

The Chairman and the board members were paid fees in accordance with the Parent Company's Annual General Meeting 2024.

Any work in addition to regular board work shall be on market terms and shall be agreed directly between the Company and the director concerned. The extent of these consultancy fees is separately disclosed in the



annual report.

In addition to ordinary fees, the Company has had transactions amounting to SEK 1.4 million (0.9) with Paseca AB, which is owned by the Chairman of the Board, Pierre Fors. The transactions relate to consulting services.

All transactions are considered commercially reasonable and based on market conditions.

### **Fees of the Board of Directors as decided by the Annual General Meeting 2024**

KSEK	2024
Pierre Fors, board member and Chairman of the Board	365
Jonas Mårtensson, board member and Vice Chairman	235
Marie Ygge, board member	175
Lars Engström, board member	175
Mikael Vaezi, board member	175

### **BOARD COMMITTEES**

DDuring the year, the Board of Directors has not appointed any special board committees. Issues regarding remuneration of the CEO and senior executives, as well as audit matters, are dealt with by the entire Board of Directors. The Board of Directors appoints, when needed, internal work groups whose tasks are to develop and prepare supporting documentation prior to upcoming Board of Directors' decisions.

### **AUDIT**

The auditors are tasked with scrutinising the Company's financial reporting and the administration of the Company by the Board of Directors and the Chief Executive Officer. The election of auditors took place at the 2024 Annual General Meeting, when Grant Thornton Sweden AB was re-elected as auditor for the period until the end of the 2025 Annual General Meeting. The auditor in charge is authorised public accountant Daniel Forsgren (born 1972). The auditor in charge receives, for information, regular notices of board meetings and general meetings, board minutes, monthly financial reports, CEO reports and other information of material importance to the business.

The audit also covers the Company's internal control and management audit. The audit is based on an assessment of risks and areas of particular importance. At the Board's annual review of the annual accounts, the auditors present a written audit memorandum.

The principal auditor met with the Board of Directors on one occasion to present the work of his evaluation of internal control and the audit of the annual accounts for the financial year 2024. Members of the Board of Directors met with the auditor on a few occasions during the year without the presence of the Chief Executive Officer or any other member of the Executive Board.

Grant Thornton submits an audit report for Alcadon

Group AB and the Group. Grant Thornton also performs services for companies within the Alcadon Group in addition to the audit work. In addition to auditing, ISRE and tax advice, Grant Thornton Sweden has also provided audit opinions. Grant Thornton International has provided consulting and tax advice. For this work, Grant Thornton has invoiced a total amount of SEK 3.1 million (2.6) for 2024.

The auditor is remunerated for his work in accordance with the decision of the Annual General Meeting. For information on fees paid to the auditor in 2024, please refer to Note 5.

### **THE CEO**

The Board of Directors appoints the CEO of Alcadon Group AB, who is also the Group CEO. The CEO manages the business within the framework established by the Board. The CEO prepares the necessary information and decision-making documentation for Board meetings, acts as rapporteur at Board meetings and submits reasoned proposals for decisions.

The Chief Executive Officer shall provide the members of the Board of Directors on a monthly basis with the information necessary to monitor the position, activities and development of the Company and the Group, and shall keep the Chairman of the Board of Directors regularly informed of these activities. The CEO shall take the necessary steps to ensure that the accounts are kept in accordance

law and to ensure that assets are managed in a satisfactory manner. The detailed division of responsibilities between the Board of Directors and the tasks of the Chief Executive Officer is set out in written instructions for the Chief Executive Officer, which are continuously updated. The CEO attended all Board meetings in 2024. Sonny Mirborn, who had been President and CEO of Alcadon Group AB since 11 July 2019, left Alcadon on 30 September 2024. Pierre Fors was acting President and CEO during the period 1 October 2024 until 6 January 2025, when Fredrik Valentin took over as President and CEO.

At least once a year, the Board carries out an internal evaluation of the work of the Executive Director. This includes both a check against compliance with agreed instructions and reporting procedures as well as an assessment of the fulfilment of a number of operational criteria. This includes a number of soft criteria such as leadership, business acumen and respect, as well as the functioning of the management team and the ability to deal with cross-cutting issues.

### **REMUNERATION OF THE CHIEF EXECUTIVE OFFICER AND OTHER SENIOR EXECUTIVES**

The Board of directors determines and decides on the basic salary, variable remuneration, pension benefits, and other terms of employment for the CEO. The CEO, together with the Chairman of the Board, manages and

decides on corresponding matters for other senior executives, and is responsible for the preparation of general principles for salary setting. The CEO can apply a salary conversion.

In addition to the CEO, the group of other senior executives consists of seven people. Through the Group Executive Board, we create opportunities for stronger leadership, we consolidate the links between our Swedish and foreign operations and promote cross-functional business development projects. Internal recruitment to group management allow us to capitalise on the collective experience and strong culture the Company exhibits today, while external recruitment puts us in a further favourable position as we enter the next phase of our development with both continuity and development of our group management.

The remuneration principles for 2024 have remained unchanged compared to what applied previously. The notice period for the CEO is a mutual notice period of six months with full salary and other benefits. In the event of termination by the Company, a severance payment corresponding to three months' salary is paid. For other senior executives, a notice period of three to twelve months applies. For information on the amount of remuneration paid to the CEO and senior executives, please refer to Note 7.

## INTERNAL CONTROL AND RISK MANAGEMENT SYSTEMS IN FINANCIAL REPORTING

According to the Swedish Companies Act, the Annual Accounts Act and the general advice of the Swedish Accounting Standards Board, the Board of Directors is obliged to ensure that the Company has satisfactory internal control, to keep itself informed about the Company's internal control system and to assess how well the system is working.

Alcadon Group's work with internal control is based on the internal control principles developed by the Committee of Sponsoring Organisations of the Tradeway Commission (COSO). These principles have five basic elements;

1. Control environment, 2. Risk assessment, 3. Control activities, 4. Information/communication and 5. Monitoring.

### Control environment

The internal control within the Alcadon Group is based on a control environment including organisation, decision-making routes, authorities and responsibilities. This is documented and communicated in governing documents such as internal policies, guidelines and instructions. For example, this applies to the division of work between the Board of Directors and the CEO, and instructions for attestation rights, accounting and reporting.

### Risk assessment

The Board of Directors has the ultimate responsibility for risk management. Through a clear organisation and decision-making process, including a high level of risk awareness among employees, with common definitions and principles within established frameworks, risk-taking is controlled. Risk areas are business and industry-related risks, as well as risks associated with the closing process linked to financial reporting, operational risks and legal risks. See also pages 26 to 27 with regard to risks and risk management.

### Control activities

The Group's business processes include financial controls over the authorisation and accounting of business transactions. In the accounting and reporting process, there are controls, including accounting, valuation and disclosure requirements, as well as the application of significant accounting policies and estimates both in individual subsidiaries and at Group level. The accounting and finance function in Alcadon Group AB is responsible for the preparation of financial statements, quarterly reports, controls and analyses in the Group and in all subsidiaries.

The regular analysis of the respective organisations' monthly financial reporting covers significant items such as assets, liabilities, income, expenses and cash flow.

Together with the analysis performed at Group level, this important part of internal control helps to ensure that the financial reporting does not contain any material errors or deviate from generally accepted accounting principles or laws and regulations.

All financial reports and other press releases are published simultaneously with the announcement on the Alcadon Group website.

### Information/Communication

The Group has information and communication channels aimed at promoting complete and accurate financial and business reporting.

Internal instructions and guidelines on accounting for operations and financial reporting, as well as regular updates and announcements on reporting and disclosure requirements and changes in accounting policies, are made available and known to relevant staff. All subsidiaries prepare monthly financial and management reports for the Executive Board, analysing and commenting on financial performance and risks.

The Board of Directors of the Alcadon Group receives a monthly summary of the subsidiaries' reports from the CEO, together with a business report for Alcadon Group and a financial report for the Group completed by the CFO.

### Monitoring

The Board of Directors has not established a function for internal audit. The main work relating to internal

auditing is handled by the Company's CFO. The Board of Directors' assessment is that this approach, together with the monthly financial reports which the Board of Directors receives, at present is satisfactory and fulfils the requirements on reporting and internal control that can be set.

At each Board meeting, the Group's financial situation is addressed. The Board of Directors reviews all interim reports and the Annual Report before publication. The Board of Directors receives annual and regular reports from the auditors. The Board of Directors monitors all measures taken to improve or change the controls.

The Group's financial reporting process is reviewed annually by the Executive Board and forms a basis for the evaluation of the internal management system and internal governing documents to ensure that they cover all key areas financial reporting. The processes for financial reporting are of material importance for the Board of Directors' monitoring of operations and are evaluated continuously.

## DIRECT OR INDIRECT SHAREHOLDINGS

As at 31 December 2024, persons with 'insider status' in the Company own shares corresponding to 9.9% of the capital and votes in the Company. Please refer to pages 70-73 for information on the shareholding of board members and senior executives.

## PROCEDURES FOR INSIDE INFORMATION, INSIDER SUBSCRIPTIONS AND REPORTING OF CHANGES IN HOLDINGS FOR PERSONS DISCHARGING MANAGERIAL RESPONSIBILITIES

On 3 July 2016, EU Market Abuse Regulation 596/2014/ EU (MAR) entered into force and thereby became directly applicable as Swedish law. The Market Abuse Regulation extends the rules relating to market abuse, which previously only covered financial instruments admitted to trading on a regulated market, to also include financial instruments traded on a Multilateral Trading Facility (MTF), i.e., including Nasdaq First North. Alcadon Group AB is consequently covered by this law and these rules.

The Board of Directors has developed a procedure for how this shall be handled. The procedure contains the following sections:

- Procedure for the disclosure of inside information.
- Procedure for drawing up an insider list.
- Procedure for transactions carried out by persons discharging managerial responsibilities and related parties.
- Procedure for trade bans during so-called closed periods.

The above procedures specify which measures shall be taken to ensure that Alcadon Group AB fulfils its

obligations in accordance with the Market Abuse Regulation. Alcadon Group's Board of Directors is responsible for the preparation and establishment of the procedures. The above procedures are administered by the Company's CFO, Niklas Svensson, on behalf of Alcadon.

## VOTING RESTRICTIONS

The Articles of Association do not contain any restrictions on the number of votes each shareholder can cast at a Annual General Meeting.

## CERTAIN ARTICLES OF ASSOCIATION PROVISIONS

The articles of association do not contain any specific contingent considerations on the appointment and dismissal of directors or on the amendment of the articles of association.

## AUTHORISATIONS PROVIDED BY THE ANNUAL GENERAL MEETING

The Annual General Meeting on 26 April 2024 resolved to authorise the Board of Directors, on one or more occasions prior to the next Annual General Meeting, with or without deviation from the shareholders' preferential rights, to resolve on new issues of shares in a number that in total at any time does not exceed 10 percent of the total number of outstanding shares in the Company at the time of the authorisation by the Annual General Meeting. The authorisation shall include the right for the Board of Directors to resolve on a new issue of shares against cash payment and with or without contingent consideration for non-cash consideration or set-off or otherwise with conditions in accordance with the Swedish Companies Act. Issues in cash or by way of set-off that deviate from the shareholders' preferential rights shall be made on market terms. The main purpose of the authorisation is to give the Board of Directors flexibility in its work to ensure that the Company can raise capital for acquisitions of companies and businesses in an appropriate manner. The authorisation also enable the Board of Directors to decide on directed share issues also in situations that do not involve acquisitions but are more concerned with securing the Company's liquidity.

## THE NOMINATION COMMITTEE

Alcadon Group's work on corporate governance is largely inspired by the Code. The Code states that the Nomination Committee is the body of the general meeting with the sole task of preparing the meeting's decisions on election and remuneration issues and, where applicable, procedural issues for the next Nomination Committee.

The members of the Nomination Committee, irrespective of how they are appointed, shall represent the interests of all shareholders.



The Nomination Committee of Alcadon Group AB has, prior to the 2025 Annual General Meeting, been appointed according to the principles decided at the 2024 Annual General Meeting, which entails, among other things, that;

- The Chairman of the Board shall, no later than 15 October 2024, convene the three largest shareholders in terms of voting rights or owners representing the three largest groups of owners of the Company, each of whom has the right to appoint one member of the Nomination Committee.
- In addition, the Chairman of the Board of Directors shall be a member of the Nomination Committee at the time of its constitution.

### Nomination Committee

In accordance with the above, Alcadon Group AB informed on 11 October 2024 that Alcadon Group's Nomination Committee for the 2025 Annual General Meeting consists of;

- Carl Johan Högbom (appointed by and representing Investment AB Spiltan)
- Sven Thorén (appointed by and representing Athanase Industrial Partners)
- Jacob Lundgren (appointed by and representing Andra AP-fonden)
- Jonas Mårtensson (Chairman of the Board of Alcadon at the time of the Nomination Committee's constitution)

The Nomination Committee has evaluated the work of the Board, expertise and composition. In its evaluation, the Nomination Committee paid particular attention to the need for diversity and breadth on the Board, as well

as the need for gender balance. Results of the Board evaluation has been communicated in writing to the Nomination Committee, the Board of Directors, the CEO and the auditor. The board evaluation was discussed at several of the Nomination Committee's working meetings and at an ordinary Board meeting of Alcadon Group AB.

The members have not received any fees or remuneration for their work on the Nomination Committee.

The Nomination Committee held seven minuted meetings in 2024 and 2025 and a number of additional meetings.

### Proposal to be submitted to the 2025 Annual General Meeting for decision

The Nomination Committee will submit proposals to the 2025 Annual General Meeting for decision;

- election of the Chairman of the Annual General Meeting
- the number of board members and auditors
- the remuneration and fees of the Board of Directors and the auditor and, where the Board of Directors has decided to set up audit and remuneration committees, the remuneration of their members.
- election of the Board of Directors, Chairman of the Board and auditor
- principles for the work of the nomination committee

It is noted that Jonas Mårtensson did not participate in the decision regarding the Nomination Committee's proposal for board fees, nor in the resolutions regarding the Nomination Committee's proposal to propose the re-election of Jonas Mårtensson to the Board.





## AUDITOR'S REPORT ON THE CORPORATE GOVERNANCE STATEMENT

**To the general meeting of the shareholders in Alcadon Group AB (publ), corporate identity number 559009-2382**

### **Engagement and responsibility**

It is the board of directors who is responsible for the corporate governance statement for the year 2024 on pages 19 – 24 and that it has been prepared in accordance with the Annual Accounts Act.

### **The scope of the audit**

Our examination has been conducted in accordance with FAR's auditing standard RevU 16 The auditor's examination of the corporate governance statement. This means that our examination of the corporate governance statement 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. We believe that the examination has provided us with sufficient basis for our opinions.

### **Opinions**

A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6 the second paragraph points 2-6 the Annual Accounts Act and chapter 7 section 31 the second paragraph the same law are consistent with the annual accounts and the consolidated accounts and are in accordance with the Annual Accounts Act.

Stockholm March 27, 2025

Grant Thornton Sweden AB

Daniel Forsgren

Authorized Public Accountant



# Risks and risk management

Alcadon's operations are affected by a number of factors beyond the Group's control and also by many factors whose effects the Group can influence through its actions. The section below does not claim to be complete. Other risks and uncertainties currently unknown to the group or currently not considered material may also have a negative impact on the Group's operations.

The risk description is not arranged in order of magnitude and is not intended to rank the probability of the various circumstances occurring. Nor does it indicate the potential impact of the risks should they occur. To assess the development of the Group, it is important to assess the aforementioned and potential additional risk factors and their significance for the future development of the Group. All risk factors have in common that they could, to varying degrees, impact negatively on the Group's operations, performance, and financial position.

## BUSINESS AND INDUSTRY-RELATED RISKS

### Fluctuations of the economic cycle

The demand for Alcadon's products is affected by the general economic climate in the markets where the Group is active, which is influenced, among other things, by interest rates, exchange rates, taxes, the development of the equity market, credit availability, the unemployment rate and overall business conditions. Less favourable economic conditions may result in a deterioration in the conditions for new investments and maintenance among Alcadon's final customers and thus a negative impact on the demand for Alcadon's products. In addition, changes in raw material prices may affect the level of activity and result in investments being postponed and existing orders being delayed or cancelled.

### Technology development

Alcadon operates in the data and telecommunications market in the Nordic countries, Germany, Belgium, the UK, Ireland, and the Netherlands. Changes in the IT industry, with its rapid product changes and future technology developments, can be associated with a greater degree of uncertainty than for companies in more stable industries and markets with less change. The Group's products are designed for network infrastructure in the form of fibre and copper cables. There is a risk that new technologies will be developed and introduced which, depending on their success and Alcadon's ability to further develop products and systems, could change Alcadon's market position.

### Price pressure and competition

Alcadon operates in a competitive industry. Market players compete on price, innovation, design and quality, but also on technology and market penetration. Alcadon faces a large number of competitors, both traditional

retailers and specialised suppliers. In recent years, the Group has seen increasing price pressure in the market, which has partly led to declining margins for certain product groups, which in turn has driven demands for cost-effective solutions.

There is a risk that increased competition will reduce demand for Alcadon's products. The Group may also be forced to implement costly restructuring of its operations in order to maintain its market position and profitability.

### Risks related to acquisitions

From time to time, Alcadon may evaluate potential acquisitions that align with the Group's strategic objectives. Acquisitions always involve risks in terms of, for example, errors of assessment at the time of acquisition, the cost of integrating the acquiree and of possible restructuring efforts, financial commitments in the form of contingent consideration, and diversion of the executive management's focus on core activities.

If completed acquisitions fail to be successfully integrated, it may have a negative impact on the Group's performance and financial position. In addition, future acquisitions financed by equity may be dilutive for existing shareholders and debt financing may hamper the group's flexibility and restrict the use of capital.

### Regulatory risks

The activities of Alcadon are not subject to licensing but are subject to laws, regulations and standards pertaining to, inter alia, taxes, personnel, the environment and product safety. If the Group fails to comply with such rules, it may face penalties as a result. In addition, unforeseen problems related to the quality of products could damage the Group's reputation and lead to increased warranty costs (see also the section "Risks related to product quality and product safety" below).

Any future amendments of laws, regulations or standards that result in stricter requirements or changed conditions with regard to product specifications, safety, health or the environment may have several negative implications, such as forcing the Group to make investments or take other measures in compliance. Such changes could also result in certain products of the Group becoming obsolete or the Group's operations becoming limited or obstructed.

There is a risk that new technologies will be developed and introduced which, depending on their success and Alcadon's ability to further develop products and systems, could change Alcadon's market position.

### **Dependence on suppliers**

In order to sell and deliver products, the Group is dependent on external deliveries meeting agreed requirements in terms of, for example, quantity, quality and delivery time. Incorrect, non-delivery, delayed deliveries or other disruptions in the supply chain from suppliers may mean that the subsidiaries' deliveries are in turn delayed or become inadequate or incorrect, which may result in reduced sales.

### **Dependence on key individuals and personnel**

As at 31 December 2024, the Group had 189 employees. Alcadon's future development is dependent on the Group's ability to retain and recruit personnel with relevant experience, knowledge and commitment. Should any member of management or other key employees terminate their employment, this could, at least in the short term, have a materially adverse effect.

### **Risks related to warehousing and transports**

The Group maintains central warehouses in each respective country of operation and smaller warehouses in conjunction with the local offices. There is a risk that the warehouses are subjected to, for example, fire, water damage or theft. Even if the Group has the insurances required, such damages may lead to delayed or unfulfilled deliveries to customers, in turn causing damage to the Group's reputation. Should products be damaged during transportation from suppliers, the Group may not be able to deliver to customers on time.

### **Risks related to product quality and product safety**

The products provided by Alcadon may, in the event of defective quality, cause damage to persons and property, such as other equipment installed together with the damaged products or components. Alcadon issues product guarantees with warranty periods that normally run for 12 months. For products under its own ECS (European Cabling System) brand, the product warranty period is 15 years. In the event of defects in product quality and safety, Alcadon is obliged to replace or repair the damaged product.

### **Tax risks**

Alcadon conducts operations in a number of European countries. The operations in these countries are conducted in accordance with Alcadon's interpretation of applicable laws, regulations and judicial practices as well as the administrative practices of the tax authorities. It cannot be excluded, however, that the tax authorities form a different evaluation in certain matters, and that the Group's previous or present tax situation changes by administrative decision. Moreover, revised tax legislation, possibly with retroactive effect, or revised interpretation of such legislation may have an adverse effect on the Group's operations, performance and financial position.

## **RISK MANAGEMENT**

Alcadon's management works continuously to develop and adapt the Company to reduce the risks described above and minimise the effects and damage that these risks can cause. Since a significant proportion of sales are to segments other than new construction and to most industries as end customers, the Company's exposure to economic factors is reduced. By playing the role of a distributor of proven technology rather than a company that develops new proprietary technology, we are less exposed to rapid developments in the industry; our organisation can distribute the technology that proves to be leading in different phases of time. By developing our own brands and the high level of knowledge of our staff in our niche, we can manage price competition.

Our staff is an important resource and a competitive tool, and it is therefore valuable that most key employees have been major shareholders in Alcadon for a long time. Furthermore, our good and long-term relationships with our suppliers are a decisive factor in maintaining high quality and availability of goods to customers. Risks associated with acquisitions are managed through a very thorough due diligence process supported by external advisors and with the active participation of the Company's Board of Directors, several members of which have extensive experience of this type of process. Integration has also been effectively managed through the management's extensive industry expertise, which also includes acquired company operations.

## **FINANCIAL RISKS**

For risk exposure and financial risk management, please refer to Note 2.



# Management report

The Board of Directors and the Chief Executive Officer of Alcadon Group AB, reg.no. 5590092382, with registered office in Stockholm, hereby submit the annual report and consolidated financial statements for the financial year 2024. The Company is the Parent Company of the Alcadon Group.

The Company's share is listed on Nasdaq First North Stockholm since 14 September 2016. The Board of Directors has decided to start the process, during 2023, of switching from Nasdaq First North Growth Market to Nasdaq Main Market in Stockholm. The decision is a declaration of intent, and timing of the application will be adapted to Nasdaq's prevailing market conditions. The Board's assessment is still that a switch to the main list is relevant in the future, but likely not during 2025.

## THE GROUP'S OPERATIONS

Alcadon was founded in Sweden in 1988 with the sole purpose of providing top of the line premium products for network infrastructure and data communication. Through value-adding distribution and by representing world-leading manufacturers, the groundwork for further expansion into Europe was laid.

Today, Alcadon is established in Sweden, Norway, Denmark, Germany, Belgium, the Netherlands, the UK and Ireland, and in all markets we offer products and systems for data and telecommunications through suppliers of leading brands. This is complemented by own brands such as ECS.

Alcadon is dependent on suppliers and their products in its operations. Co-operation takes place with suppliers in Europe, the USA and Asia. Products under the ECS brand are manufactured at several factories in Taiwan, China, the UK and Israel. In total, Alcadon offers products from more than 200 suppliers.

## REVENUE AND RESULTS

Net sales increased by 2.0 per cent to SEK 1,604 (1,573) million. In unchanged currency, sales increased by 1.3 percent. Organic growth including currency effects was -3.4 percent, excluding currency effects -4.1 percent and acquired growth was 5.4 percent.

Other operating income amounts to SEK 0.8 million (4.0) and consisted in the previous year mainly of revaluation and reversal of additional considerations of SEK 3.3 million.

The gross margin amounts to 25.3 (24.4) percent. The gross margin excluding the acquired company Wood Communications amounts to 25.0 (24.4) percent.

The increase in operating incomes, SEK -288 (-261) million, is mainly due to the acquisition of Wood Communications, SEK -15 million, which is consolidated from 2 April 2024, acquisition costs of SEK -2.3 million

(0.0) and revaluation and reversal of contingent considerations of SEK -5.4 million. Operating profit before amortisation of intangible assets (EBITA) amounted to SEK 94 (107) million during the period, which is a decrease of -12 percent. EBITA was affected by acquisition costs of SEK -2.3 (0.0) million and SEK -11.8 (-1.5) million attributable to unrealised exchange rate gains and losses. Of this, SEK -8.7 (-2.6) million is revaluation of contingent considerations. Reversal of contingent considerations had an impact of SEK 3.3 (6.0) million. Adjusted for the above, EBITA increased by 2.7 percent to SEK 105 (102) million and the EBITA margin amounted to 6.6 percent (6.5).

Amortisation of acquired customer relationships amounts to SEK -17 million (-14), of which SEK -13 (-13) million relates to Networks Centre, SEK -1.5 (-1.5) million to Alcadon Denmark and SEK -2.7 million to Wood Communications.

Profit for the period amounted to SEK 37 (38) million.

Earnings per share decreased from SEK 1.76 to SEK 1.54, a decrease of 12 percent for the year.

A summary of key indicators and developments by quarter, as well as a comparison with the previous year, is provided on pages 62-64.

## CASH FLOW, INVESTMENTS AND LIQUID ASSETS

Cash flow from operating activities amounted to SEK 125 (137) million, while cash flow from changes in working capital amounted to SEK 25 (34) million during the period. Other net investments in tangible, intangible and financial fixed assets amounted to SEK -7.6 (-8.8) million. Net cash flow for acquisitions amounted to SEK -171 (-42) million and consisted of contingent consideration paid for Networks Centre of SEK -67 million, contingent consideration paid for Alcadon Denmark of SEK -9 million and net cash payment for Wood Communications of SEK -94 million. Cash flow from financing activities amounted to SEK 45 (-125) million. The increase is attributable to financing raised to pay for the acquisition of Wood on 2 April 2024. Financing for the acquisition of Wood, amounting to SEK 133 million, consists of a new share issue of SEK 7 million, a raised acquisition loan of SEK 30 million and a temporarily raised overdraft facility of SEK 31 million, which was repaid in full during the second quarter. In addition to the financing for the acquisition of Wood, cash flow from financing activities consists of cash flow from the utilisation of the overdraft

facility, amortisation of loans, amortisation of lease liabilities, warrant payments and interest paid and received. At the end of the period, the Group's cash and cash equivalents amounts to SEK 58 (63) million. The overdraft facility granted by SEB amounts to SEK 80 (50) million, of which SEK 59 (50) million was undrawn at the end of the period.

The Company has financing through SEB without pledged collateral. The Parent Company has no contingent liabilities or pledged assets.

The Group has no significant property, plant and equipment other than right-of-use assets. The inventory value on 31 December 2024 amounts to SEK 308 (294) million.

As at 31 December 2024, the Group had goodwill of SEK 799 (676) million. Goodwill is attributable to the acquisition of the Alcadeltaco Group at the end of December 2015, as part of the creation of the current Group structure, and to the Group's subsequent acquisitions. Goodwill is tested for impairment on an ongoing basis and is recognised at cost less accumulated impairment losses. The impairment test performed at the end of 2024/beginning of 2025 showed that there was no impairment. See further Note 11.

The equity ratio on the balance sheet date was 50 (44) percent.

## INVESTMENTS

Alcadon's investments other than acquisitions normally consist of minor ongoing investments in tangible and intangible fixed assets, such as equipment and software, etc.

## FINANCING

Alcadon's financing consists of a bank loan with SEB of initially SEK 380 million, which extends until August 2026.

To part-finance the acquisition of Wood, the existing acquisition credit of SEK 30 million has been used and a temporarily increased overdraft facility of EUR 2.65 million (SEK 31 million). The temporary overdraft facility of EUR 2.65 million (SEK 31 million) was in effect until the end of May 2024 and has been amortised in full. The terms of the drawn acquisition credit and the temporary overdraft facility are set out below.

After annual repayments and with an acquisition credit of SEK 30 million, the SEB loans amount to SEK 325 million as of 31 December 2024. During the third quarter, the overdraft facility was increased from SEK 50 million to SEK 80 million.

Terms in brief:

- Bank loan, SEK 130 million, straight line amortisation 10 years, interest rate STIBOR 3M + 1.4-2.4 percentage points depending on debt/equity ratio.
- Bank loan, SEK 250 million, straight line amortisation 10 years, interest rate STIBOR 3M + 1.4-2.4 percentage points depending on debt/equity ratio.
- Overdraft facility of SEK 80 million, SEB base rate + 1.2 percentage points, 0.4 percent annual credit fee.
- Acquisition credit of SEK 30 million, straight line amortisation 10 years, interest rate STIBOR 3M + 1.4-2.4 percentage points depending on debt/equity ratio, 0.35 percent on undrawn amount.
- Temporary overdraft facility EUR 2.65 million (SEK 31 million), SEB base rate + 1.2 percentage points, 0.4 percent annual credit fee. Amortisation took place in full during the second quarter and the overdraft facility was terminated.

In total, the Group's bank financing amounts to SEK 346 (333) million as of 31 December 2024, of which SEK 42 (38) million is reported as a current liability under Current liabilities to credit institutions, SEK 284 (295) million is reported as non-current under Liabilities to credit institutions and SEK 21 (0) million relates to drawn bank overdraft facilities. Current liabilities of SEK 42 (38) million relate to the amortisation plan for the loans with SEB.

The Company reports covenants related to:

1. leverage ratio, net debt/EBITDA R12 <3,
2. cash flow in relation to amortisation and financing costs >1

The debt/equity ratio is calculated excluding lease liabilities and including lease expenses attributable to operating leases. In the event of an acquisition, the ratio may exceed 3.5 for three consecutive quarters. EBITDA R12 is calculated including acquired EBITDA as if the Company had belonged to the group for 12 months.

The overdraft facility granted by SEB amounts to SEK 80 (50) million, of which SEK 59 (50) million was undrawn at the end of the period.

Alcadon did not breach any covenants during the year.

## FINANCIAL TARGETS AND ACHIEVEMENT OF OBJECTIVES

Our targets cover both organic and acquisitive growth and are intended to reflect our ambitions in terms of growth, profitability, capital structure and other relevant parameters.

Financial goals	Goal	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Growth	20%	43%	51%	68%	79%	68%	42%	22%	13%	7%	2%
Profitability	>10%	6%	6%	6%	6%	6%	7%	6%	7%	7%	6%
Indebtedness	2-3	3,8	3,7	3,2	3,2	2,8	2,8	2,3	2,3	2,9	2,8

## Financial targets over a business cycle

- **Growth** - Annual net sales growth of 20 percent, including acquisitions
- **Profitability** - EBITA margin above 10 percent
- **Leverage** - Net interest-bearing debt/EBITDA R12 adjusted (proforma) between 2 and 3

## Other objectives

- **Customer loyalty** - Net Promoter Score (NPS) above 30
- **Employee engagement** - Employee Net Promoter Score (ENPS) above 30

**Growth** - Alcadon shall have an annual average sales growth of at least 20 percent over a business cycle. Sales growth will be generated organically and through acquisitions.

**Profitability** - Alcadon's annual average EBITA margin should exceed 10 percent over a business cycle.

EBITA is defined as operating profit before amortisation of intangible assets.

**Indebtedness** - Alcadon's long-term indebtedness should be between 2 and 3 times EBITDA. EBITDA is defined as operating profit before depreciation and amortisation, excluding acquisition costs, including proforma from acquisitions.

**Customer loyalty** - measured by Net Promoter Score, which provides a measure of how willing customers are to recommend Alcadon. NPS is measured by customers ranking Alcadon on a scale of 1-10 where the number of ambassadors is then compared to the number of critics. Ambassadors are considered to be all those who responded between 9-10, while critics are considered to be all those who responded between 1-6.

**Employee engagement** - measured by the Employee Net Promoter Score (eNPS), which provides a measure of how willing employees are to recommend their workplace. Employees rate Alcadon on a scale from 1-10 where the number of promoters is compared to the number of detractors. Ambassadors are considered to be anyone who answered between 9-10 while critics are considered to be anyone who answered between 1-6.

Additional goals	Goal	2022	2023	2024
Employee engagement	>30	40	22	29
Customer loyalty	>30	54*	57	49

\*Measured in Sweden and Norway in 2022. Other years measured in companies belonging to the group throughout the year.

## SIGNIFICANT EVENTS DURING THE YEAR

AAlcadon acquires Irish Wood Communications Ltd, one of Ireland's leading distributors of network products, effective 2 April 2024. To finance the acquisition, a directed share issue of 2,054,795 shares is carried

out to existing and new investors. Through the issue, Alcadon raised SEK 75 million before transaction costs. The number of shares in Alcadon Group AB increased from 21,722,570 to 23,777,365. Alcadon also carries out a non-cash issue of 733,661 shares as part of the payment. The number of shares in Alcadon Group AB increased from 23,777,365 to 24,511,026 after the issue.

President and CEO Sonny Mirborn will leave Alcadon in October 2024 and be replaced by Fredrik Valentin, who took office in January 2025. The Board of Directors appoints the Chairman of the Board, Pierre Fors, as acting President and CEO for the period from October until Fredrik takes over. During this period, Pierre Fors steps down from his role as Chairman of the Board, but remains a member of the Board. The Board elects the Vice-Chairman, Jonas Mårtensson, as Chairman of the Board for the same period.

The Extraordinary General Meeting on 4 July 2024, with deviation from the shareholders' preferential rights, resolves on a directed new issue of 200,000 warrants, with the accompanying right to subscribe for a maximum of 200,000 new shares, within the framework of an incentive programme for the incoming CEO, Fredrik Valentin.

See also Note 29 for events after the balance sheet date

No further significant events that give rise to disclosure have occurred after the end of the financial year.

## OWNERSHIP STRUCTURE

As at 31 December 2024, the Company's share capital consisted of 24,511,026 shares, with all shares having equal voting rights and equal rights to dividends. As at 31 December 2024, the Company had 5,368 shareholders, with the 20 largest shareholders holding 77% of the votes and shares as at 31 December 2024.

Owners with holdings exceeding 10 percent of the shares as of 31 December 2024 are Investment AB Spiltan and Ribbskottet AB.

On 6 March 2024, Alcadon Group carried out a directed share issue of 2,054,795 shares at a subscription price of SEK 36.5 per share. The issue was carried out to partially finance the acquisition of Wood Communications Ltd and the subscription price was determined through a so-called "accelerated bookbuilding" procedure. Through the issue, Alcadon raised SEK 75 million before issuance costs. The number of shares in Alcadon Group AB increased from 21,722,570 to 23,777,365 after the issue.

On 2 April 2024, Alcadon carried out a non-cash issue of 733,661 shares as part of the payment for the acquisition of Irish Wood Communications. The number of shares in Alcadon Group AB increased from 23,777,365 to 24,511,026 after the issue.

More detailed information on ownership is provided in the section "Share information" on page 69.



## ENVIRONMENTAL RESPONSIBILITY AND CLIMATE-RELATED ISSUES

Alcadon's activities are not subject to authorisation under environmental legislation. Environmental impact is mainly through freight transport, energy consumption, waste and packaging.

Alcadon works actively to minimise the environmental impact in each area. Environmental impact is also taken into account when choosing passenger transport and electricity suppliers. Further information is provided on pages 13-20 of Alcadon's sustainability report.

As at the balance sheet date, the Group has not identified any significant risks arising from climate change that could adversely and materially affect the Group's financial statements. Management continuously assesses the impact that climate-related issues have on the Group.

## REMUNERATION OF SENIOR EXECUTIVES

The Group's guidelines for remuneration of senior executives are described in the Corporate Governance Report on pages 20-21. Information on remuneration of the Board of Directors and senior executives for 2024 is provided in Note 7.

## FINANCIAL INSTRUMENTS

The Group is exposed to various risks associated with financial instruments, mainly trade receivables, non-current liabilities and operating liabilities. A summary of these is provided in Note 14. The different types of risk and how they are managed are described in more detail in Note 2.

## RISKS AND UNCERTAINTIES

Alcadon's operations, sales and financial results may be affected by a number of uncertainties. The Group reports on business risks and risk management in this annual report. See the section "Risks and risk management" on pages 25-26 for the Group's assessment of various risk areas, as well as Note 2 regarding financial risks.

## SUSTAINABILITY REPORT

From the financial year 2019, the Group is subject to the obligation of preparing a sustainability report in accordance with the Annual Accounts Act. The sustainability report for 2024, which has been reviewed by the Company's auditor in accordance with FAR's recommendation RevR12, will be presented on the Group's website at the end of March 2025. The same section contains the Group's sustainability policy and descriptions of the principles that govern, among other things, environmental responsibility, corporate responsibility and diversity and equality work.  
<https://alcadongroup.se/operations/sustainability-policy/>

## EXPECTED FUTURE DEVELOPMENTS

The Group will continue its efforts to strengthen its market position in network infrastructure, as well as to develop its own brands in parallel with the distribution of other, well-established brands. The Board and management continuously assess potential strategic acquisitions.

## THE PARENT COMPANY

The Parent Company's activities comprise the management of shares in subsidiaries, investor relations (IR/PR) and group management and finance. The Group's long-term external financing is also located here.

The Parent Company's net sales amounted to MSEK 13 (11) and the operating result amounted to MSEK -11.1 (-3.1). Profit for the year amounted to MSEK -2.7 (31.0).

## CORPORATE GOVERNANCE REPORT

The Company has prepared a separate Corporate Governance Report, see pages 19-23 of the Annual Report and the auditor's statement on page 24.

## ANNUAL GENERAL MEETING

The 2025 Annual General Meeting will take place in Stockholm on Tuesday 29 April 2025 at 10:00 am. Shareholders wishing to have matters considered at the meeting must submit such proposals to the Chairman of the Board, Pierre Fors, well in advance of the publication of the notice of the meeting, which is expected to be published at the end of March 2025.

### Proposed appropriation of profit or loss (SEK):

The following funds are available to the Annual General Meeting

Retained earnings:	539,895,505
Profit or loss for the year	-2,649,979
Total	537,245,526

### The Board of Directors proposes the following distribution of funds:

Dividend to shareholders	
SEK 0 per share	0
Carried forward to new account	537,245,526
Total	537,245,526

Despite a strong cash flow during the year, the Board of Directors proposes that no dividend be paid for 2024, in view of favourable investment opportunities with good potential returns going forward.

The financial position of the Company and the Group at 31 December 2024 and the results of the operations during 2024 are set out in the following income statements, balance sheets, cash flow statements, notes and explanatory statements.

# Financial statements

INCOME STATEMENT (SEK MILLION)		THE GROUP		THE PARENT COMPANY	
	NOTE	2023	2022	2023	2022
<b>Operating income</b>					
Net sales	3	1,603.8	1,572.8	13.1	11.1
Other operating income		0.8	4.0	-	3.3
<b>Total operating income</b>		<b>1,604.6</b>	<b>1,576.9</b>	<b>13.1</b>	<b>14.4</b>
<b>Operating expenses</b>					
Goods for resale		-1,198.0	-1,188.6	-	-
Other external expenses	5, 6	-108.6	-95.8	-13.0	-7.6
Personnel costs	7	-179.9	-164.9	-11.1	-10.0
<b>Operating profit before depreciation/amortisation</b>		<b>118.2</b>	<b>127.6</b>	<b>-11.1</b>	<b>-3.1</b>
Depreciation and amortisation of tangible and intangible fixed assets	12, 13	-44.5	-38.8	-0.1	0.0
<b>Operating profit</b>		<b>73.6</b>	<b>88.8</b>	<b>-11.1</b>	<b>-3.1</b>
<b>Profit from financial items</b>					
Interest income and similar items	8	14.8	1.3	23.1	35.0
Interest expenses and similar items	9	-32.5	-38.9	-28.7	-27.5
<b>Profit after net financial items</b>		<b>56.0</b>	<b>51.3</b>	<b>-16.7</b>	<b>4.4</b>
Appropriations		0.0	0.0	14.8	30.1
Tax on profit for the year	10	-19.1	-13.4	-0.8	-3.5
<b>Net profit or loss for the year</b>		<b>36.9</b>	<b>37.9</b>	<b>-2.6</b>	<b>31.0</b>
<b>Attributable to:</b>					
Shareholders of the Parent Company		36.9	37.9		
<b>Earnings per share, SEK</b>					
Earnings per share	4	1.54	1.76		
Earnings per share after dilution	4	1.54	1.76		

STATEMENT OF OTHER COMPREHENSIVE INCOME		THE GROUP	
	NOTE	2024	2023
Net profit or loss for the year		36.9	37.9
<b>Items that may be reclassified to profit or loss</b>			
Exchange differences on translation of foreign subsidiaries		48.0	5.6
<b>Other comprehensive income after tax</b>		<b>48.0</b>	<b>5.6</b>
<b>Comprehensive income for the year</b>		<b>84.9</b>	<b>43.5</b>
<b>Comprehensive income for the year attributable to:</b>			
Shareholders of the Parent Company		84.9	43.5

BALANCE SHEET (SEK MILLION)		THE GROUP		THE PARENT COMPANY	
ASSETS	NOTE	2024	2023	2024	2023
<b>Fixed assets</b>					
<b>Intangible fixed assets</b>					
Goodwill	11	799.3	675.7	-	-
Software	12	2.3	4.9	0.3	0.0
Other intangible assets	12	150.2	116.7	0.0	0.0
<b>Total intangible assets</b>		<b>951.8</b>	<b>797.3</b>	<b>0.3</b>	<b>0.0</b>
<b>Tangible fixed assets</b>					
Buildings and land		4.1	-	-	-
Equipment, tools, fixtures and fittings		10.1	9.4	-	-
Rights of use	6	78.0	82.0	-	-
<b>Total tangible fixed assets</b>	<b>13</b>	<b>92.2</b>	<b>91.4</b>	<b>0.0</b>	<b>0.0</b>
<b>Financial fixed assets</b>					
Participations in Group companies	15	-	-	916.6	768.0
Receivables from Group companies		-	-	280.5	298.2
Other long-term receivables		8.2	7.2	-	-
Deferred tax assets	21	0.5	0.5	0.4	0.4
<b>Total financial fixed assets</b>		<b>8.7</b>	<b>7.6</b>	<b>1 197.5</b>	<b>1 066.6</b>
<b>Total fixed assets</b>		<b>1,052.7</b>	<b>896.3</b>	<b>1,197.7</b>	<b>1,066.6</b>
<b>Current assets</b>					
<b>Inventories, etc.</b>					
Finished goods and merchandise	16	308.1	293.9	-	-
<b>Total inventories, etc.</b>		<b>308.1</b>	<b>293.9</b>	<b>0.0</b>	<b>0.0</b>
<b>Current receivables</b>					
Trade receivables	17	241.9	294.4	0.0	0.0
Receivables from Group companies		0.0	0.0	0.2	0.4
Other receivables		11.4	7.9	0.5	-
Tax assets		6.1	3.7	0.0	-
Prepayments and accrued income	18	23.0	22.3	1.4	1.8
<b>Total current receivables</b>		<b>282.3</b>	<b>328.2</b>	<b>2.2</b>	<b>2.2</b>
<b>Cash and bank</b>		<b>57.9</b>	<b>62.5</b>	<b>0.0</b>	<b>28.9</b>
<b>Total current assets</b>		<b>648.3</b>	<b>684.6</b>	<b>2.2</b>	<b>31.1</b>
<b>TOTAL ASSETS</b>		<b>1,701.1</b>	<b>1,580.9</b>	<b>1,199.9</b>	<b>1,097.7</b>



BALANCE SHEET (SEK MILLION)		THE GROUP		THE PARENT COMPANY	
EQUITY AND LIABILITIES	NOTE	2024	2023	2024	2023
<b>Equity</b>	<b>19</b>				
<b>Restricted equity</b>					
Share capital		1.2	1.0	1.2	1.0
Restricted reserves/Statutory reserve		0.0	0.0	0.0	0.0
<b>Total restricted equity</b>		<b>1.2</b>	<b>1.1</b>	<b>1.2</b>	<b>1.1</b>
<b>Non-restricted equity</b>					
Other contributed capital		503.3	401.4	-	-
Retained earnings including comprehensive income for the year		351.7	267.0	-	-
Retained profit		0.0	0.0	539.9	407.1
Net profit or loss for the year		0.0	0.0	-2.6	31.0
<b>Total non-restricted equity</b>		<b>855.1</b>	<b>668.4</b>	<b>537.2</b>	<b>438.1</b>
Equity attributable to Parent Company shareholders		856.2	669.5	538.4	439.2
<b>Total equity</b>		<b>669,455</b>	<b>575,138</b>	<b>439,182</b>	<b>357,323</b>
<b>Liabilities</b>					
<b>Long-term liabilities</b>					
Provisions	26, 27	67.8	108.1	67.8	107.9
Long-term interest-bearing liabilities	20	283.5	294.5	283.5	294.5
Liabilities to Group companies		0.0	0.0	47.3	62.7
Deferred tax liabilities	21	33.1	31.6	-	-
Lease liabilities	6	53.4	60.4	-	-
<b>Total long-term liabilities</b>		<b>437.8</b>	<b>494.6</b>	<b>398.6</b>	<b>465.1</b>
<b>Current liabilities</b>					
Trade payables		248.9	279.2	0.3	1.2
Liabilities to Group companies		0.0	0.0	195.0	143.9
Tax liabilities		5.7	12.2	0.3	3.1
Current interest-bearing liabilities	20	41.5	38.5	41.0	38.0
Lease liabilities	6	21.5	18.7	-	-
Bank overdraft facility		21.1	-	-	-
Other liabilities		31.3	31.4	24.4	3.6
Accruals and deferred income	22	37.1	36.9	1.8	3.7
<b>Total current liabilities</b>		<b>407.0</b>	<b>416.8</b>	<b>262.9</b>	<b>193.5</b>
<b>Total liabilities</b>		<b>844.8</b>	<b>911.5</b>	<b>661.4</b>	<b>658.5</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>1,701.1</b>	<b>1,580.9</b>	<b>1,199.9</b>	<b>1,097.7</b>

## CHANGES IN EQUITY

	Share capital	Restricted reserves/ Statutory reserve	Other contributed capital	Retained earnings incl. profit for the year	Parent Company shareholders	Total equity
<b>THE GROUP</b>						
<b>2023 opening balance</b>	<b>1.0</b>	<b>0.0</b>	<b>351.3</b>	<b>222.9</b>	<b>575.1</b>	<b>575.1</b>
Redemptions of warrants	0.0	-	3.7	-	3.7	3.7
Repurchase of warrants	-	-	-4.5	-	-4.5	-4.5
New share issue	0.0	-	52.5	-	52.5	52.5
Issuance costs	-	-	-1.6	-	-1.6	-1.6
Warrant proceeds	-	-	0.8	-	0.8	0.8
Other comprehensive income	-	-	-	5.6	5.6	5.6
Net profit or loss for the year	-	-	-	37.9	37.9	37.9
<b>Closing balance 2023-12-31</b>	<b>1.0</b>	<b>0.0</b>	<b>402.0</b>	<b>266.4</b>	<b>669.5</b>	<b>669.5</b>
<b>2024 opening balance</b>	<b>1.0</b>	<b>0.0</b>	<b>402.0</b>	<b>266.4</b>	<b>669.5</b>	<b>669.5</b>
New share issue	0.1		102.3		102.4	102.4
Issuance costs	-		-2.2		-2.2	-2.2
Warrant proceeds	-		1.7		1.7	1.7
Other comprehensive income	-			48.0	48.0	48.0
Net profit or loss for the year	-			36.9	36.9	36.9
<b>Closing balance 2024-12-31</b>	<b>1.2</b>	<b>0.0</b>	<b>503.8</b>	<b>351.2</b>	<b>856.2</b>	<b>856.2</b>

	Share capital	Reserves	Retained earnings	Net profit/loss for year	Total
<b>THE PARENT COMPANY</b>					
<b>2023 opening balance</b>	<b>1.0</b>	<b>0.0</b>	<b>358.4</b>	<b>-2.1</b>	<b>357.3</b>
Appropriation of net profit or loss for the year	-	-	-2.1	2.1	0.0
Redemption of warrants	0.0	-	3.7	-	3.7
Repurchase of warrants	-	-	-4.5	-	-4.5
Warrant proceeds	-	-	0.8	-	0.8
New share issue	0.0	-	52.5	-	52.5
Issuance costs	-	-	-1.6	-	-1.6
Net profit or loss for the year	-	-	-	31.0	31.0
<b>Closing balance 2023-12-31</b>	<b>1.0</b>	<b>0.0</b>	<b>407.1</b>	<b>31.0</b>	<b>439.2</b>
<b>2024 opening balance</b>	<b>1.0</b>	<b>0.0</b>	<b>407.1</b>	<b>31.0</b>	<b>439.2</b>
Appropriation of net profit or loss for the year	-	-	31.0	-31.0	0.0
Warrant proceeds			1.7	-	1.7
New share issue	0.1		102.3	-	102.4
Issuance costs	-	-	-2.2	-	-2.2
Net profit or loss for the year	-	-	-	-2.6	-2.6
<b>Closing balance 2024-12-31</b>	<b>1.2</b>	<b>0.0</b>	<b>539.9</b>	<b>-2.6</b>	<b>538.4</b>

CASH FLOW STATEMENT (SEK MILLION)		THE GROUP		THE PARENT COMPANY	
	NOTE	2024	2023	2024	2023
<b>Operating activities</b>					
Operating profit		73.6	88.8	-11.1	-3.1
Adjustments for non-cash items, etc.	25	51.9	31.0	5.0	1.7
Income tax paid		-25.5	-17.0	-3.6	0.1
<b>Cash flow from operating activities before change in working capital</b>		<b>100.1</b>	<b>102.8</b>	<b>-9.7</b>	<b>-1.4</b>
<b>Change in working capital</b>					
Change in inventories		-3.1	51.4	0.0	0.0
Change in trade and other receivables		77.4	-21.2	0.0	0.7
Change in trade and other payables		-49.3	3.7	48.1	96.0
<b>Net cash from operating activities</b>		<b>125.0</b>	<b>136.6</b>	<b>38.4</b>	<b>95.3</b>
<b>Investing activities</b>					
Change on acquisition of subsidiaries	26	-170.7	-41.7	-170.7	-41.7
Acquisition of intangible fixed assets		-0.8	-1.6	-0.3	0.0
Acquisition of tangible fixed assets		-5.7	-4.6	0.0	0.0
Change in other financial fixed assets		-1.1	-2.6	17.7	-119.9
<b>Cash flow from investing activities</b>		<b>-178.3</b>	<b>-50.5</b>	<b>-153.3</b>	<b>-161.6</b>
<b>Financing activities</b>					
New issuance/warrant proceeds		75.1	50.2	75.1	50.2
Interest paid and received and other financial items	8, 9	-25.1	-30.8	-2.2	7.9
Amortisation of lease liabilities		-17.7	-14.8	-	-
Amortisation	20	-67.9	-129.5	-67.9	-42.9
Borrowings/Change in bank overdraft facility		80.9	-	80.9	-
<b>Cash flow from financing activities</b>		<b>45.3</b>	<b>-125.0</b>	<b>85.9</b>	<b>15.1</b>
<b>Cash flow for the year</b>		<b>-7.9</b>	<b>-38.9</b>	<b>-28.9</b>	<b>-51.2</b>
Cash and cash equivalents at the beginning of the year		62.5	101.3	28.9	80.1
Exchange rate difference in cash and cash equivalents		3.3	0.1	-	-
<b>Cash and cash equivalents at the end of the year</b>		<b>57.9</b>	<b>62.5</b>	<b>0.0</b>	<b>28.9</b>



## NOTE 1 – ACCOUNTING AND VALUATION POLICIES

### 1.1 GENERAL

The activities of Alcadon Group AB and its subsidiaries consist of the sale of products and systems for data and telecommunications.

The Parent Company is a public Swedish limited liability company with its registered office in Stockholm and the Company's shares have been listed on Nasdaq First North under the ticker ALCA since 14 September 2016. The Company's Certified Adviser is Svensk Kapitalmarknadsgranskning AB (SKMG).

The financial statements for the financial year 2024 have been approved by the Board of Directors and the Managing Director on 24 March 2025 and will be submitted to the Annual General Meeting on 29 April 2025 for adoption.

The Group's activities are described in the Directors' Report.

### 1.2 BASIS OF ACCOUNTING

The consolidated financial statements have been prepared

in accordance with the Swedish Annual Accounts Act, RFR 1 Supplementary Rules for Groups and International Financial Reporting Standards (IFRS) as amended

The financial statements have been prepared on a going concern basis, which assumes that the Group will be able to settle its liabilities as they fall due. In confirming the going concern assumption at inception, the Group has considered the following specific factors:

- The Group recognises a profit for the financial year 2024 of SEK 36.9 million and has current assets exceeding current liabilities by SEK 241.3 million.
- Management prepares an annual budget and long-term strategic plans including an assessment of cash flow needs and continues to monitor actual performance against budget and plans throughout the reporting period.

Based on these facts, management has reasonable expectations that the Group has and will have adequate resources to continue its operations for the foreseeable future.

The Parent Company Alcadon Group AB prepares its reports in accordance with the Swedish Annual Accounts Act and the Swedish Financial Reporting Board's recommendation RFR 2 Accounting for Legal Entities.

The most significant accounting and valuation principles used in the preparation of the financial statements are summarised below. In cases where the Parent Company applies different policies, these are stated under "Parent company" below.

All assets, contingent considerations and liabilities are recognised at cost, unless otherwise stated.

### Functional and presentation currency

All amounts are expressed in thousands of SEK (KSEK) unless otherwise stated. Amounts in brackets refer to the previous year.

The functional currency of the Parent Company is the Swedish krona (SEK), which is also the reporting currency of the Parent Company and the Group. This means that the financial statements are presented in SEK.

### Other accounting and valuation policies

Non-current assets and liabilities consist essentially of amounts expected to be recovered or paid after more than 12 months from the balance sheet date.

Current assets and current liabilities consist essentially of amounts expected to be recovered or paid within 12 months of the balance sheet date.

### New and updated IFRS standards applicable from 1 January 2024

The following standards and amendments are new for the financial year beginning 1 January 2024.

- Amendments to IAS 1 Presentation of Financial Statements
- Amendments to IFRS 16 Leases
- Amendments to IAS 7 Statement of Cash Flows
- Amendments to IFRS 7 Financial Instruments: Disclosures

None of the above amended and enhanced IFRS standards effective in 2024 have had a material impact on the consolidated financial statements.

### Standards not yet in force and not applied in advance

As at the date of authorisation of these financial statements, certain new standards, amendments and interpretations to existing standards that are not yet effective have been published by the IASB. These are not expected to have a material impact on the consolidated financial statements and have not been early adopted.

IFRS 18 Presentation and disclosure in financial statements is applicable for annual periods beginning on or after 1 January 2027. The standard will replace IAS 1 Presentation of Financial Statements and introduce new requirements that will help achieve comparability in reporting the performance of similar entities and provide users with more relevant information and transparency. IFRS 18 will not affect the recognition or measurement of items in the financial statements, i.e. it will have no impact on net profit. Management will start assessing the impact of the application of the new standard in 2025.

### 1.3 ESTIMATES AND JUDGEMENTS

Group management makes estimates and judgements about the future. These judgements are continually

evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The resulting estimates for accounting purposes will, by definition, rarely equal the actual outcome. In measuring the fair values of business combinations, valuation techniques are applied to the various components of a business combination. In particular, the fair value of contingent consideration depends on the outcome of several variables. For the assessment of the items below, see the reference in the 2024 Annual Report:

Impairment/goodwill - see 1.11 and 1.13 Inventories - see 1.14

Expected credit losses - see 1.18

Climate-related issues are not considered to have a material impact on current reported values. For further assessment of climate-related issues, please refer to Alcadon's sustainability report.

## 1.4 CONSOLIDATED ACCOUNTS

The consolidated financial statements include subsidiaries in which the Parent Company directly or indirectly holds more than 50 percent of the voting rights, or otherwise has a controlling interest. The Group controls a company when it is exposed to or is entitled to variable returns from its holding in the Company and is able to influence the return through the influence it exercises in the Company.

Profit or loss and other comprehensive income of subsidiaries acquired or disposed of during the year are recognised from the effective date of the acquisition or disposal, applicable. The Alcadon Group's foreign subsidiaries are translated using the current rate method. This means that the assets and liabilities of the foreign subsidiaries are translated at the closing rate. All items in the income statements are translated at the average rate for the year. Exchange rate differences are recognised as Other comprehensive income for the Group.

All intra-group transactions and balance sheet items are eliminated on consolidation, including unrealised gains and losses on transactions between group companies. In the consolidated profit and loss account, the share attributable to non-controlling interests is presented separately.

Non-controlling interests in the capital of subsidiaries are recognised as a separate component of equity in the consolidated balance sheet. Amounts recognised in the financial statements of subsidiaries have been adjusted where necessary to ensure consistency with the Group's accounting policies.

## 1.5 SEGMENT REPORTING

Operating segments are reported in a manner consistent with internal reporting that shows an operating result

that is regularly reviewed by the chief operating decision maker. The chief operating decision maker is the function responsible for allocating resources and assessing the performance of the operating segments. The Chief Executive Officer is the Group's chief operating decision maker. Alcadon has identified one operating segment which represents the Group's operations as a whole. The assessment is based on the fact that the division of operations is regularly reviewed by the CEO as a basis for decisions on the allocation of resources and assessment of its performance. The majority of Alcadon's revenue is derived from the sale of network infrastructure products and is directed to the customer segments Networks, Fibre Networks/Broadband and Residential Networks. In addition, there are minor business support sales in services and training. No internal follow-up or separate resource allocation takes place based on customer segments, but everything takes place within the framework of network infrastructure, which is why this is identified as Alcadon's only operating segment.

## 1.6 FOREIGN CURRENCY TRANSLATION

### Accounting currency

Items included in the financial statements of the various entities in the Group are measured using the currency of primary economic environment in which the entity operates (functional currency). The consolidated financial statements are presented in Swedish kronor (SEK), which is the Parent Company's presentation currency.

### Transactions and balance sheet items

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or at the dates when the items are revalued. Exchange gains and losses arising from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the economic outturn account. Exchange rate differences are recognised in operating profit to the extent that they relate to operating balances and other in net financial income and expense.

### Group companies

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of that operation and translated at the closing rate.

## 1.7 REVENUE RECOGNITION

Revenue is recognised at the fair value of the consideration received or receivable for goods and services sold in the ordinary course of the Group's business. Revenue is recognised at the point in time when control of the products and services delivered has passed to the counterparty in accordance with the contract. Recognised revenue reflects the expected

consideration for the fulfilment of contractual obligations to customers and represents the consideration to which the Group believes it is entitled.

The Group's policies for recognising revenue from contracts with customers for each revenue stream are set out below.

### **Sales of goods**

The Group engages in the wholesale of data- and telecommunications products and systems. In the majority of cases, Alcadon supplies goods without any related conditional undertakings of installation or support. Sales of goods are considered to be a performance commitment and are carried out in the Commercial Property Networks, Residential Networks, and Fibre Networks/FTTx business areas. Sales are recognised as revenue when control of the goods is transferred to the customer, i.e. at a specific point in time, which normally coincides with delivery to the counterparty. Sales are recognised as revenue when control of the goods is transferred to the customer, which normally coincides with their delivery. Delivery occurs when the goods have been handed over in accordance with the terms of delivery, the risks of the goods have been transferred to the customer, and the customer has either accepted the goods in accordance with the contract, or the time span for objecting to the contract has expired, or the Group has objective evidence that all the criteria for acceptance have been met. There may be volume discounts based on accumulated sales over a period. Revenue from the sale of goods is recognised based on the price stated in the contract less estimated volume discounts. A liability is recognised for expected volume discounts in relation to sales up to the balance sheet date.

Invoicing takes place in connection with delivery and the payment period is normally 30 days.

### **Sales of services**

The group provides services in the form of:

- Technical support for the delivery of hardware
- Service contracts

Technical support is considered to be a separate performance obligation with revenue recognised over time as the services are provided. Service contracts are recognised on a straight-line basis over the contract period.

The transaction price is variable and is based on volume discounts based on cumulative sales normally determined on an annual basis. The transaction price is allocated proportionally to the respective performance commitments, i.e. to each individual product.

## **1.8 LEASING**

### **The Group as lessee**

For all contracts entered into on 1 January 2019 and

later, the Group assesses whether the contract is a lease or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. To apply this definition, the Group assesses whether the lease fulfils the requirements of three assessments, which are whether:

- The contract contains an identified asset that is either specifically identified in the contract or implicitly specified by being identified at the time the asset is made available to the group.
- The Group is entitled to substantially all the economic benefits arising from the use of the identified asset throughout the lease term, taking into account the group's rights within the defined scope of the agreement.
- The Group has the right to control the use of the identified asset throughout the lease term. The Group assesses whether it has the right to control 'how and for what purpose' the asset is used throughout the lease term.

### **Measuring and recognizing leases as a lessee**

At the inception of the lease, the Group recognises a right of use and a lease liability in the balance sheet. The right of use is measured at cost, which includes the amount at which the lease liability is initially measured; any initial direct costs incurred by the Group; the Group's estimated costs of dismantling and removing the asset at the end of the lease term; and any lease payments made prior to the inception of the lease (less any benefits received).

The Group amortises the right-of-use asset on a straight-line basis from the commencement of the lease term to the earlier of the end of the useful life and the end of the lease term.

The Group further assesses whether the right-of-use asset is impaired when there is an indication of impairment.

At the inception of the lease, the Group measures the lease liability at the present value of the lease payments outstanding at that date. The lease payments are discounted using the interest rate implicit in the lease if that rate is readily determinable or the Group's incremental borrowing rate.

After the inception date, the liability is reduced by lease payments allocated between amortisation and finance charges.

Alcadon evaluates all new agreements to determine whether they contain lease components. Crucial to this assessment is whether the contract contains a unique or implicitly specified asset, Alcadon has the right to the main economic benefits arising from the use of the asset and the right to control its use throughout the lease



term.

When entering into a new leasing agreement, it is assessed whether Alcadon will choose to extend the agreement or use early termination. This means that Alcadon as the lessee assesses which contract length is reasonable instead of only starting from the contract length in the agreement.

In the lease accounting, Alcadon applies relief rules, which means that leases with a short contractual term (less than 12 months) and leases with a smaller value (approximately EUR 5,000) are expensed and not recognised as a lease liability or right-of-use asset.

The lease debt and the size of the right of use are calculated to be applied primarily the implicit interest in the agreement. In cases where it cannot be determined, the marginal loan interest is used instead, which corresponds to the interest the Company would have been offered if the acquisition had been financed with a loan from a financial institution.

## 1.9 BORROWING COSTS

Interest expense is recognised in the income statement in the period to which it relates. The cost of borrowings is amortised over the period of the borrowings on the basis of the recognized liability.

## 1.10 INCOME TAX

The tax expense or income for the period consists of current and deferred tax. Current tax is the tax calculated on the taxable profit for a period. Deferred tax is calculated using the balance sheet method, which entails making a comparison between the carrying amounts of the Group's assets and liabilities with their respective tax bases.

The difference between these values is multiplied by the current tax rate, which gives the amount of the deferred tax asset/liability. Deferred tax assets are recognised in the balance sheet to the extent that it is probable that the amounts can be utilised against future taxable profits.

## 1.11 INTANGIBLE FIXED ASSETS

### Goodwill

Goodwill represents future economic benefits arising from a business combination that are not individually identified and separately recognised. Goodwill is recognised at cost less accumulated impairment losses. Goodwill is tested for impairment annually. See also Note 11.

### Other intangible fixed assets

Intangible fixed assets are recognised at cost less scheduled depreciation and any impairment losses. Depreciation according to plan is on a straight-line basis and is based on the estimated useful lives of the assets.

The following amortisation periods are applied:

Software	3-8 years
Other intangible assets	5-10 years
Customer relations	10 years

## 1.12 TANGIBLE FIXED ASSETS

Property, plant and equipment are stated at cost less depreciation and amortisation according to plan. Depreciation is calculated using the straight-line method and is based on the cost of the assets and their estimated useful lives.

The residual value and useful life of assets are assessed at each reporting date.

The following depreciation periods apply:

Equipment and plant	3-5 years
Computer hardware	2-3 years
Buildings	50 years

## 1.13 IMPAIRMENT TESTING

Intangible and tangible fixed assets

The Company reviews the carrying amounts of its assets on each balance sheet date to assess if there is any indication of impairment. If such an indication exists, the recoverable amount of the asset is calculated as the higher of its value in use and its net realisable value.

Goodwill is tested for impairment annually regardless of there is any indication of impairment.

An impairment loss is recognised if the recoverable amount is less than the carrying amount.

If it is not possible to determine the recoverable amount of the individual asset, the recoverable amount of the asset's cash-generating unit is determined, where the cash-generating unit is the smallest identifiable group of assets that generates cash flows that are largely independent of those from other assets. In calculating value in use, future cash flows are discounted at a pre-tax rate that is believed to reflect the market's assessment of the time value of money and the risks specific to the asset. A sensitivity analysis of the discount rate and growth assumptions is performed after each impairment test to determine whether the remaining surplus value is significant.

With the exception of goodwill, assets are reassessed if there is evidence that the previous impairment loss is no longer justified. If the impairment loss is no longer justified, in whole or in part, it is reversed in accordance with IAS 36.

### Financial fixed assets

#### Assets recognized at amortised cost

The Group assesses the future expected credit losses associated with assets carried at amortised cost. The Group recognises a credit reserve for such expected credit losses at each reporting date.

For trade receivables, the Group applies the simplified

allowance approach, i.e. the allowance will equal the expected loss over the life of the trade receivable. To measure the expected credit losses, trade receivables have been grouped based on distributed credit risk characteristics and days past due.

The Group uses forward-looking variables for expected credit losses.

Expected credit losses are recognised in the consolidated income statement under other external expenses.

#### 1.14 INVENTORY

Inventories relate to data and telecommunications products. Inventories are valued at the lower of cost or net realisable value.

The 'first in, first out' principle is applied when determining the acquisition value.

Net realisable value is the estimated selling price less the estimated costs to sell.

Management calculates the net realisable value of inventories, taking into account the most reliable information available at each balance sheet date. The future sales of these items may be affected by future technology and other market-driven changes that may reduce future selling prices.

#### 1.15 EMPLOYEE BENEFITS

##### **Pension obligations**

The Group operates only defined contribution pension plans with fixed contributions to external legal entities. The Group has no legal or constructive obligations to pay additional contributions beyond the payment of the fixed contribution that is expensed in the period in which the related employee services are received.

##### **Termination benefits**

Termination benefits are paid when an employee's employment is terminated before the normal retirement date or when an employee accepts to voluntarily resign from employment in exchange for such benefits. The Company recognises severance pay when it is demonstrably committed either to a termination according to a detailed formal plan without the possibility of withdrawal or to provide termination benefits as a result of an offer made to encourage voluntary resignation from employment.

#### 1.16 DEPOSITS

Contingent considerations are recognised when the Company has or can be deemed to have an obligation as a result of past events and it is probable that an outflow of resources will be required to settle the obligation. A further condition is that a reliable estimate of amount to be paid can be made.

#### 1.17 CONTINGENT LIABILITIES

A contingent liability is recognised when there is a

possible obligation that depends on the occurrence of uncertain future events, or when there is a present obligation where payment is not probable or the amount cannot be estimated reliably.

#### 1.18 FINANCIAL INSTRUMENTS

Financial instruments are included in several different balance sheet items and are further described below.

##### **Classification**

The Group classifies its financial assets and liabilities in the amortised cost or fair value through profit or loss category. The classification depends on the purpose for which the financial asset or liability was acquired.

##### **Financial assets at amortised cost**

Assets held for the purpose of collecting contractual cash flows where those cash flows are solely payments of principal and interest are measured at amortised cost. The carrying amount of these assets is adjusted for any expected credit losses. Interest income from these financial assets is recognised using the effective interest method and is included in financial income. The Group's financial assets measured at amortised cost comprise trade receivables, other receivables, accrued contractual income and cash and cash equivalents.

##### **Financial liabilities at amortised cost**

The Group's financial liabilities are classified as measured at amortised cost or fair value through profit or loss. Financial liabilities consist of other non-current liabilities, trade payables and parts of other current liabilities.

Financial liabilities at fair value through profit or loss  
Agreed contingent consideration on acquisition is recognised at fair value through profit or loss.

##### **Recognition of financial instruments**

A financial asset or financial liability is recognised in the balance sheet when the Group becomes subject to the contractual terms of the instrument. A receivable is recognised when the Group has fulfilled its obligation and the other party has a contractual payment obligation, even if no invoice has been sent. Trade receivables are recorded in the balance sheet when the invoice is sent. A liability is recognised when the counterparty has fulfilled its obligation and the Group has a contractual payment obligation, even if no invoice has been received. Trade payables are recognised when the invoice has been received. A financial asset is removed from the balance sheet when rights are realised, expire, or the Group loses control of them. The same applies to part of a financial asset.

Financial liabilities are removed from the balance sheet when the contractual obligation is paid or has otherwise ceased to exist. The same applies to part of a financial liability.

Financial assets and liabilities are offset and the net amount is recognised in the balance sheet only when

there is a legally enforceable right to set off the amounts and there is an intention to settle the amounts through net payments or to realise the asset and at the same time settle the liability. Purchases and sales of financial assets are recognised on the trade date. The trade date is the date on which the Group commits to purchase or sell the asset.

Trade receivables are monitored and reported regularly within each company and within the Group. The risk that the Group's customers will not fulfil their payment obligations is limited by credit control, credit limits per customer and, in some cases, through insuring trade receivables against credit losses. Credit limits are monitored regularly. Exposure to individual customers is limited.

### 1.19 CASH FLOW STATEMENT

The cash flow statement is drawn up using the indirect method. This entails that the net income is adjusted for transactions that do not involve incoming or outgoing payments during the period. Cash and cash equivalents include cash, available balances with banks and credit institutions, and short-term liquid investments.

### 1.20 EARNINGS PER SHARE

The calculation of earnings per share is based on the Group's profit for the year attributable to the Parent Company's share-holders, divided by the weighted average number of shares outstanding during the year.

Outstanding options are included in result after dilution if the share's market price at the time of the report exceeds the exercise price.

### 1.21 OTHER IMPORTANT INFORMATION

Some of the financial and other information presented herein has been rounded to make the information more accessible to the reader. This may entail that the amounts in some columns not add up exactly to the specified total.

### 1.23 ACCOUNTING POLICIES OF The Parent Company

The Parent Company's financial statements are prepared in accordance with the Swedish Annual Accounts Act (ÅRL) and RFR 2 Accounting for Legal Entities. In its financial statements, the Parent Company applies

the International Financial Reporting Standards (IFRS) as adopted by the EU whenever possible within the framework of the ÅRL, taking into consideration the relationship between accounting and taxation. Consequently, the Parent Company applies the principles set out in Note 1 to the consolidated accounts, with the exceptions below. Unless otherwise specified, these policies have been applied consistently for all presented years.

Assets, contingent considerations and liabilities have been valued at cost unless otherwise stated below.

In particular, this implies the following differences between the accounting of the Parent Company and the Group:

The income statement and balance sheet of the Parent Company follow the format of the Annual Accounts Act.

Shares and participations in subsidiaries are recognised in the Parent Company at cost less any impairment losses. Contingent consideration is measured on the basis of the probability that the consideration transferred will be received. Any changes in the contingent consideration adjust the cost. In the consolidated financial statements, contingent consideration transferred is recognised at fair value with changes in value through profit or loss.

In the Parent Company, untaxed reserves are recognised without distinction between equity and deferred tax liabilities.

Appropriations in the profit and loss account are also recognised including deferred tax. Group contributions are recognised as appropriations.



## NOTE 2 - RISK EXPOSURE AND FINANCIAL RISK MANAGEMENT

### Management of capital

The Group's objectives with regard to its capital structure are to safeguard the Group's ability to continue as a going concern, so that it can generate returns for shareholders and benefits for other stakeholders, and to maintain an optimal capital structure to keep the cost of capital down. To manage the capital structure, the group may change the dividends paid to shareholders, return capital to shareholders, issue new shares, or dispose of assets to reduce liabilities.

The Group's capital management objective is to maintain an equity ratio of at least 25 percent. Capital is defined as equity and refers to equity attributable to the shareholders of the Parent Company. Equity amounted to SEK 856 (670) million, which corresponds an equity ratio of 50 percent (44) and the target has been met.

### Financial risks

The Group's activities are exposed to a number of financial risks. These risks include price risk, credit risk, liquidity risk and cash flow risk. Price risk includes currency risk, interest rate risk and market risk. The Company's assessed risk exposure and associated risk management are described below.

### Currency risk

Currency risk is the exposure to fluctuations in the value of financial instruments due to changes in exchange rates. To manage the transactional currency risk, Alcadon has the possibility, if necessary, to purchase currency for known future flows to the extent that inflows and outflows cannot be matched.

Sensitivity analysis on effects on operating profit	THE GROUP	
	2024-12-31	2023-12-31
+/- 3% in market interest rate	0.0	0.0
+/- 5% in exchange rate between SEK/EUR	0.5	-0.2
+/- 5% in exchange rate between SEK/GBP	2.8	3.1
+/- 5% in exchange rate between SEK/NOK	0.1	0.2
+/- 5% in exchange rate between SEK/DKK	0.3	0.7

### Interest rate risk

Interest rate risk is the risk that the value of financial liabilities will fluctuate due to changes in market interest rates. Alcadon's current loans have variable interest rates, entailing an exposure to changes in interest rates.

Based on the debt and debt-to-equity ratio as of December 31, 2024, a change in the market interest rate by 3 percent up or down would result in an increased or decreased interest expense of SEK 9.8 million after taking amortisation into account.

### Credit risks

Credit risk arises when the Company enters into a contract with a counterparty and refers to the risk that the counterparty will not fulfil its obligations. Credit assessment of customers and other counterparties takes place as standard according to established procedures.

### Liquidity and funding risk

Liquidity risk is the risk that the Group's cash requirements cannot be met in a tight market environment. Financing risk is the risk that the cost of financing will be higher and financing opportunities will be poorer when loans are turned over and payment obligations cannot be met due to insufficient liquidity, or due to difficulties in obtaining financing. As Alcadon has a strong capital base, these risks are not considered to be significant. Management also closely monitors rolling forecasts of the Group's liquidity reserve based on expected cash flows.

### Cash flow risk

The Group is not considered to be exposed to any particular cash flow risks other than those associated with the other risks above.

### NOTE 3 - NET SALES

Alcadon is mainly engaged in the sale of goods, which accounts for more than 99 per cent of net sales. Sales are made in different regions and revenue from sales is recognised in the income statement when control has been transferred to the customer. The Group also provides services in the form of technical support and service contracts. Technical support is considered a separate performance obligation and revenue is recognised over time. Service contracts are recognised on a straight-line basis over the contract period. See table below for net sales and tangible/intangible assets by region.

Geographic market (external net sales)	THE GROUP		THE PARENT COMPANY	
	2024	2023	2024	2023
Sweden	347,5	369,0	-	-
Norway	92,0	110,2	-	-
Denmark	126,4	171,9	-	-
Germany	102,5	113,8	-	-
The United Kingdom	626,4	649,7	-	-
Ireland	85,0	-	-	-
The Benelux	224,0	158,2	-	-
<b>Total</b>	<b>1,603.8</b>	<b>1,572.8</b>	<b>0.0</b>	<b>0.0</b>

The Group has no customer that represents more than 10% of its net sales.

Geographical market (tangible/intangible fixed assets)	THE GROUP		THE PARENT COMPANY	
	2024	2023	2024	2023
Sweden	256.4	257.9	0.3	0.0
Norway	64.7	64.6	-	-
Denmark	59.4	61.5	-	-
Germany	0.2	0.5	-	-
The United Kingdom	521.7	494.1	-	-
Ireland	131.4	0.0	-	-
The Benelux	10.2	10.1	-	-
<b>Total</b>	<b>1,044.0</b>	<b>888.7</b>	<b>0.3</b>	<b>0.0</b>

### NOTE 4 – EARNINGS PER SHARE

	THE GROUP	
	2024	2023
Average number of shares used in the calculation of earnings per share	23,868,959	21,542,373
Number of shares at the end of the period (NOTE 19)	24,511,026	21,722,570
Net profit or loss for the year (KSEK)	36,875	37,860
<b>Earnings per share (SEK)</b>	<b>1.54</b>	<b>1.76</b>
Average number of shares after dilution	23,868,959	21,542,373
Earnings per share after dilution (SEK)	1.54	1.76

## NOTE 5 – REMUNERATION OF THE AUDITOR

	THE GROUP		THE PARENT COMPANY	
	2024	2023	2024	2023
Grant Thornton				
- audit engagements	-1.8	-2.2	-0.7	-0.5
- audit work in addition to audit engagements	-0.1	-0.2	-0.2	-0.2
- other services	-1.2	-0.1	-1.2	-0.1
Nyman Libson Paul				
- audit engagements	-0.9	-	-	-
- audit work in addition to audit engagements	-	-	-	-
- other services	-0.2	-	-	-
Cooney Carey				
- audit engagements	-0.3	-	-	-
- audit work in addition to audit engagements	-0.1	-	-	-
- other services	-	-	-	-
<b>Total</b>	<b>-4.6</b>	<b>-2.6</b>	<b>-2.1</b>	<b>-0.8</b>

## NOTE 6 – LEASES AND RIGHTS OF USE

Leases are handled from 2019 in accordance with IFRS 16 Leases, see Note 1. As Alcadon is a lessee, the lease assets are recognised as a right of use in the statement of financial position, while the future obligation to the lessor is recognised as a liability in the statement of financial position. As a lessee, Alcadon has both finance and operating leases. The Group leases office and warehouse premises, which constitute operating leases, and cars, which constitute finance leases.

SPECIFIED INFORMATION BY TYPE OF ASSET	Cars	Office space	Buildings and land	TOTAL
	2023	2023	2023	2023
Amortisation	2.4	8.2	7.4	18.0
Interest expense	0.5	0.4	1.0	1.8
Total cash flow	2.9	8.5	8.4	19.8
Carrying amount, rights of use	10.8	18.2	49.0	78.0
<b>Recognised lease liability</b>				
Current	3.4	7.8	0.4	21.5
Long-term 1–5 years	7.4	10.3	20.9	38.7
Long-term >5 years	-	-	14.8	14.8

Short-term leases and leases of low-value assets are not included, as these are expensed as they arise. The cost of short-term leases and leases of low-value assets amounts to SEK -1.7 (-4.6) million.



NOTE 6 – LEASES AND RIGHTS OF USE (CONT'D.)

SPECIFIED INFORMATION BY TYPE OF ASSET				Cars	Office space	Buildings and land	TOTAL
				2023	2023	2023	2023
Amortisation				-1.6	-6.7	-6.7	-15.0
Interest expense				-0.2	-0.4	-1.1	-1.7
Total cash flow				-1.8	-7.1	-7.8	-16.7
Carrying amount, rights of use				7.7	21.7	43.7	73.1
<b>Recognised lease liability</b>							
Current				2.6	6.3	6.4	15.3
Long-term 1–5 years				5.1	15.9	21.0	42.0
Long-term >5 years				-	-	18.4	18.4
RIGHTS OF USE	Amount of right of use assets	Interval of remaining terms	Average remaining lease period	Amount of lease agreements with extension option	Amount of lease agreements with purchase option	Amount of lease agreements with variable costs relating to index	Amount of lease agreements with termination option
	2024	2024	2024	2024	2024	2024	2024
Cars	39	1 - 34 months	19 months	39	39	0	0
Office space	9	3 - 35 months	23 months	9	0	6	0
Buildings and land	7	5 - 101 months	59 months	7	0	6	0

## NOTE 7 – SALARIES, REMUNERATIONS, AND NUMBER OF EMPLOYEES

	2024		2023	
	Number of members on the Board	Of whom women	Number of members on the Board	Of whom women
Parent Company (Alcadon Group AB)	5	1	4	1
<b>Total</b>	<b>5</b>	<b>1</b>	<b>4</b>	<b>1</b>
	Average number of employees	Of whom women	Average number of employees	Of whom women
<i>Sweden:</i>				
-Parent Company (Alcadon Group AB)	2	-	2	-
-Alcadon AB (Subsidiary in Sweden)	45	5	44	5
<i>Foreign subsidiaries:</i>				
-Alcadon AS Norway	17	3	18	4
-Alcadon ApS Denmark	18	8	20	7
-Alcadon GmbH Germany	4	-	4	-
-Networks Centre UK and Netherlands	79	27	70	25
-Wood Communications Ireland*	10	3	-	-
-Alcadon BV Belgium	8	3	6	3
-Alcadon BV Netherlands	-	-	5	-
<b>Total</b>	<b>183</b>	<b>48</b>	<b>170</b>	<b>44</b>

\*included from April 2024.

Amount of employees in the Group at the end of the period: 189 (164).

## NOTE 7 – SALARIES, REMUNERATIONS, AND NUMBER OF EMPLOYEES (CONT'D.)

Salaries and other remuneration broken down by country and for board members, CWO, other senior executives and other employees are presented in the tables below:

	2024		2023	
	Salaries and remunerations	Social security contributions	Salaries and remunerations	Social security contributions
Parent Company (Alcadon Group AB)	-10,2	-3.8	-7.5	-2.3
Subsidiaries	-126,8	-26.1	-129.6	-24.1
<b>Total</b>	<b>-137,0</b>	<b>-29.8</b>	<b>-137.1</b>	<b>-26.4</b>
	Board members, CEO and other senior executives	Other employees	Board members, CEO and other senior executives	Other employees
<i>Sweden:</i>				
- Parent Company (Alcadon Group AB)	-10,2	-	-7.5	-
- Alcadon AB (Subsidiary in Sweden)	-2.3	-22.1	-2.4	-23.7
<i>Foreign subsidiaries:</i>				
- Alcadon AS Norway	-1.1	-10.5	-1.3	-11.2
- Alcadon ApS Denmark	-3.0	-13.5	-6.2	-16.1
- Alcadon GmbH Germany	-	-4.1	0.0	-4.7
- Networks Centre UK and Netherlands	-3.3	-51,3	-2.7	-53.8
- Wood Communications Ireland	-1,3	-6,9	-	-
- Alcadon BV Belgium	0,0	-7,4	-	-6.6
- Alcadon BV Netherlands	0,0	0,0	-	-0.7
<b>Total</b>	<b>-21.3</b>	<b>-119,3</b>	<b>-20.1</b>	<b>-117.0</b>
	Board members, CEO and other senior executives	Other employees	Board members, CEO and other senior executives	Other employees
<b>Of which pension costs</b>				
Parent Company (Alcadon Group AB)	-1.0	-	-1.2	-
Subsidiaries	-1.4	-6.4	-1.3	-5.9
<b>Total</b>	<b>-2.4</b>	<b>-6.4</b>	<b>-2.5</b>	<b>-5.9</b>

### SALARIES AND OTHER BENEFITS TO SENIOR EXECUTIVES DURING THE YEAR 2024 AMOUNT TO THE FOLLOWING:

Year 2024 (SEK million)	Salary/Fee	Pension	Variable remuneration	Total
<i>The Board of Directors</i>				
Pierre Fors (Chairman) <sup>1)</sup>	-1,0	-	-	-1,0
Jonas Mårtensson (Vice Chairman)	-0,2	-	-	-0,2
Marie Ygge	-0,2	-	-	-0,2
Lars Engström	-0,2	-	-	-0,2
Mikael Vaezi	-0,1	-	-	-0,1
Sonny Mirborn (CEO until October 2024)	-2,9	-0,6	-1,3	-4,8
Fredrik Valentin (CEO from January 2025)	-	-	-1,4	-1,4
Other senior executives <sup>2)</sup>	-11,7	-1,3	-1,6	-14,6
<b>Total</b>	<b>-16.3</b>	<b>-1,9</b>	<b>-4,3</b>	<b>-22,5</b>

<sup>1)</sup> Salary for the work as Chairman of the Board during the period January - September amounts to SEK -0.2 million. For the assignment as acting CEO, Pierre Fors invoiced SEK -0.8 million during the period October - December 2024.

<sup>2)</sup> Other senior executives amount to six persons.

The notice period for the CEO is a mutual notice period of six months with full salary and other benefits. In the event of termination by the Company, severance pay equivalent to three months' salary is payable. For other senior executives, a notice period of three to nine months applies.



## NOTE 8 – INTEREST INCOME AND SIMILAR ITEMS

	THE GROUP		THE PARENT COMPANY	
	2024	2023	2024	2023
Interest income	0.6	1.2	0.5	0.9
Financial currency effects	13.6	-	4.0	0.4
Interest income from Group companies	-	-	18.6	10.3
Other financial income	0.5	0.1	-	-
<b>Total</b>	<b>14.8</b>	<b>1.3</b>	<b>23.1</b>	<b>11.7</b>

## NOTE 9 – INTEREST EXPENSES AND SIMILAR ITEMS

	THE GROUP		THE PARENT COMPANY	
	2024	2023	2024	2023
Interest expenses	-22.3	-27.0	-20.1	-21.1
Interest expenses, lease liabilities	-3.3	-3.5	-3.3	-3.5
Financial currency effects	-2.9	-3.3	-	-
Interest expenses to Group companies	-	-	-3.8	-1.2
Other financial expenses	-4.0	-5.1	-1.5	-1.7
<b>Total</b>	<b>-32.5</b>	<b>-38.9</b>	<b>-28.7</b>	<b>-27.5</b>

## NOTE 10 – TAX ON PROFIT FOR THE YEAR

	THE GROUP		THE PARENT COMPANY	
	2024	2023	2024	2023
Current tax	-23.8	-16.1	-0.8	-3.5
Deferred tax	4.7	2.7	0.0	0.0
<b>Recognised tax</b>	<b>-19.1</b>	<b>-13.4</b>	<b>-0.8</b>	<b>-3.5</b>
<i>Effective tax rate 26.1% (28.1%) for the Group in 2023</i>				
Recognised profit before tax	56.0	51.2	-1.9	34.6
Tax according to the applicable Swedish tax rate 20.6% (20.6%)	-11.5	-10.6	0.4	-7.1
<i>Tax effect of:</i>				
Adjustment for foreign tax rates	-2.5	-2.3	0.0	0.0
Adjustment of previous years' taxes	0.5	3.7	0.0	0.0
Non-deductible expenses and non-taxable income	-5.6	-4.2	-1.2	3.5
<b>Recognised tax</b>	<b>-19.1</b>	<b>-13.4</b>	<b>-0.8</b>	<b>-3.5</b>

## NOTE 11 - GOODWILL

	THE GROUP		THE PARENT COMPANY	
	2024	2023	2024	2023
Opening balance	675.7	671.0	-	-
Acquisitions	93.7	-	-	-
Exchange rate differences	29.9	4.7	-	-
<b>Carrying amount</b>	<b>799.3</b>	<b>675.7</b>	<b>0.0</b>	<b>0.0</b>

Goodwill is tested for impairment annually. The discount rate used is based on the WACC (Weighted Average Cost of Capital) after tax. The calculation of the recoverable amount is based on the forecast cash flow over the next 5 years with an assumption of an EBITDA margin between 5.917.4%. The forecasts have been built up based on an estimate in each cash-generating unit. When preparing the forecast, a number of assumptions are made regarding, for example, sales price, volume, purchase price and product mix as a basis for future growth and EBITDA margin. The assumed perpetual growth rate beyond the forecast period is 2% (2%). Management's methodology for determining the value(s) included in the key assumptions reflects past experience and is consistent with external sources of information where applicable. The sensitivity analyses have

The sensitivity analyses were performed on a decrease in the EBITDA margin and an increase in the discount rate and show the threshold level at which an impairment loss arises, all else being equal. The sensitivity analyses show that there is relatively large scope for a decrease in the expected EBITDA margin and an increase in the discount rate before any impairment of goodwill arises.

Cash generating unit	Country	Goodwill, SEK million, 2024-12-31	Forecast growth, average	Estimated EBITDA margin, average	Discount rate after tax	Sensitivity analysis EBITDA margin	Sensitivity analysis Discount rate
Alcadon AB	Sweden	224.7	2.8%	10.8%	9.0%	5.9%	15.9%
Alcadon AS	Norway	64.4	2.8%	7.5%	10.5%	5.5%	14.5%
Alcadon ApS	Denmark	48.9	3.6%	5.9%	9.3%	4.2%	13.1%
Alcadon BV	Belgium	7.8	2.8%	6.9%	9.8%	2.3%	28.8%
Networks Centre Ltd.	The United Kingdom	359.8	2.5%	11.8%	11.0%	9.1%	14.4%
Wood Communications	Ireland	93.7	2.0%	17.4%	9.9%	7.4%	22.5%
		799.3					

## NOTE 12 – OTHER INTANGIBLE ASSETS

	THE GROUP		THE PARENT COMPANY	
	2024	2023	2024	2023
Acquisition value, opening balance	147.5	143.0	0.0	-
Acquisition value	29.8	-	-	-
Purchases	21.6	4.5	0.3	0.0
Disposals	-	-	-	-
<b>Accumulated acquisition value, closing balance</b>	<b>199.1</b>	<b>147.5</b>	<b>0.3</b>	<b>0.0</b>
Amortisation, opening balance	-25.9	-7.9	-	-
Amortisation for the period	-20.7	-17.9	-0.1	-
Disposals	-	-	-	-
Accumulated amortisation, closing balance	-46.6	-25.9	-0.1	0.0
<b>Carrying amount</b>	<b>152.5</b>	<b>121.6</b>	<b>0.3</b>	<b>0.0</b>

In connection with the acquisition of Alcadon ApS (formerly 6X International ApS) and its German subsidiary Alcadon GmbH (formerly 6X International GmbH) in 2021, intangible assets attributable to customer relations of SEK 13.3 million, which are amortised over 10 years, were identified.

In connection with the acquisition of Networks Centre Holding Company Ltd and its subsidiaries in the UK and the Netherlands in 2022, intangible assets attributable to customer relations of SEK 119.7 million were identified and are amortised over 10 years.

In connection with the acquisition of Lewralos Ltd and its subsidiary in Ireland in 2024, intangible assets attributable to customer relationships of SEK 29.8 million were identified and are amortised over 10 years.

The depreciation period of 10 years is based on an assessment of an annual loss of part of the net sales attributable to each asset over the estimated useful life.

## NOTE 13 – EQUIPMENT AND RIGHTS OF USE

	THE GROUP		THE PARENT COMPANY	
	2024	2023	2024	2023
Acquisition value, opening balance	187.3	174.6	-	-
Acquisition value	10.1	-	-	-
Purchases	19.3	13.0	-	-
Disposals	-	-0.2	-	-
<b>Accumulated acquisition value, closing balance</b>	<b>216.7</b>	<b>187.3</b>	<b>0.0</b>	<b>0.0</b>
Depreciation, opening balance	-95.9	-75.1	-	-
Acquisition value	-4.8	-	-	-
Depreciation for the year according to plan	-23.8	-21.1	-	-
Disposals	-	0.2	-	-
<b>Accumulated depreciation, closing balance</b>	<b>-124.5</b>	<b>-95.9</b>	<b>0.0</b>	<b>0.0</b>
<b>Planned residual value, closing balance</b>	<b>92.2</b>	<b>91.4</b>	<b>0.0</b>	<b>0.0</b>

Of the planned residual value, closing balance, SEK 78 (82) million consists of rights of use.

## NOTE 14 - FINANCIAL ASSETS AND LIABILITIES

### 2023-12-31

#### FINANCIAL ASSETS

	Amortised cost	Total
Other current financial assets	3.9	3.9
Trade receivables	241.9	241.9
Cash and cash equivalents	57.9	57.9
<b>Total</b>	<b>303.7</b>	<b>303.7</b>

#### FINANCIAL LIABILITIES

	Fair value through profit or loss	Amortised cost	Total
Long-term borrowings	-	283.5	283.5
Short-term borrowings	-	41.5	41.5
Trade and other payables	-	248.9	248.9
Lease liabilities		74.9	74.9
Bank overdraft facility		21.1	21.1
Contingent consideration	67.8	-	67.8
<b>Total</b>	<b>67.8</b>	<b>669.8</b>	<b>737.6</b>

### 2023-12-31

#### FINANCIAL ASSETS

	Amortised cost	Total
Other current financial assets	9.9	9.9
Trade receivables	294.4	294.4
Cash and cash equivalents	62.5	62.5
<b>Total</b>	<b>366.9</b>	<b>366.9</b>

#### FINANCIAL LIABILITIES

	Fair value through profit or loss	Amortised cost	Total
Long-term borrowings	-	294.5	294.5
Short-term borrowings	-	38.5	38.5
Trade and other payables	-	279.2	279.2
Leasing liabilities		79.1	79.1
Bank overdraft facilities		-	-
Contingent consideration	108.1	-	108.1
<b>Total</b>	<b>108.1</b>	<b>691.3</b>	<b>799.5</b>



## NOTE 14 – FINANCIAL ASSETS AND LIABILITIES (CONT'D.)

As at 31 December 2024, the Group's non-derivative financial liabilities with agreed maturities are as follows:

2024-12-31	Current	Long-term		Total
	within 6 months	6-12 months	1-5 years	
Loan SEB	20.5	20.5	283.5	324.5
Overdraft facilities	21.1	-	-	21.1
Trade payables	248.9	-	-	248.9
Lease liabilities	10.7	10.7	53.4	74.9
Contingent consideration	3.3	40.8	23.7	67.8
<b>Total</b>	<b>304.5</b>	<b>72.0</b>	<b>360.7</b>	<b>737.7</b>

IFRS 13 introduces a hierarchy for the type of inputs used in the different valuation techniques when fair value. They are referred to as Level 1, 2 and 3 inputs, with Level 1 inputs having the highest priority and Level 3 inputs having the lowest priority. Level 1 inputs are quoted prices (market prices) in active markets for identical assets that are available to the entity at the measurement date. Level 2 inputs include inputs other than quoted prices included in Level 1 that are directly or indirectly observable. Level 3 inputs are unobservable inputs for the asset. Level 3 inputs shall be used in the absence of observable inputs, including situations where there is little or no market activity for similar assets or where there are no comparables. However, the objective of the valuation is the same, i.e. to estimate a market value for the asset, so the inputs should reflect assumptions that market participants would consider in pricing the asset. Valuation of contingent considerations is done according to level 3 as this is dependent on future operating profit before tax and amortisation. For other assets and liabilities, except borrowings, the carrying amount approximates fair value and the Group does not categorise them into fair value hierarchy levels. Loans to credit institutions bear interest at variable rates and the carrying amount of loans is considered to approximate their fair value.

## NOTE 15 – PARTICIPATIONS IN GROUP COMPANIES

Name/registered office	Reg.no.	Number of shares	Share %	Carrying amount
Alcadeltaco AB, seated in Stockholm, Sweden	556813-7623	100	100	189.8
Alcadon ApS, seated in Nivå, Denmark	27 04 80 13	250	100	101.9
Alcadon B.V, seated in Schelle, Belgium	BE 0446.121.707	3,500	100	13.4
Networks Centre Holding Company Ltd, seated in Ashington, The United Kingdom	11809457	18,762	100	463.0
Lewralos Ltd, seated in Dublin, Ireland	IE406967	3,250	100	148.5
<b>Via Alcadeltaco AB</b>				
Alcadon AB, seated in Stockholm, Sweden	556480-4341	10,000	100	
<b>Via Alcadon ApS</b>				
Alcadon GmbH, seated in Kiel, Germany	20/290/10989	24,701	100	
Alcadon B.V, seated in Amsterdam, the Netherlands	EN 85425729	100	100	
<b>Via Alcadon AB</b>				
Alcadon A/S, seated in Oslo, Norway	NO952334891	6,000	100	
<b>Via Networks Centre Holding Company Ltd</b>				
Networks Centre Ltd, seated in Ashington, The United Kingdom	05531233	18,809	100	
Networks Centre Investments Ltd, seated in Ashington, UK	13121259	1	100	
Networks Centre (Scotland) Ltd, seated in Glasgow, UK	SC712797	1	100	
Communications Centre International Ltd, seated in Ashington, The United Kingdom	02355286	1,000	100	
Networks Centre B.V., seated in 's-Graveland, the Netherlands	EN 82002541	100	100	
XSicute Ltd, seated in Worthing, The United Kingdom	11974177	180	100	
<b>Via Lewralos Ltd</b>				
Solarwell Investments Ltd, seated in Dublin, Ireland	IE324902	5,000	100	
Wood Communications Ltd, seated in Dublin, Ireland	IE01544W	1,000	100	

## NOTE 15 – PARTICIPATIONS IN GROUP COMPANIES (CONT'D.)

	THE GROUP		THE PARENT COMPANY	
	2024	2023	2024	2023
Accumulated acquisition values, opening balance	-	-	768.	758.7
Addition/Acquisition	-	-	148.5	9.3
<b>Accumulated acquisition value, closing balance</b>	<b>0.0</b>	<b>0.0</b>	<b>916.6</b>	<b>768.0</b>
Accumulated impairment, opening balance	-	-	-	-
<b>Accumulated impairment, closing balance</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Carrying amount</b>	<b>0.0</b>	<b>0.0</b>	<b>916.6</b>	<b>768.0</b>

## NOTE 16 – INVENTORIES

	THE GROUP		THE PARENT COMPANY	
	2024	2023	2024	2023
Finished goods	295.7	278.6	-	-
Obsolescence reserve	-6.5	-3.1	-	-
Goods in transit	18.9	18.4	-	-
<b>Total</b>	<b>308.1</b>	<b>293.9</b>	<b>0.0</b>	<b>0.0</b>

In 2024, costs attributable to inventories amounting to KSEK 1,197,987 (KSEK 1,188,575) were included in the result.

## NOTE 17 – TRADE RECEIVABLES

	THE GROUP		THE PARENT COMPANY	
	2024	2023	2024	2023
Gross trade receivables	244.5	295.2	-	-
Allowance for expected non-payment	-3.3	-0.8	-	-
<b>Total trade receivables</b>	<b>241.9</b>	<b>294.4</b>	<b>0.0</b>	<b>0.0</b>

All amounts are current. The net carrying amount of trade receivables is considered a reasonable approximation of fair value.

In accordance with the rules of IFRS 9, the Group applies a simplified approach for impairment testing of trade receivables. For trade receivables, the Group applies the simplified allowance approach, i.e. the allowance will equal the expected loss over the life of the trade receivable. To measure the expected credit losses, trade receivables have been grouped based on distributed credit risk characteristics and days past due. The Group uses forward-looking variables for expected credit losses.

<b>2024-12-31</b>	<b>Not yet due</b>	<b>1-30 days</b>	<b>&gt; 30 days</b>	<b>&gt; 60 days</b>
Gross carrying amount	139,4	62,3	29,4	10,7
Allowance for expected non-payment	-	-	-	-3,3
<b>2023-12-31</b>	<b>Not yet due</b>	<b>1-30 days</b>	<b>&gt; 30 days</b>	<b>&gt; 60 days</b>
Gross carrying amount	237,3	32,6	14,0	11,3
Allowance for expected non-payment	-	-	-	-0,8

## NOTE 18 – PREPAYMENTS AND ACCRUED INCOME

	THE GROUP		THE PARENT COMPANY	
	2023	2022	2023	2022
Accrued income	3.9	9.9	0.0	0.0
Prepaid insurance	3.0	1.1	0.6	0.5
Prepaid rent	5.2	4.9	-	-
Other prepayments	10.9	6.4	0.8	1.2
<b>Carrying amount</b>	<b>23.0</b>	<b>22.3</b>	<b>1.4</b>	<b>1.8</b>

Accrued income refers to contractual assets where performance obligations have been fulfilled but payment has not yet been received.

## NOTE 19 – EQUITY

**The share capital** amounts to SEK 1,184,421.05 divided into 24,511,026 shares, each with a quota value of approximately SEK 0.05. All shares have the same right to dividends and are equivalent to one vote at the Annual General Meeting of the Parent Company.

**Other contributed capital** refers to capital contributed by owners and includes premiums paid in connection with share issues.

**Reserves** for exchange rate differences which relate to the effects of exchange rate changes on the translation of net investments in foreign subsidiaries to Swedish kronor.

**Retained earnings** including net profit or loss for the period include the profit of the Parent Company and its share of the results of subsidiaries and amounts for dividends.

SUBSCRIBED AND PAID SHARES:	THE PARENT COMPANY	
	2024	2023
At the beginning of the year	21,722,570	20,612,823
Newly issued shares	2,788,456	1,109,747
<b>Amount at year-end</b>	<b>24,511,026</b>	<b>21,722,570</b>

## NOTE 20 – LIABILITIES ATTRIBUTABLE TO FINANCING ACTIVITIES

Alcadon's financing consists of a bank loan with SEB of initially SEK 380 million, which is in effect until August 2026.

In order to part-finance the acquisition of Wood, the existing acquisition credit of SEK 30 million has been drawn, as well as a temporarily increased overdraft facility. The temporary overdraft facility of EUR 2.65 million (SEK 31 million) was in effect until the end of May 2024 and has been amortised in full. The terms of the utilised acquisition credit and the temporary overdraft facility are set out below.

After annual repayments and with an acquisition credit of SEK 30 million taken up, the SEB loans amount to SEK 325 million as of 31 December 2024.

During the third quarter, the overdraft facility was increased from SEK 50 million to SEK 80 million.

### Conditions in brief

- Bank loan, SEK 130 million, straight line amortisation 10 years, interest rate STIBOR 3M + 1.4-2.4 percentage points depending on debt/equity ratio.
- Bank loan, SEK 250 million, straight line amortisation 10 years, interest rate STIBOR 3M + 1.4-2.4 percentage points depending on debt/equity ratio.
- Overdraft facility of SEK 80 million, SEB base rate + 1.2 percentage points, 0.4 per cent annual credit fee.
- Acquisition credit SEK 30 million, straight line amortisation 10 years, interest rate STIBOR 3M + 1.4-2.4 percentage points depending on debt/equity ratio, 0.35 per cent on the unused amount.
- Temporary overdraft facility EUR 2.65 million (SEK 31 million), SEB base rate + 1.2 percentage points, 0.4 percent annual credit fee. Repayment took place in full during the second quarter and the overdraft facility was closed.

In total, the Group's bank financing amounted to SEK 346 (333) million as at 31 December 2024, of which SEK 42 (38) million is reported as short-term liability under Current liabilities to credit institutions, SEK 284 (295) million is recognised as non-current under Liabilities to credit institutions and SEK 21 (0) million relates to drawn overdraft facilities. Current liabilities of SEK 42 (38) million relates to the amortisation plan for the loans from SEB.

## NOTE 20 – LIABILITIES ATTRIBUTABLE TO FINANCING ACTIVITIES

The Group's borrowings	LONG-TERM		CURRENT	
	2024	2023	2024	2023
Borrowings comprise the following financial liabilities:				
Lease liabilities (IFRS 16)	53.4	60.4	21.5	18.7
Loan SEB	283.5	294.5	41.0	38.0
Bank overdraft facility	21.1	-	-	-
Other financing	-	-	-	0.5
<b>Total</b>	<b>358.0</b>	<b>354.9</b>	<b>62.5</b>	<b>57.2</b>

## NOTE 21 – DEFERRED TAX LIABILITIES AND TAX ASSETS

Deferred taxes arising from temporary differences and unused tax losses, as follows. Loss carry-forwards are restricted for mergers.

	THE GROUP		THE PARENT COMPANY	
	2024	2023	2024	2023
Untaxed reserves	-	3.7	-	-
Customer relations	149.5	115.7	-	-
IFRS 16 effects	0.6	0.5	-	-
Other temporary differences	8.7	-6.9	-	-
Tax loss carryforwards	1.7	1.7	1.7	1.7
	<b>160.5</b>	<b>114.8</b>	<b>1.7</b>	<b>1.7</b>
<b>Recognised as:</b>				
Deferred tax liabilities	33.1	31.6	-	-
Deferred tax assets	0.5	0.5	0.4	0.4

## NOTE 22 – ACCRUALS AND DEFERRED INCOME

	THE GROUP		THE PARENT COMPANY	
	2024	2023	2024	2023
Accruals for employee costs	9.9	13.8	0.7	1.5
Other accrued expenses	27.2	23.0	1.1	2.2
<b>Carrying amount</b>	<b>37.1</b>	<b>36.9</b>	<b>1.8</b>	<b>3.7</b>

## NOTE 23 – PLEDGED ASSETS AND CONTINGENT LIABILITIES

The Company has unsecured financing with SEB. Contingent liabilities refer to a possible remuneration programme in the Networks Centre that the Company can decide on unilaterally. The Parent Company has no contingent liabilities or pledged assets.

	THE GROUP		THE PARENT COMPANY	
	2024	2023	2024	2023
<b>Collateral pledged</b>				
For own contingent considerations and liabilities				
Contingent liabilities	6.1	6.1	-	-
<b>Total</b>	<b>6.1</b>	<b>6.1</b>	<b>0.0</b>	<b>0.0</b>



## NOTE 24 – TRANSACTIONS BETWEEN GROUP COMPANIES

Sales to other Group companies accounted for 100% of the Parent Company's net sales. There were no intra-Group purchases.

## NOTE 25 – ADJUSTMENTS FOR NON-CASH ITEMS, ETC

	THE GROUP		THE PARENT COMPANY	
	2024	2023	2024	2023
Exchange rate differences	10.7	-1.8	8.3	7.6
Reversed contingent consideration	-3.3	-6,0	-3.3	-6,0
Depreciation and amortisation	44.5	38.8	0.1	0.0
<b>Total adjustments</b>	<b>51.9</b>	<b>31,0</b>	<b>5,0</b>	<b>1.7</b>

## NOTE 26 – CONTINGENT CONSIDERATIONS

	THE GROUP		THE PARENT COMPANY	
	2024	2023	2024	2023
Contingent considerations, opening balance	108.1	140.3	107.9	140.3
New contingent considerations	30.7	0.3	0.0	0.0
Reversal of contingent considerations	-1.0	-2.5	-1.0	-2.5
Exchange rate differences	6.9	2.5	6.9	2.5
Disbursements	-77.0	-32.5	-77.0	-32.5
<b>Contingent considerations, closing balance</b>	<b>67.8</b>	<b>108.1</b>	<b>67.8</b>	<b>107.9</b>

The contingent consideration as of 31 December 2024 relates to contingent consideration for the acquisition of Networks Centre of SEK 41 million and Wood Communications of SEK 27 million.

The contingent consideration for the Networks Centre acquisition of GBP 41 (2.9) million represents the discounted value of the remaining contingent consideration of GBP 3.0 million, corresponding to SEK 42 million calculated at the closing rate. Total possible remaining contingent consideration amounts to GBP 3.0 million, corresponding to SEK 42 million calculated at the closing rate.

Additional consideration for the acquisition of Wood Communications of SEK 27 million (EUR 2.4 million) refers to the discounted value of the additional consideration of EUR 2.8 million recognised in the acquisition analysis less reversed additional consideration. This corresponds to SEK 29 million calculated at the closing rate. The total possible remaining contingent consideration amounts to EUR 2.9 million, which corresponds to SEK 33 million calculated at the closing rate.

The difference between the discounted values in the balance sheet and the remaining contingent considerations recognised (GBP 0.1 million and EUR 0.2 million) is recognised as an interest expense in net financial items until the eventual payment date of the contingent considerations. The interest expense during the year amounts to SEK -3.3 (-3.5) million.

During the year, SEK 9 million (DKK 6 million) was paid in final contingent consideration for Alcadon ApS, SEK 67.5 million (GBP 5.0 million) was paid in contingent consideration for Networks Centre.

## NOTE 27 – RELATED PARTY TRANSACTIONS

In addition to remuneration to senior executives, as described in Note 7, and subscription of shares within the framework of TO 2020/2024, the Group has during the year, through Alcadon Group AB, had transactions of SEK 1.4 (0.9) million with Paseca AB, which is owned by the Chairman of the Board, Pierre Fors. The transactions relate to consulting services.

The Group, through Networks Centre, has had sales of GBP 1.4 (2.5) million and purchases of GBP 2.5 (4.5) million with Xsicute Ltd, which was partly owned and controlled by Networks Centre's former majority shareholder Duncan Lindsay and Networks Centre's CEO James Reid, until Xsicute Ltd was acquired by the Group in 2024. The transactions relate to the sale and purchase of products.

In addition, Networks Centre has purchased marketing services of SEK 1.8 (0.8) million from HCO Consulting, which is owned and controlled by Networks Centre's former principal owner Duncan Lindsay.

All transactions are considered to be commercial and based on market terms. There were no other significant transactions with related parties during the year.

## NOTE 28 – WARRANTS

In accordance with the decision of the Annual General Meeting in April 2022, 19 employees have subscribed for warrants under an incentive programme, Warrant Programme 2022/2025. The transfer was made at the current market value of the options after calculation according to Black & Scholes. Each warrant entitles the holder to subscribe for one new share in Alcadon Group during the period from 24 February 2025 to 21 March 2025. The subscription price amounts to SEK 99.97. Upon full exercise of the warrants, up to 60,000 shares may be issued, which corresponds to a dilution of approximately 0.2 percent calculated on the Company's 24,511,026 shares.

The average price of ordinary shares during October to December and January to December has been below the exercise price of the options, so the shares are not included in the calculation of the number of diluted shares in the financial tables.

In accordance with the decision of the Annual General Meeting in April 2023, 19 employees have subscribed for warrants under an incentive programme, Warrant Programme 2023/2026. The subscription was made at the current market value of the options after calculation according to Black & Scholes. Each warrant entitles the holder to subscribe for one new share in Alcadon Group during the period from 23 February 2026 to 20 March 2026. The subscription price amounts to SEK 62.4. Upon full exercise of the warrants, up to 125,000 shares may be issued, which corresponds to a dilution of approximately 0.5 percent calculated on the Company's 24,511,026 shares.

The average price of ordinary shares during October to December and January to December has been below the exercise price of the options, so the shares are not included in the calculation of the number of diluted shares in the financial tables.

In accordance with the decision of the Annual General Meeting in April 2024, 13 employees have subscribed for warrants under an incentive programme, Warrant Programme 2024/2027. The subscription was made at the current market value of the options after calculation according to Black & Scholes. Each warrant entitles the holder to subscribe for one new share in Alcadon Group during the period from 2 November 2026 to 13 August 2027. The subscription price amounts to SEK 47.5. If the warrants are fully exercised, up to 74,000 shares can be issued, which corresponds to a dilution of approximately 0.3 percent calculated on the Company's 24,511,026 shares.

The average price of ordinary shares during October to December and January to December has been below the exercise price of the options, so the shares are not included in the calculation of the number of diluted shares in the financial tables.

In accordance with the decision of the Extraordinary General Meeting on 4 July 2024, the incoming CEO, Fredrik Valentin, subscribed in July 2024 for 200,000 warrants under an incentive programme, Warrant Programme 2024/2028. The subscription was made at the current market value of the options after calculation according to Black & Scholes. Each warrant entitles the holder to subscribe for one new share in Alcadon Group during the period from 1 May 2028 to 31 May 2028. The subscription price amounts to SEK 50.7. If the warrants are fully exercised, up to 200,000 shares can be issued, which corresponds to a dilution of approximately 0.8 percent calculated on the Parent Company's 24,511,026 shares.

The average price of ordinary shares during October to December and July to December has been below the exercise price of the options, so the shares are not included in the calculation of the number of diluted shares in the financial tables.

For more information about the programme, please see the Company's website, [www.alcadongroup.se/investerare/bolagsstammor/](http://www.alcadongroup.se/investerare/bolagsstammor/)

Closing balance	2022/2025	2023/2026	2024/2027	2024/2028
<b>Number of warrants</b>	<b>60 000</b>	<b>125 000</b>	<b>74 000</b>	<b>200 000</b>
<b>Time of allotment</b>	<b>2022-04-25</b>	<b>2023-05-08</b>	<b>2024-05-13</b>	<b>2024-07-08</b>
Exercise date	2025-02-24	2026-02-23	2026-11-02	2028-05-01
Share price at allotment (SEK)	79,6	47,75	34,8	36,0
Volatility	37%	37%	38%	38%
Duration	2.8 years	2.9 years	3.3 years	3.9 years
Yield dividend	1,30%	2,09%	2,87%	2,00%
Risk-free return	1,10%	2,84%	2,72%	2,80%
Fair value per warrant at allotment (SEK)	12,54	6,44	6,21	5,97
Exercise price at allotment (SEK)	99,97	62,4	47,5	50,7
Exercisable from/to	2025-02-24	2026-02-23	2026-11-02	2028-05-01
	2025-03-21	2026-03-20	2027-08-13	2028-05-31

## NOTE 29 - EVENTS AFTER THE BALANCE SHEET DATE

- On 7 January, Fredrik Valentin took over as President and CEO. Pierre Fors thus stepped down from the role of acting President and CEO and returned to his previous position as Chairman of the Board. Jonas Mårtensson, who had been Chairman of the Board between 1 October and 6 January, has returned to his previous role as Vice Chairman of the Board.
- Despite a strong cash flow during the year, the Board of Directors proposes that no dividend be paid for 2024, in light of favourable investment opportunities with good return potential going forward.

## NOT 30 - BUSINESS COMBINATIONS

### WOOD COMMUNICATIONS IN IRELAND

On 2 April 2024, Alcadon Group acquired Wood Communications in Ireland through the acquisition of all shares in the Parent Company Lewralos Limited. Wood Communications, founded in 1924, is one of Ireland's leading distributors of network products and systems for the data communications, data center, telecom and security industries. At the time of acquisition, Wood Communications had 16 employees and more than 500 customers. Approximately 40% of net sales come from the data center customer segment, approximately 40% from the commercial property segment (cabling and accessories) and approximately 20% from broadband, industrial customers and security. Sales are made to a broad group of customer categories, including installers, data centers, energy producers and resellers. A majority of the business' 20 largest customers have been customers of Wood Communications since the years 1997-2013, underpinning strong and long-standing customer relationships with the business.

The acquisition will give Alcadon a broader exposure to new markets and customers in Europe, as well as synergies in product offering. The acquisition also enables new distribution rights in Ireland, cooperation with Alcadon's previous acquisition Network Centre and opportunities for Alcadon to contribute to further expansion in Europe. Wood Communications will continue to operate as an independent company within the Alcadon Group, in accordance with Alcadon's strategy of working with decentralised business units with synergy potential.

As of 31 December 2024, the acquisition analysis below has been prepared. The purchase price for the shares including contingent considerations amounts to SEK 146 million, of which SEK 94 million has been paid in cash. Contingent considerations amount to a maximum of EUR 2.9 million and, after adjustment in December, EUR 2.8 million has been recognised, which has been discounted in the acquisition analysis to SEK 30 million (EUR 2.6 million). The contingent considerations are paid in cash or shares, depending on the improvement in earnings and cash flow generation in Wood over the next 36 months from the acquisition date. Contingent considerations are remeasured at fair value at each balance sheet date and any changes are recognised as other expenses or other income in operating profit. The discount rate is recognised in net financial items. Identified intangible assets, valued at EUR 2.6 million (SEK 30 million), relate to customer relationships and are amortised over 10 years. The 10-year amortisation period is based on an assessment of an annual loss of part of the net sales attributable to each asset. Valuation of identified intangible assets is based on estimates of future discounted cash flows. Deferred tax liabilities attributable to the identified intangible assets amount to EUR -0.3 million (SEK -3.4 million) in the acquisition announcement and are dissolved in line with amortisation. The amortisation will affect the operating profit by SEK -3.0 million per year and the result will be affected by SEK -2.6 million. Net assets including identified intangible assets and deferred tax liabilities amount to SEK 47 million in the acquisition analysis. Goodwill amounts to EUR 8.6 million (SEK 99 million at the time of acquisition) and relates to the Company's expected future earning capacity and the personnel in Wood Communications.

ACQUISITION ANALYSIS (SEK million)	Carrying amount at the acquisition date	Fair value adjustment	Fair Value (Preliminary)	Fair Value adjustment	Fair Value
<b>Fair value of deferred compensation</b>					
Shares			27.4	0.0	27.4
Cash			100.5	-11.4	89.1
Conditional contingent consideration			30.7	-1.0	29.7
<b>Total purchase price</b>			<b>158.6</b>	<b>-12.4</b>	<b>146.2</b>
<b>Identifiable net assets</b>					
Intangible fixed assets	0.0	31.2	31.2	-1.5	29.8
Other fixed assets	5.2	0.0	5.2	0.0	5.2
Inventories	8.8	0.0	8.8	0.0	8.8
Short-term receivables	29.9	0.0	29.9	0.0	29.9
Cash and cash equivalents	6.8	0.0	6.8	-11.4	-4.7
Other long-term liabilities	-0.2	0.0	-0.2	0.0	-0.2
Deferred tax liability	0.0	-3.7	-3.7	0.4	-3.4
Other interest-bearing liabilities	0.0	0.0	0.0	0.0	0.0
Trade and other payables	-17.9	0.0	-17.9	0.0	-17.9
<b>Net assets acquired</b>			<b>60.0</b>	<b>-12.5</b>	<b>47.4</b>
<b>Goodwill on acquisitions</b>			<b>98.6</b>	<b>0.1</b>	<b>98.9</b>
Purchase price in cash and cash equivalents			100.5	-11.4	89.1
Acquired cash and cash equivalents/Net debt			6.8	-11.4	-4.7
<b>Cash flow on acquisitions</b>			<b>-93.7</b>	<b>0.0</b>	<b>-93.8</b>

Wood Communications has contributed SEK 85 million in net sales, SEK 8.8 million in operating profit (EBITA) including acquisition costs of SEK -2.3 million and SEK 7.3 million in profit after tax from the acquisition date of 2 April 2024. If Wood Communications had been consolidated from 1 January 2024, the contribution would have been SEK 120 million in net sales, SEK 13.0 million in operating profit (EBITA) including acquisition costs of SEK -2.3 million and SEK 12.5 million in profit after tax.

#### XSICUTE IN THE UK

On 3 May 2024, Alcadon Group, through its wholly owned subsidiary Networks Centre Holding Company Ltd, acquired xSiCute Limited. xSiCute is a UK-based manufacturer of copper and fibre optic cabling and custom component solutions. The Company was acquired from Networks Centre's former principal owners Duncan Lindsay and James Reid. Through xSiCute, Alcadon gains access to in-house manufacturing that can be customised to specific customer projects and solutions. Access to our own niche production complements the distribution business and is in line with our strategy. The business is scalable and can be utilised in several geographical markets. With the acquisition, the Alcadon Group now offers customised production in Denmark and the UK combined with outsourced production at partners for longer series.

xSiCute had 7 employees at the time of the acquisition with a net sales for the financial year 1 April 2023 - 31 March 2024 of approximately GBP 300k and an operating loss of approximately GBP 80k. The purchase of the Company amounted to GBP 1 for the shares and repayment of shareholder loans in xSiCute of GBP 189k. The acquisition has no material impact on Alcadon's results and was financed with existing cash.



## NOTE 31 – GROUP STRUCTURE

Company	Registration number	Country	Holding
Alcadon Group AB	559009-2382	Sweden	100%
Alcadeltaco AB	556813-7623	Sweden	100%
Alcadon AB	556480-4341	Sweden	100%
Alcadon A/S	952334891	Norway	100%
Alcadon BV (formerly 6X International BV)	BE 0446.121.707	Belgium	100%
Alcadon ApS (formerly 6X International ApS)	27 04 80 13	Denmark	100%
Alcadon GmbH (formerly 6X International GmbH)	20/290/10989	Germany	100%
Alcadon BV	854225729	The Netherlands	100%
Networks Centre Holding Company Ltd	11809457	UK	100%
Networks Centre Ltd	05531233	UK	100%
Communication Centre International Ltd	02355286	UK	100%
Networks Centre Investments Ltd	13121259	UK	100%
Networks Centre B.V.	862300630	The Netherlands	100%
Networks Centre (Scotland) Limited	SC712797	Scotland	100%
XSicute Ltd	11974177	UK	100%
Lewralos Ltd	IE406967	Ireland	100%
Solarwell Investments Ltd	IE324902	Ireland	100%
Wood Communications Ltd	IE01544W	Ireland	100%

# Indicators

INDIDCATORS FOR THE GROUP	2024	2023	2022
Net sales, SEK million	1,603.8	1,572.8	1,110.4
Gross margin, %.	25.3	24.4	25.5
Operating profit before amortisation of intangible assets (EBITA), SEK million	94.4	106.8	68.6
Operating margin before amortisation of intangible assets (EBITA), %.	5.9	6.8	6.2
Operating profit after depreciation (EBIT), SEK million	73.6	88.8	62.3
Operating margin after depreciation (EBIT), %	4.6	5.6	5.6
Profit or loss for the period, SEK million	36.9	37.9	37.1
Net margin, %.	2.3	2.4	3.3
Equity ratio, %	52.1	44.1	36.8
Return on equity, %	4.6	5.9	7.5
Net interest-bearing liabilities, SEK million	363.0	349.6	447.1
Net interest-bearing liabilities excluding leasing, SEK million	288.2	270.5	361.3
Operating profit before depreciation (EBITDA) / Net working capital, %	35.7	41.3	23.5
Cash flow from operating activities, SEK million	125.0	136.6	24.1
Cash flow from operating activities per share, SEK	5.24	6.36	1.21
Equity per share, SEK	34.9	30.8	27.9
Earnings per share, SEK	1.54	1.76	1.86
Number of shares at the end of the period	24,511,026	21,722,570	20,612,823
Average number of shares, pcs	23,868,959	21,491,373	19,942,010
Number of employees at the end of the period	189	164	179
Average number of employees during the period	183	170	127

## DEFINITIONS

Gross profit	Net sales less cost of goods sold
Gross margin:	Gross profit as a percentage of net sales for the period.
EBITA margin:	Operating profit before amortisation of intangible assets as a percentage of net sales for the period.
EBIT margin:	Operating profit after depreciation as a percentage of net sales for the period.
Net margin:	Profit or loss for the period as a percentage of net sales.
Return on equity:	Net profit or loss for the last 12 months as a percentage of average equity.
Net interest-bearing liabilities:	Net of financial assets including cash and cash equivalents less interest-bearing contingent considerations and liabilities.
Operating profit before depreciation and amortisation (EBITDA) / Net working capital:	Operating profit before depreciation (R12) divided by Net Working Capital, calculated as Inventories plus Trade receivables minus Trade payables.
Equity ratio::	Equity as a percentage of total assets (excluding cash and financial assets) at the end of the period.
Earnings per share:	Net profit or loss for the period divided by the average number of shares during the period.
Cash flow from operating activities per share, SEK:	Cash flow from operating activities divided by average number of shares for the period.
Operating expenses:	Staff costs and other external operating costs.

The Company applies the ESMA guidelines for alternative performance measures. An alternative performance measure is a financial measure that is not defined or specified in applicable financial reporting rules (e.g. IFRS and the Annual Accounts Act). The alternative performance measures should therefore be explained in the financial statements. In accordance with these guidelines, the Group's alternative performance measures are defined above. The Group uses APMs because it believes that they provide valuable supplementary information to management and investors as they are central to the understanding and evaluation of the Group's business.

# Financial quarterly overview for the Group

## CONSOLIDATED QUARTERLY DATA

	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
INCOME STATEMENT (SEK MILLION)	2024	2024	2024	2024	2023	2023	2023	2023
Net sales	389.0	390.4	425.2	399.2	431.5	381.4	371.1	388.8
<b>Outcome</b>								
Operating profit before amortisation of intangible assets (EBITA)	24.9	18.0	30.4	21.1	39.3	28.0	11.4	28.1
Profit after net financial items	13.5	8.5	16.8	17.1	20.7	12.1	2.0	16.3
Profit or loss for the period	6.9	5.4	11.0	13.6	14.8	13.7	-2.2	11.6
<b>Margin measures in %</b>								
Gross margin, %	25.7	24.4	26.7	24.3	23.7	23.8	24.2	26.0
Operating margin (EBITA), %	6.4	4.6	7.2	5.3	9.1	7.3	3.1	7.2
Net margin, %	1.8	1.4	2.6	3.4	3.4	3.6	-0.6	3.0
<b>BALANCE SHEET (SEK MILLION)</b>								
<b>Assets</b>								
Total fixed assets	1,053	1,049	1,052	920	896	926	953	914
Total current assets	648	664	708	793	685	703	729	725
<b>Total assets</b>	<b>1,701</b>	<b>1,713</b>	<b>1,759</b>	<b>1,714</b>	<b>1,581</b>	<b>1,629</b>	<b>1,683</b>	<b>1,639</b>
<b>Equity &amp; liabilities</b>								
Total equity	856	831	822	790	669	680	687	644
Total long-term liabilities & contingent considerations	438	454	535	522	495	558	574	562
Total current liabilities	407	427	402	402	417	391	421	434
<b>Total equity &amp; liabilities</b>	<b>1,701</b>	<b>1,713</b>	<b>1,759</b>	<b>1,714</b>	<b>1,581</b>	<b>1,629</b>	<b>1,683</b>	<b>1,639</b>
<b>CASH FLOW (SEK MILLION)</b>								
Net from operating activities	38.9	14.4	60.2	12.4	41.7	60.1	17.9	17.7
Investing activities	-1.5	-68.3	-102.8	-5.7	-28.4	-0.6	-3.6	-17.9
Financing activities	-31.5	11.7	-50.0	115.2	-20.2	-72.9	-35.4	3.3
<b>Cash flow for the period</b>	<b>6.0</b>	<b>-42.2</b>	<b>-92.6</b>	<b>121.9</b>	<b>-7.0</b>	<b>-13.5</b>	<b>-21.1</b>	<b>3.0</b>
<b>OTHER INDICATORS</b>								
Earnings per share, SEK	0.28	0.22	0.45	0.62	0.68	0.63	-0.10	0.56
Return on equity, %	4.3	5.4	6.6	5.6	5.5	5.4	4.2	6.3
Equity per share, SEK	34.9	33.9	33.5	33.2	30.8	31.3	31.6	29.6
Cash flow from operating activities per share, SEK	1.59	0.59	2.47	0.56	1.92	2.77	0.83	0.85
Share price at the end of the period, SEK	29.0	34.6	34.6	38.2	35.0	28.1	39.9	50.6

## DEFINITION OF ALTERNATIVE PERFORMANCE MEASURES

	THE GROUP	
Operating profit before amortisation of intangible assets (EBITA), SEK million	2024	2023
Operating profit after depreciation/amortisation (EBIT), SEK million	73.6	88.8
Amortisation of intangible assets	20.7	17.9
Operating profit before amortisation of intangible assets (EBITA), SEK million	94.4	106.8
Operating expenses	2024	2023
Operating expenses including cost of goods	1,486.4	1,449.3
Cost of goods sold	1,198.0	1,188.6
Operating expenses	288.5	260.7
Net interest-bearing liabilities, SEK million	2024-12-31	2023-12-31
Long-term liabilities to credit institutions	283.5	294.5
Current liabilities to credit institutions	41.5	38.5
Bank overdraft facility	21.1	0.0
Cash and cash equivalents	-57.9	-62.5
<b>Net interest-bearing liabilities excluding leasing debt</b>	<b>288.2</b>	<b>270.5</b>
Long-term lease liabilities	53.4	60.4
Short-term lease liabilities	21.5	18.7
<b>Net interest-bearing liabilities</b>	<b>363.0</b>	<b>349.6</b>
Indebtedness	2024	2023
EBITDA R12	118.2	127.6
EBITDA R12 Proforma (period before acquisition*)	5.6	0.0
Acquisition costs	2.3	0.0
Revaluation and reversal of contingent consideration	5.4	-3.3
<b>EBITDA R12 adjusted (proforma)</b>	<b>131.5</b>	<b>124.3</b>
Lease expense IFRS16	-19.1	-16.2
<b>EBITDA R12 adjusted IFRS16 (proforma)</b>	<b>112.4</b>	<b>108.0</b>
Net interest-bearing liabilities	363.0	349.6
<b>Net interest-bearing liabilities/ EBITDA R12 adjusted (proforma)</b>	<b>2.8</b>	<b>2.8</b>
Net interest-bearing liabilities excluding leasing debt	288.2	270.5
<b>Net interest-bearing liabilities excluding leasing debt/ EBITDA R12 adjusted IFRS16 (proforma)</b>	<b>2.6</b>	<b>2.5</b>
*Refers to period before acquisition as if acquired companies belonged to the Group for the last 12 months.		
Profit / Net working capital (P/WC)	2024	2023
EBITA R12	94.4	106.8
EBITA R12 Proforma (period before acquisition*)	5.5	0.0
Acquisition costs	2.3	0.0
Revaluation and reversal of deferred consideration	5.4	-3.3
<b>EBITA R12 adjusted (proforma)</b>	<b>107.5</b>	<b>103.4</b>
<b>Net working capital</b>	<b>301.1</b>	<b>309.1</b>
<b>EBITA R12 adjusted (proforma) / Net working capital, %</b>	<b>35.7</b>	<b>33.5</b>
*Refers to period before acquisition as if acquired companies had been part of the group for the last 12 months.		



# Signature of the Annual Report

The Board of Directors certifies that the Annual Report has been prepared in accordance with generally accepted accounting practice. The Annual Report provides a true and fair view of the Company's position and performance, and the management report provides a true and fair overview of the development of the Company's operations, position and performance, and describes material risks and uncertainties faced by the Company.

The consolidated accounts have been prepared in accordance with the international accounting standards that are referred to in Regulation (EC) No 1606/2002 of the European Parliament and of the Council of 19 July 2002 on the application of international accounting standards. The annual accounts provide a true and fair view of the Company's position and performance, and the management report provides a true and fair overview of the development of the Company's operations, position and performance, and describes material risks and uncertainties faced by the Company.

**Stockholm, Sweden, 27 March 2025**

**Pierre Fors**  
Chairman of the Board

**Jonas Mårtensson**  
Vice Chairman

**Marie Ygge**  
Director

**Lars Engström**  
Director

**Mikael Vaezi**  
Director

**Fredrik Valentin**  
CEO

Our audit report relating to this Annual Report was issued on 27 March 2025.  
**Grant Thornton Sweden AB**

**Daniel Forsgren**  
Authorized Public Accountant

# Auditor's report

N.B. The English text is a translation of the official version in Swedish. In the event of any conflict between the Swedish and English version, the Swedish shall prevail.

To the Annual General Meeting of Alcadon Group AB (publ)

Corporate identity number 559009 - 2382

## Report on the annual accounts and consolidated accounts

### Opinions

We have audited the annual accounts and consolidated accounts of Alcadon Group AB (publ) for the year 2024.

The annual accounts and consolidated accounts of the company are included on pages 26 - 61 in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of parent company as of 31 December 2024 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act.

The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the group as of 31 December 2024 and their financial performance and cash flow for the year then ended in accordance with IFRS Accounting Standards, as adopted by the EU, and the Annual Accounts Act.

The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts.

We therefore recommend that the general meeting of shareholders adopts the income statement and balance sheet for the parent company and the group.

### Basis for Opinions

We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

### Other information than the annual accounts and consolidated accounts

This document also contains other information than the annual accounts and consolidated accounts and is found on pages 31- 18, 26-27 and 62 - 73. The Board of Directors and the Managing Director are responsible for

this other information.

Our opinion on the annual accounts and consolidated accounts does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the annual accounts and consolidated accounts and that they give a fair presentation in accordance with the Annual Accounts Act and, concerning the consolidated accounts, in accordance with IFRS Accounting Standards as adopted by the EU. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts and consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts and consolidated accounts, The Board of Directors and the Managing Director are responsible for the assessment of the company's and the group's ability to continue as a going concern. They disclose as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors and the Managing Director intend to liquidate the company, to cease operations, or has no realistic alternative but to do so.

## Auditor's responsibility

Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts and consolidated accounts.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual accounts and consolidated accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of the company's internal control relevant to our audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors and the Managing Director.
- Conclude on the appropriateness of the Board of Directors' and the Managing Director's use of the going concern basis of accounting in preparing the annual accounts and consolidated accounts. We also draw a conclusion, based on the audit evidence obtained, as to whether any material uncertainty exists related to events or conditions that may cast significant doubt on the company's and the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual accounts and consolidated accounts or, if such disclosures are inadequate, to modify our opinion about the annual accounts and consolidated accounts. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company and a group to cease

to continue as a going concern.

- Evaluate the overall presentation, structure and content of the annual accounts and consolidated accounts, including the disclosures, and whether the annual accounts and consolidated accounts represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient and appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated accounts. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our opinions.

We must inform the Board of Directors of, among other matters, the planned scope and timing of the audit. We must also inform of significant audit findings during our audit, including any significant deficiencies in internal control that we identified.

## Report on other legal and regulatory requirements

### Opinions

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the Managing Director of Alcadon Group AB (publ) for the year 2024 and the proposed appropriations of the company's profit or loss.

We recommend to the general meeting of shareholders that the profit be appropriated in accordance with the proposal in the statutory administration report and that the members of the Board of Directors and the Managing Director be discharged from liability for the financial year.

### Basis for Opinions

We conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

### Responsibilities of the Board of Directors and the Managing Director

The Board of Directors is responsible for the proposed appropriations of the Company's profit or loss. At the proposal of a dividend, this includes an assessment

of whether the dividend is justifiable considering the requirements which the company's and the group's type of operations, size and risks place on the size of the parent company's and the group's equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the company's organization and the administration of the company's affairs. This includes among other things continuous assessment of the company's and the group's financial situation and ensuring that the company's organization is designed so that the accounting, management of assets and the company's financial affairs otherwise are controlled in a reassuring manner. The Managing Director shall manage the ongoing administration according to the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfill the company's accounting in accordance with law and handle the management of assets in a reassuring manner.

### **Auditor's responsibility**

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the Managing Director in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the company, or
- in any other way has acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

Our objective concerning the audit of the proposed appropriations of the company's profit or loss, and thereby our opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance with the Companies Act.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the company, or that the proposed appropriations of the company's profit or loss are not in accordance with the Companies Act.

As part of an audit in accordance with generally accepted auditing standards in Sweden, we exercise professional judgment and maintain professional skepticism throughout the audit. The examination of the administration and the proposed appropriations of the company's profit or loss is based primarily on the audit of the accounts. Additional audit procedures performed are based on our professional judgment with starting point in risk and materiality. This means that we focus the examination on such actions, areas and relationships that are material for the operations and where deviations and violations would have particular importance for the company's situation. We examine and test decisions undertaken, support for decisions, actions taken and other circumstances that are relevant to our opinion concerning discharge from liability. As a basis for our opinion on the Board of Directors' proposed appropriations of the company's profit or loss we examined whether the proposal is in accordance with the Companies Act.

**Stockholm the 27 March 2025**

**Grant Thornton Sweden AB**

Daniel Forsgren

Authorised Public Accountant



# Share information

Alcadon Group AB's share is listed on Nasdaq First North since 14 September 2016.

The number of shares in Alcadon Group AB amounted to 24,511,026 as at 31 December 2024.

Companies listed on Nasdaq First North are required to have a Certified Adviser with, among other things, responsibility for supervision. Alcadon Group's Certified Adviser is Svensk Kapitalmarknadsgranskning AB (SKMG).

Company name: Alcadon Group AB

Ticker: ALCA

Number of shares: 24,511,026

ISIN: SE0008732218

## OWNERSHIP

Name	Shareholding	Shareholding, %
Investment AB Spiltan	3,895,893	15.9%
Ribbskottet Aktiebolag	2,455,000	10.0%
Andra AP-Fonden	2,132,524	8.7%
Athanase Industrial Partners	1,387,605	5.7%
Susanne Stengade Holding ApS	981,780	4.0%
Norron Fonder	884,001	3.6%
Avanza Pension	840,893	3.4%
Consensus Asset Management	840,000	3.4%
Swedbank Robur Microcap	820,000	3.3%
Jeansson, Theodor	756,910	3.1%
Cicero Fonder	583,212	2.4%
Mahony, Keith	564,355	2.3%
ÖstVäst Capital Management	549,833	2.2%
Fondita Fund Management	440,000	1.8%
Nordnet Pensionsförsäkring AB	413,857	1.7%
Lindsay, Duncan	317,088	1.3%
Lindsay, Natalie	314,389	1.3%
Hajskäret Invest AB	208,459	0.9%
Mårtensson, Jonas	208,092	0.8%
Evli Fund Management	206,978	0.8%
<b>Grand Total</b>	<b>18,800,869</b>	<b>76.7%</b>
<b>Others</b>	<b>5,710,157</b>	<b>23.3%</b>
<b>Total</b>	<b>24,511,026</b>	<b>100.0%</b>

## DISTRIBUTION OF SHARES ON 31 DECEMBER 2024

Shareholding	Number of owners	Number of shares
20,001 -	57	21,612,655
10,001 - 20,000	6	91,027
5,001 - 10,000	9	67,501
1,001 - 5,000	30	77,189
501 - 1,000	24	20,137
<500	4,661	362,038
Unknown size of holdings	581	2,280,479
	<b>5,368</b>	<b>24,511,026</b>

# Board of Directors

## PIERRE FORS, CHAIRMAN OF THE BOARD

Pierre Fors, born 1963, member of the board since 2015, Chairman of the Board since 2020, former President and CEO of Alcadon Group AB 2001-2019. Pierre holds a degree from EMI (Executive Management Institute) at the Stockholm School of Economics and was employed by Alcadon between 1993-2019. Pierre has a background from several positions in the IT and telecom industry, including at Telia.

Other board assignments: Chairman of the Board of Paseca AB and Sun4Energy. Independent in relation to the Company's major shareholders. Dependent in relation to the Company and its management.

**Shareholding:** 110,000 shares

**Other holdings:** -



## JONAS MÅRTENSSON, VICE CHAIRMAN

Jonas Mårtensson, born 1963, member of the board since 2015, Chairman of the Board between 2016-2019, Master of Business Administration from Stockholm School of Economics. Has been employed at Alted AB since 2006, where he is also a partner and board member. Jonas has worked for 17 years at various investment banks (SEB Enskilda, Maizels, Westerberg & Co and Nordea) as an advisor in mergers and acquisitions and IPOs.

Other board assignments: Chairman of the board of OPP Owner AB and board member of DO Intressenter AB, JNM Invest AB, Sun4Energy and Alted AB. Independent in relation to the Company and its management and major shareholders.

**Shareholding:** 208,092 shares

**Other holdings:** -



## MARIE YGGE, DIRECTOR

Marie Ygge, born 1958, member of the board since 2019. Marie has a long experience of senior positions in the IT industry from both Microsoft (2005-2017) and IBM (1985-2005). During these years, Marie has been responsible in Sweden for sales to the public sector, large companies and small and medium-sized customers in a number of management positions. Marie's most recent role was as Director of Public Sector Business Development at Microsoft EMEA (2014-2017). Marie holds a Master of Science in Engineering from the Royal Institute of Technology and runs her own consulting business.

**Other board assignments:** Board member of SOS Alarm AB and TCO Utveckling AB. Independent in relation to the Company and its management and major shareholders.

**Shareholding:** 4,600 shares

**Other holdings:** -



### LARS ENGSTRÖM, DIRECTOR

Lars Engström, born 1963, member of the board since 2020, MSc in Engineering from Linköping University. Lars has a long experience of senior positions in leading Swedish industrial companies. He was President of the Sandvik Mining and Rock Technology business area 2016-2019, President of the Sandvik Mining business area 2015-2016 and prior to that acting President and CEO of BE Group 2014-2015. Lars has also been President and CEO of Munters AB 2006-2014. Prior to 2006, Lars has held a number of senior positions within Atlas Copco and Seco Tools.

**Other board assignments:** Board member of Normet Group Oy. Independent in relation to the Company and its management and major shareholders.

**Shareholding:** 13,000 shares

**Other holdings:** -



### MIKAEL VAEZI, LEDAMOT

Mikael Vaezi, born 1980, member of the board since 2024, MSc in Economics from Lund University. Mikael has been employed as Investment Manager at Spiltan Invest since 2016. Since 2007, Mikael has been active in the financial sector where he has held the role of Investment Manager and Portfolio Manager at Varenne, SDIP (now Sdiptech) and Dunross & Co.

**Other board assignments:** Board member of Teqnion AB, Hyttbäcken Invest AB and Sogdiana Invest AB. Dependent in relation to the Company's major shareholders but independent in relation to the Company and its management.

**Shareholding:** 11,864 shares

**Other holdings:** -



# Senior executives

## Group management

### FREDRIK VALENTIN, CEO ALCADON GROUP

Fredrik Valentin, born 1974, President and CEO of Alcadon Group since 2025, holds an MSc in Engineering from the Royal Institute of Technology. Fredrik comes most recently from a role as head of the Safety Technology division at Bergman & Beving, and has previously been CEO of Skydda Group, a leading distributor of personal protective equipment, as well as CEO of Stena Recycling in Poland, and management consultant in strategy and product development at Accenture. As CEO, Fredrik Valentin is also Chairman of the Board of the Alcadon Group's portfolio companies.

**Other board assignments:** Board member of Valentin IDP AB

**Shareholding:** 50,000 shares

**Other holdings:** 200,000 warrants



### NIKLAS SVENSSON, CHIEF FINANCIAL OFFICER

Niklas Svensson, born 1981, CFO of Alcadon Group and part of Group Management since October 2019. Niklas holds an MSc in Business Administration from Lund University and comes most recently from the position as CFO at NVBS Gruppen. Prior to that, Niklas was Finance Director at Sievert Gruppen, which is part of the German group Rothenberger, and he has also worked with auditing at Deloitte in Stockholm.

**Other board assignments:** Board member of the Alcadon Group's portfolio companies and board member of Hain stiftelser and JN Redovisning AB.

**Shareholding:** 32,780 shares

**Other holdings:** 56,354 warrants



## Responsible for the Group's portfolio companies

### JAMES REID, HEAD OF NETWORKS CENTRE GROUP (UK, NETHERLANDS)

James Reid, born 1973, studied music at Brunel University, Industry credentials: RCDD & CDCDP. Responsible for Networks Centre and its subsidiaries since 2022. Most recently held the role of Group Sales Director within Networks Centre where he has worked since 2013. Prior to that, he worked as Strategic Account Manager at Panduit for 9 years. Networks Centre was acquired by Alcadon in 2022.

**Shareholding:** 202,621 shares

**Other holdings:** -



#### MAGNUS LARSSON, CHIEF EXECUTIVE OFFICER SWEDEN

Magnus Larsson, born 1970, CEO of Alcadon AB since 2023, has studied Business Administration at Lund University and most recently held the role of Sales Manager at Alcadon Sweden. Magnus has previously held a number of senior positions in sales in the Siemens Group, including Head of KAM and Customer Development at Siemens Smart Infrastructure in Sweden. He has also held similar roles in the property and construction market and the media industry. In addition, Magnus has worked as a consultant in sales management and strategy development.

**Shareholding:** 10,000 shares

**Other holdings:** 18,604 warrants



#### SUSANNE STENGADE, SENIOR VICE PRESIDENT CENTRAL EUROPE OCH CEO ALCADON DENMARK, GERMANY & BELGIUM

Susanne Stengade, born 1967, holds a BSc in International Business from Niels Brocks Handelsakademi in Copenhagen. Susanne has held several senior positions in sales with a focus on fibre optic solutions in companies such as NKT and Draka. In 2003, Susanne founded 6X International DK (now Alcadon Denmark), which at the time of Alcadon's acquisition in 2021 operated in both Denmark and Germany. In 2021, Alcadon also acquired the Belgian company 6X International, which is now also part of Susanne's overall responsibility.

**Shareholding:** 981,780 shares

**Other holdings:** -



#### EINAR FERAGEN, CHIEF EXECUTIVE OFFICER, ALCADON AS

Einar Feragen, part of the Group Management since 2022, holds an MSc in Economics and Marketing from BI Norwegian Business School in Sandvika. He has previously worked with sales and marketing in the IT industry and the defence industry and has since 2020 held the position of Sales Manager at Alcadon AS with responsibility for sales and sales staff throughout Norway. Immediately prior to Alcadon, Einar worked as a sales manager in the export of capital equipment to the painting industry, with the main market Europe and the USA. He also has a background in the defence industry and has held senior positions both in Norway and abroad.

**Shareholding:** 0 shares

**Other holdings:** 5,919 warrants



#### KEITH MAHONY, CEO WOOD COMMUNICATIONS (IRELAND)

Keith Mahony, born 1974, studied Business Administration at UCC and Hotel Management, Cert Ireland. Qualified as an estate agent (IPAV) through the Technological University Dublin (TUD). Has held a number of roles within Wood Communications and has been a principal shareholder since 2005. Wood Communications was acquired by Alcadon in 2024.

**Shareholding:** 564 355 shares

**Other holdings:** -





# Annual General Meeting

The shareholders of Alcadon Group AB (publ), org. no. 5590092382, (the "Company", "Alcadon") are convened to the Annual General Meeting on Tuesday 29 April 2025 at 10.00 a.m. at KANTER Law Firm, address Engelbrektsgatan 3, Stockholm, Sweden. Registration will commence at 9.30 a.m.

## Right to participate and notification

Shareholders who wish to participate at the Annual General Meeting must:

- be registered as a shareholder in the share register prepared by Euroclear Sweden AB as of Monday, 17 April 2025,
- notify their intention to attend the Annual General Meeting no later than Monday 22 April 2025 by one of the methods below:
  - Registration link: <https://anmalan.vpc.se/euroclearproxy>
  - E-mail: [generalmeetingservice@euroclear.com](mailto:generalmeetingservice@euroclear.com)
  - Postal address: Alcadon AB (publ), "Annual General Meeting", c/o Euroclear Sweden, Box 191, 101 23 Stockholm, Sweden.

The notification shall include the name, address, telephone number, personal or corporate identity number and, where applicable, information about proxy and/or representative. Shareholders intending to bring an assistant to the Annual General Meeting must notify the Company of the number of assistants (not more than two) and their names, in accordance with the above procedure.

In order to be entitled to participate in the general meeting, a shareholder whose shares are registered in the name of a nominee must, in addition to registering for the meeting, register the shares in his/her own name so that the shareholder is entered in the share register as of Thursday, 17 April 2025. Such registration may be temporary (registration for voting rights) and shall be requested from the nominee, in accordance with the nominee's procedures, at such time in advance as the nominee determines and in good time before the said date. Voting rights registrations made no later than Wednesday, 23 April 2025 are taken into account when preparing the share register.

If the shareholder is represented by proxy, a written, signed and dated power of attorney must be enclosed. A form for power of attorney are available in Swedish and English on the Company's website, [www.alcadongroup.se](http://www.alcadongroup.se).

For issues relating to the general meeting, please contact Euroclear Sweden AB by telephone +46 8 402 91 (Monday-Friday 09.00-16.00).

## FINANCIAL CALENDAR

Q1 Report 2025	28 April 2025, 08:00 a.m.
Annual General Meeting 2025	29 April 2025, 10:00 a.m.
Q2 Report 2025	8 August 2025, 08:00 a.m.
Q3 Report 2025	24 October 2025, 08:00 a.m.
Year-End Report 2025	By week 8, 2026
Annual Report 2025	No later than three weeks before the Annual General Meeting 2026
Annual General Meeting 2026	29 April 2026, 10:00 a.m.

## Contact information

For further information, please refer to the Company's website, [www.alcadongroup.se](http://www.alcadongroup.se), or contact CEO Fredrik Valentin, telephone +46 70 282 34 12.

## Alcadon Group AB

Segelbåtsvägen 2  
112 64 Stockholm  
Phone: + 46 8-657 36 00  
Org.no. 559009-2382  
[www.alcadongroup.se](http://www.alcadongroup.se)



Alcadon Group

## Alcadon AB Stockholm

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[www.alcadon.se](http://www.alcadon.se)

## Göteborg

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431 37 Mölndal  
Tel: + 46 31-386 88 00  
[www.alcadon.se](http://www.alcadon.se)

## Malmö

Stenyxegatan 9  
213 76 Malmö  
Tel: + 46 40-31 22 60  
[www.alcadon.se](http://www.alcadon.se)

## Örebro

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702 27 Örebro  
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[www.alcadon.se](http://www.alcadon.se)

## Alcadon AS Oslo

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## Sandefjord

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3241 Sandefjord, Norge  
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[www.alcadon.no](http://www.alcadon.no)

## Bergen

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5257 Kokstad  
Tel: +47 41 36 88 87  
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## Mosjøen

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8656 Mosjøen, Norge  
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[www.alcadon.no](http://www.alcadon.no)

## Alcadon ApS Denmark

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Tel: +45 4570 7077  
[www.alcadon.dk](http://www.alcadon.dk)

## Alcadon GmbH Germany

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[www.alcadon.de](http://www.alcadon.de)

## Alcadon BV Belgium

Plaslaar 38 e  
2500 Lier, Belgium  
Tel: +32 3 326 26 03  
[www.alcadon.be](http://www.alcadon.be)

## Networks Centre The United Kingdom

Bentley House, Wiston Business Park  
London Road, Pulborough RH20 3DJ, UK  
Tel: +44 140 375 4233  
[www.networkscentre.com](http://www.networkscentre.com)

## Wood Communications Ireland

L7, Ballymount Industrial Estate,  
Ballymount Dr, Ballymount,  
Dublin, D12 FV07, Ireland  
Tel: +353 01 426 4000  
[woodcomm.ie](http://woodcomm.ie)

## Svensk Kapitalmarknadsgranskning AB (SKMG)

Certified Adviser  
Fähusgatan 5  
603 72 Norrköping  
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E-post: [ca@skmg.se](mailto:ca@skmg.se)  
Org.nr. 559200-5283  
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